



ESTABLISHMENT AN AMAZON HUB IN OMAN

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1. **ABSTRACT:** The establishment of a major logistics hub, such as an Amazon facility, in Oman presents significant economic opportunities and logistical advantages. However, this venture is complex and requires careful consideration of various factors. This research investigates the feasibility of establishing an Amazon Logistics Hub in Oman by examining the strengths and weaknesses of Oman's logistics infrastructure, evaluating relevant regulations, and assessing regional market potential for Amazon products. The study employs a mixed-method approach, utilizing surveys, interviews, SWOT analysis, and comparative analysis with existing hubs, such as Jebel Ali in Dubai.

Key findings show that while Oman's advantageous position and advanced infrastructure offer substantial advantages, a number of issues still need to be resolved. These include market demand, competitive dynamics within the region, and regulatory compliance. Although the logistics industry in Oman is changing, a world-class logistics hub must be supported by advancements in technology and infrastructure.

The study comes to the conclusion that strategic investments and organisational changes could enable the establishment of an Amazon logistics centre in Oman. There are a lot of potential advantages, including increased supply chain efficiency, job development, and economic diversification. But getting past legal obstacles, improving infrastructure, and strategically entering the local market are all necessary for success. This report offers stakeholders and policy makers a strategic framework by shedding light on the prospects and challenges of creating a logistics hub in Oman.



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2. INTRODUCTION

The global e-commerce scene has undergone a dramatic change. This rapid, exponential development has been facilitated by smartphone use, internet access, and an increasing propensity for online shopping. In reaction to this spike, traditional logistics models are under immense pressure to offer delivery solutions that are quicker, more affordable, and more effective. To accommodate this demand, e-commerce giants like Amazon have established logistics hubs worldwide, enabling efficient product storage and distribution.

Simultaneously, the e-commerce sector appears to be growing similarly in South-West Asia with online retail sales expected to grow in the coming years. This trend presents opportunities for logistics companies. Oman, strategically located at the crossroads of Europe, Asia, and Africa, aims to become a regional logistics center. Significant economic growth and infrastructure investments in ports and airports make Oman an attractive site for an Amazon Logistics Hub, especially given the government’s efforts to attract international businesses.

Establishing an Amazon logistics hub involves complex considerations. Key factors include Oman's logistics infrastructure, regulations regarding foreign investment in e-commerce, potential product offerings for Omani customers, and competition in the sector. This research aims to assess the feasibility of an Amazon Logistics Hub in Oman by examining the opportunities and challenges in the local market.

The purposes of this study are as follows:

- Assess the logistics infrastructure of Oman, including current ports and transportation networks and examine the legal environment that controls foreign investment and online shopping in Oman.
- Identify potential advantages and challenges of establishing an Amazon logistics hub and evaluating consumer behavior, spending power, and internet penetration to determine the market demand for Amazon products.
- Investigate the competitive landscape of Oman's logistics industry.

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3. LITERATURE

E-commerce is transforming global supply chains, and logistics hubs are crucial for large-scale organizations to maximize transportation efficiency and make products accessible to various markets [1]. Logistics hubs are strategically placed to enhance regional market accessibility and business performance. Investments in logistics infrastructure have been linked to better performance [2], impacting the quality of generic production components and market endowments [3;4]. Modern innovations, such as logistics centers, are characterized by their network-organized location and can boost a city's or region's competitiveness. However, challenges remain in multimodal and intermodal transportation, such as inadequate infrastructure and human resource issues. A logistical hub can serve as a platform to address these challenges and improve the competitiveness of multimodal and intermodal transportation.

The literature review and discussions with professionals identify various factors for evaluating logistics locations, including land availability, market accessibility, infrastructure features, industry backing, and labor supply, using primary and sub-criteria [5]. Infrastructure facilities, including roadways, railroads, rivers, airports, and multimodal terminals, are crucial for supply chain capacity and support of new logistics initiatives. Proximity to markets is determined by a region's geographic reach, transportation distance, and the number of people served by a mode of transport. For example, a truck's daily range of 600 miles can determine market closeness by counting the number of regions or individuals it serves.

Land availability is crucial for the development of new logistics hubs, as it indicates a region's potential for horizontal expansion. Assessing land availability involves categorizing suitable areas and considering factors like multimodal transfer systems, communication systems, port fees, cargo handling infrastructure, and access to nearby commercial and industrial zones [6;7]. Lower land prices often correlate with underutilization, making these areas attractive for businesses. These elements support efficient and streamlined logistics operations.

Oman, a rising nation in South-West Asia, is investing in logistics infrastructure to boost its GDP. With a GDP of USD 66.29 billion in 2016, the service sector, including logistics, contributed \$35426.48 million to the GDP. The establishment of Asyad, an

organization to manage Oman's transformation into a logistics hub, has boosted its plan to become a top logistical center by 2040 [8]. Oman's economy is shifting to logistics under Asyad program from relying on energy production because of declining production capacity, high costs, and volatile oil prices, posing risks to its economy [9].

Custom logistics facilities, like cross-docking centers and high-throughput distribution centers, are a key aspect of retail digitalization, designed to meet the unique operational and physical demands of e-commerce logistics, ensuring seamless flow of goods throughout the supply chain.

Amazon's efficient supply chain strategy, utilizing multi-tier inventory networks and distribution centers, allows for high responsiveness. Strategically located hubs near ports streamline goods movement, enabling efficient importation and distribution of products. Amazon, a leading online merchant, initially started as an online bookshop. Despite B2C being their primary market, they employ a multi-level approach, expanding their logistics system with fulfillment centers, serving as 3PLs for traditional merchants and part of Amazon's supply chain.

Cities' real estate markets and patterns of land use will alter because of the presence of e-commerce fulfillment logistics facilities. Romm, [10] stated that the early days of e-commerce that has transformed the supply chain structure, and those changes are still evident today. Alongside the rise of the online retail B2C segment, new logistics facilities that fully complement e-commerce through functional specialization are rising quickly [11].

Table 2. Categorization of Logistics Centers for E-Commerce Operation [11; 13]

Type of facility	Key attributes
Sortable fulfillment centers	Large size (800,000 sq. ft); cross-docking configuration; close to large labor supply (more than 1,500 full time associates); range of products (books, toys, and housewares); automated and high-tech operations,
Non-sortable fulfillment centres	Large size (60,000 – 1,000,000 sq. ft); cross-docking configuration; close to large labor supply (more than 1,000 full time associates); large products (furniture, outdoor equipment, etc.);

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Sortation centres	Medium-sized; automated operation; access to regional centers; orders are sorted by destinations; carry out flexible deliveries.
Delivery centres	Low site density; cross-docking configuration; located at the edge of cities; preparation for last-mile deliveries; collaboration with carriers
Retuning stations	Depends on operation; close to fulfilment centres; automated and high-tech operations small size; close to high-density neighborhoods; (including Amazon Prime New Hub centres)
Freight station/ specialty facilities	

These facilities, which differ from conventional logistics facilities, include locker systems that facilitate last-mile delivery as well as sizable fulfilment centres and tiny goods stations. As part of a company's logistics strategy, the creation of logistics facilities is directly impacted by the functional requirements of e-commerce. The categorization of e-commerce logistics facilities is shown in Table 1. According to Ghezzi et al. [12], order selection, assembly, delivery, and inventory ownership and placement are the primary factors taken into account when creating logistics strategies.

4. PROBLEM STATEMENT AND RESEARCH METHODOLOGY

Establishing a logistics hub like an Amazon site can benefit the supply chain, create jobs, and drive economic development. However, the project requires careful consideration of Oman's infrastructure, including transportation networks, technology systems, and warehousing facilities. The success of this project also depends on the regulatory environment, which must align with Amazon's business model and be stable to reduce operational risks and foster a favorable business climate.

Another critical factor is having a market demand. The degree to which local consumers value Amazon's products and services will determine a hub's potential for success. Consumer purchasing behavior, preference, and sensitivity in Oman and the neighboring countries will be studied in this paper. Market data research may be used to identify target customer segments and predict the likelihood of sustained demand.

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In addition, it would be impossible to overlook the existence of well-established rivals in the region. Understanding the competitive environment, including key competitors, market share, and services, will help Amazon position itself strategically.

This study examines the potential of establishing an Amazon Logistics Hub in Oman by reviewing the strengths and weaknesses of the logistics infrastructure, analyzing relevant laws, and estimating the market size for Amazon goods. This diverse approach aims to highlight the potential advantages and challenges of opening an Amazon hub in Oman, providing valuable insights for future strategic decisions.

The research population—comprising individuals directly involved in logistics and related sectors—will be the focal point of all research inquiries developed to address significant topics [14]. The principles underlying the logistics hub model apply across various industrial sectors. Therefore, the logistics department, along with relevant stakeholders from other departments, has been purposefully selected as a homogeneous study population.

The research instruments employed in this study are pivotal for gathering and analyzing data. These tools are designed with specific aims, target populations, and variables in mind, ensuring effective data collection [15]. Key research instruments include:

This study will utilize a questionnaire distributed to 200 employees within the organization (Table 2). Questionnaires are a widely recognized tool for data collection, enabling researchers to gather information from participants regardless of geographic distance. Careful attention was given to the formulation of questions to minimize misunderstandings, ensuring that respondents provide comprehensive and relevant information regarding the establishment of the Amazon hub.

Table 2. Sample Distribution by Department

Department	Sample
Logistics Department	23
E-commerce / Business Department	13

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Other Department	19
Total	55

In addition to questionnaires, approximately three individuals will be interviewed as part of this research project (Table 3). The interviews will be conducted in person, allowing for immediate clarification and more nuanced responses. This method is particularly effective in eliciting detailed information compared to written formats.

Table 3. List of Interviewees

SN	List.of.job.Interviewee
7 _i	Health?Safety?and.Emergency.Response.Manager
8 _i	Key.Accounts.Lead
9 _i	OHSSE.Supervisor

Data collection involves systematically gathering and evaluating information on the variables of interest to verify hypotheses, assess outcomes, and answer research questions [16]. While methodologies may differ, this study prioritizes the integrity and accuracy of data collection to ensure validity.

Primary data, sourced from firsthand experience, is crucial for statistical surveys and analysis, and will be collected through questionnaires and interviews in this study. While for secondary data, the study will utilize various sources, including port records, to collect

This research will use statistical graphs, charts, and tables to analyze primary data from surveys and interviews, with Google Forms facilitating the creation and distribution of online survey forms. Furthermore, discussions will focus on the key principles guiding the project, fostering the exchange of insights and experiences relevant to the study [17]. Content analysis will be employed utilizing semantic analysis and qualitative content analysis for diverse communications, articles, and publications. Finally, SWOT analysis and comparative case studies will be utilized to evaluate the potential of Oman’s logistics hub.

5. RESULTS AND DISCUSSIONS

5.1 Questionnaire findings

To ensure the clarity and comprehensibility of the results, the collected data were subjected to rigorous statistical analysis using specialized software. This analysis transformed raw data into percentages, which were then systematically organized into tables, graphs, and figures. The findings align with the research questions outlined in the study.

In assessing Oman's port infrastructure with respect to cargo volume, respondents highlighted several key strengths and weaknesses:

Strengths

1. **Strategic Location:** Oman is positioned advantageously at the mouth of the Persian Gulf, providing easy access to major shipping routes.
2. **Modern Infrastructure:** The country boasts advanced deep-water ports, such as Duqm, Salalah, and Sohar, which are well-integrated into global shipping networks, thereby enhancing cargo handling capacity.
3. **Growing Capacity:** There has been a consistent increase in the capacity of Oman's ports, driven by ongoing investments.
4. **Investment in Expansion:** Significant investments are being made in port infrastructure to support future growth.
5. **Efficient Operations:** The operational efficiency of Oman's ports is recognized as a considerable asset.
6. **Diversity of Services:** The ports offer a diverse range of services, catering to various shipping needs.

Weaknesses

1. **Regional Competition:** There is considerable competition among regional

logistics hubs, which can challenge Oman's positioning.

2. Limited Docking Space: The available docking space in some bays is constrained, which may hinder operational capacity.
3. Skilled Labor Shortage: A shortage of skilled labor in the logistics sector poses a significant challenge.
4. Capacity Constraints: While modern, certain ports may still face difficulties in handling exceptionally high cargo volumes simultaneously.
5. Regulatory Environment: Regulatory challenges may complicate operations and limit efficiency.

Opportunities that Amazon Hub bring to the port and Oman's economy

The establishment of an Amazon Logistics Hub in Oman presents numerous opportunities that could significantly benefit both the port and the broader economy. Key opportunities identified through the survey include:

1. Job Creation: The hub is expected to generate a substantial number of jobs in logistics and related sectors, contributing to overall employment growth.
2. Investment in Infrastructure: The influx of investment associated with the Amazon hub is likely to lead to upgrades in port infrastructure and technology, enhancing operational capacity.
3. Enhanced Efficiency and Competitiveness: The introduction of advanced logistics operations can improve the overall efficiency and competitiveness of Oman's logistics sector, positioning it favorably in regional and global markets.

18; Interview outcomes

Key employees from several departments were interviewed. the summary of the responses to the key questions are as follow.

1. The regulatory environment in Oman impacting the potential establishment of an Amazon Logistics Hub

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Interviews indicate that regulatory challenges, especially with regard to ownership and customs regulations, greatly influence investment decisions. Investors are cautious due to ownership restrictions and complex customs procedures. In addition, the Omanization policy, which prioritizes the employment of local residents, restricts the freedom to hire foreign talent. The Ministry of Transport and Communications is working to align local logistics systems with international standards but faces challenges in coordination between various government agencies. Improving integration and perhaps creating a dedicated logistics body could streamline operations and attract more investors.

2. Major players in Oman's logistics industry, and how do you anticipate their response to the potential arrival of Amazon as a competitor

Participants emphasized that Amazon's entry could lead to intensified competition and enhanced beneficial partnerships in the logistics sector. Amazon is known for bringing innovation and cutting-edge technology to enhance existing logistics operations. While companies like DHL and DB Schenker may face increased competition, they could also benefit from overall sector growth resulting from Amazon's presence. Amazon's strict quality control and transparent review system promise to raise product reliability and consumer confidence in the region.

3. Transportation connectivity regarding rail, ports, airports, and road networks

Oman has been actively enhancing its transportation infrastructure to improve connectivity with other countries. This includes developing rail networks primarily for freight, and key ports like Muscat, Salalah, and Sohar which serve as major international trade gateways. Airports at these locations also support both passenger and cargo traffic, further bolstering air connectivity. Additionally, interconnected highways and road networks, along with strategic airport developments, provide robust support for logistics and transportation, enhancing business operations across the region. However, challenges remain, such as capacity limitations at ports, the need for better regional cargo networks, and the absence of a comprehensive national railway, which are critical for optimizing long-distance cargo.

4. Technological advancements or adaptations of a logistics hub in Oman

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The importance of seeing technological progress in the logistics hub for it to be successful in Oman. The highlighted key technologies include digital solutions for supply chain management, data analytics for operational insights, and robotics for optimization. Furthermore, the sustainability of the environment depends on the incorporation of green technology like sustainable packaging and electric cars. Enhanced digitalization is essential for better data integrity and connectivity among suppliers, customers, and agents using reliable digital infrastructures. This new level of digitization will operate and communicate in real time at an increased ability, making this hub even more competitive within the global market. Smart warehouses, blockchain for security and transparency, AI for demand forecasting and route optimization, and Internet of Things sensors for real-time tracking are examples of essential technology. By improving delivery efficiency, boosting trust in the logistics network, and providing improved inventory control, these technologies will increase the hub's effectiveness and responsiveness.

5. Political perspective, factors influence the feasibility of establishing a logistics hub in Oman

The participants emphasized how important political considerations are to the viability and profitability of setting up a logistics hub in Oman. Political stability, robust government backing, and uniform regulatory rules are important components. The stable political condition in Oman and peaceful international relations in the country make it an attractive safe hub in the South-West Asia country to invest and operate. The simplified rules, attractive incentives, and good relationships with key trading partners to ensure a smooth flow of goods are, likewise, critical success factors. Hub viability may be disrupted by risks due to global trade tensions or regional conflicts.

19. SWOT Analysis.

Based on information from interviews and surveys. A SWOT analysis, which considers the project's Strength, weakness, opportunities, and threats, may be used to fully analyze this:

Strengths

1. Strategic Geographic Location: Oman's advantageous location on the Strait of

Hormuz, along with large expenditures in contemporary infrastructure such as the Salalah Free Zone and Port of Duqm, solidifies its position on the international map. As a vital centre for logistics that effectively connects Asia, Africa, and Europe, these improvements enhance Oman's standing.

2. Political Stability: Oman's political stability is well above that of the region, which tends to be agitated with geopolitical issues and conflicts. This enhances its attractiveness to investors and international businesses. Political risk is lowered due to a long tradition of peaceful governance and diplomatic neutrality in the Sultanate of Oman. This ensures that there is a safe and solid ground on which business can grow and prosper, mitigating usual political risks.

Weaknesses

1. Economic Dependence on Oil: Oil highly contributes to the state's economy. Therefore, in view of oil reliance, diversification policies will be crucial in breaking that over-reliance, risk-proofing the economy, and making sure there is long-term growth and stability in the logistics sector of Oman.
2. Small Domestic Market: Oman supports its logistics industry with a pro-business approach, plans for economic diversification, and numerous incentives for foreign investors, including tax breaks and eased regulations.
3. Shortage Skilled Labor: The dependence on expatriate labor presents sustainability and cost risks. Investments in workforce development, like apprenticeships and educational partnerships, will help close the gap in skilled labor and support the long-term growth of the logistics industry in Oman.

Opportunities

1. Diversification: Oman Vision 2040 really focuses on economic diversification, and there is indeed an enormous opportunity with the growth of the non-oil sector, which will include logistics and manufacturing. The logistics sector is showing potential with added investment and government support to grow further as this country indeed works hard to cut down dependence on oil.



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2. Trade Agreements: Oman can further develop logistics operations using, among other things, free trade agreements which allow access into zero rate of duty markets. By furthering the promotion of the liberalization of trade and the expansion of agreements, Oman can improve its competitiveness and, in turn, logistically and warehousing solutions may be required for new rising demands.

3. Advancement of Technology: Implementation of advanced technologies, such as automation, IoT, and blockchain, could affect logistics in the Sultanate of Oman. This leap in better technologies for infrastructure development will lead to bringing about improved processes and costs, thus placing Oman among the leaders in the digital transformation journey within the logistics industry.

4. Regional Demand: The rise in trade and economic activities in the South-West Asia increases the demand for logistics services. It will perfectly position Oman, considering its strategic location, specifically as the gateway for the trade between Asia, Africa, and Europe. Consequently, that will bring the benefits and subsequently drive the growth of the logistics sector in Oman.

Threats

1. Regional Competition: High competition from the United Arab Emirates (UAE) and Saudi Arabia threatens the logistics ambitions of Oman. Oman must differentiate itself through specialized services, strategic connectivity, and cost-efficiency.

2. Global Variations in the Economy: Oman's growth in logistics may be affected by downturns in the world economy because of its strong reliance on international commerce. Oman must increase its clientele and make investments in adaptable logistics systems to maintain its current level of growth.

3. Rules Regarding the Environment: Strict environmental standards in Oman must be followed by the logistics sector, which affect profitability. Investing in environmentally friendly technology and using sustainability as a differentiator may turn these expenses into chances for distinction.

10; A comparison of the UAE's current amazon logistics hub

Logistics hubs are essential for promoting international trade and business in the current era of globalization. Relative to technology, infrastructure, and geography, these centres' development is strongly impacted. In this section, a comparison with one of the most important rivals, current amazon logistics hub in Jebel Ali in Dubai, UAE, is conducted.

1. Communication and Infrastructure

The UAE and Oman are adopting divergent strategies to cultivate the necessary infrastructure and connectivity to augment their respective capacities as logistics hubs. The UAE is primarily a high-tech country with significant infrastructure investment, particularly for businesses like Amazon that exploit the region's resources to maximize logistics.

The UAE's superiority in infrastructure makes logistical operations relatively easy. Among the many other examples in the UAE is the massive Amazon logistics facility in Abu Dhabi, which is reputed to use cutting-edge logistics systems to distribute items fast around the nation for doorstep delivery that same day or the following. The UAE is recognized for its robust logistics capabilities, supported by an extensive network of highways, ports, and airports that facilitate efficient transportation both within the country and internationally.

2. Transportation System

Due to its extensive road network, modern airports, and some important ports globally, the UAE has a very well-connected transportation network. Its central location on the global map improves its accessibility to the main international markets, and ideally it serves as the global hub for both regional and global trade. The country is now proposing to expand Dubai's Al Maktoum International Airport and modernize Abu Dhabi and Jebel Ali's port infrastructure to accommodate all incoming and outgoing logistical activities.

The Omani strategy encompasses more investment in the infrastructure for transportation in order to conquer geographical challenges and enable better connectivity. That calls for further improvement of the road network, mineralizing the

linkage between major cities, and industrial nodes so as to ease the internal transportation of goods and services across the country inter-regionally. The promotion of port infrastructure supports that; firstly, the opening of the Port of Sohar, and thirdly, the Port of Duqm in Oman. The former is strategically greenfield poised for maritime logistics, which, by the way, through railway connection with the other countries in the region, specifically, Arab countries, will be a significant gesture to Oman's wish.

Oman Railways and Etihad Rail of Oman and UAE, respectively, went into a joint venture formally called "Oman and Etihad Railways" by the railway network connecting Sohar Port in Oman to the UAE national railway to be designed, developed, and operated in three billion US dollar investment, further consolidating strategic and historical relation of the two countries by way of improvement in infrastructure, transportation, and logistics to enhance commercial and social connectivity, connecting core economic areas, industrial, commercial, and residential regions across the two nations.

3. Attempts at Economic Diversification

In order to guarantee that its economy diversifies and moves away from dependency on energy and oil resources, this country has thus been working ferociously for a very long time, emphasizing sectors like technology, finance, and tourism, among others.

Supporting the commerce cycle and other economic activity will be provided by logistics, which will be crucial. In order to support this worldwide commerce, the government has created a number of free zones, two of which are Dubai Logistics City and Jebel Ali Free Zone. These provide a favorable and alluring environment for foreign investments by providing a range of incentives, such as tax cuts, advantages associated with custom duties, and less bureaucratic obstacles.

The economic diversification of Oman with Vision 2040 is all about reducing oil dependency through stimulus in tourism, fisheries, logistics, and mining. In this regard, the logistics sector is seen as the mainstay of national development—the many strategic plans of the government in relation to the Port of Duqm in general and the road and railway noses have the desire to increase the attractiveness of Oman and make it a place full of investment opportunities. The Sultanate is also carried out in promoting a business and regulatory environment that streams procedures and practices to better private sector involvement. All this is tailor-made to integrate Oman into trade routes

worldwide and improve its competitiveness in the global logistics market.

11.1. Oman.logistics.center

With the logistics sector contributing 5% of Oman's GDP in 2023 (Figure 1), the industry's significance for the nation's economic stabilization was highlighted. This is a significant amount, and it was only made possible by the ongoing efforts made to improve the nation's operational efficiency in its logistics and transportation services as well as to facilitate the country's strength in infrastructure. It is through this enhancement that the logistics industry is then capable of driving economic proliferation and boosting the more general objectives regarding the economic strategies of the nation, which are in line with the vision of the Sultanate on expansion, integration, and sustainability [8].

The eWay Bill is defined as a document that must be carried by the person responsible for the transportation of goods. This document includes essential details about the consignment, such as the consignee, transporter, point of origin, and destination of the products. The eWay Bill offers several key features that enhance its utility in logistics operations.

Firstly, it mandates compliance with established rules and regulations, guiding all logistics activities to ensure adherence to legal standards. The eWay Bill also provides a clear and straightforward process for tracking and documenting goods, enhancing visibility throughout the transportation process.

In terms of cost, the eWay Bill is designed to be affordable, allowing businesses to implement and utilize it without significant financial burden. This low-cost structure contributes to quicker and more efficient clearance processes, minimizing delays and improving overall operational effectiveness.

Moreover, the eWay Bill fosters transparency by keeping all involved parties informed about logistics operations, thereby making transactions and movements more visible. Lastly, it maintains an up-to-date and comprehensive database, ensuring that relevant information is readily accessible for effective management and informed decision-making.

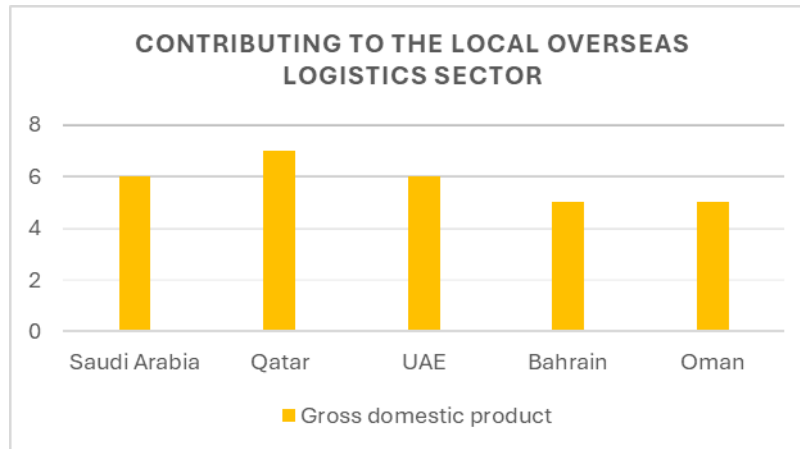


Figure 1. Gross Domestic Product of GCC

6. CONCLUSION

The study's overview is given in this section. The findings of the inquiry, including the consequences for the Sohar Port, and Asyad, were discussed together with the results of the questionnaire, interview, and literature review. It also included a list of suggestions for setting up this kind of hub. It also discusses the constraints and potential for future study.

To sum up, there are a number of advantages and disadvantages to having an Amazon hub in Oman. We still need to address challenges including strain on the infrastructure, labor market, environmental damage, economic reliance, and legislative restrictions, even if it promises to improve economic activity and increase logistical efficiency. Careful planning and budgetary considerations are required to mitigate these risks. By collaborating, Amazon and regional government organizations may ensure that legal and regulatory obligations are met while promoting technological innovation and employment expansion. If managed adequately, the erection of the Amazon hub may substantially enhance the Sultanate of Oman's economy and its connection to the world economy.

Oman is increasingly looking for knowledge and capital from the private sector,

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particularly to expand its project pipeline through Public–private partnerships (PPPs) and joint ventures. Opportunities in the logistics industry include developing cold chains, warehousing, cargo goods stations, added-value services, and e-commerce logistics hubs. Attracting additional manufacturing facilities and distribution centres is the aim of the industrial zone.

The suggestions based on real outcomes are as follows:

Emphasize potential and call to action: An exceptional chance for regional market access, technological improvement, and economic growth exists in the establishment of an Amazon Logistics hub in Oman. There are obstacles, but they can be addressed with collaboration, infrastructural development, and strategic planning. Oman can establish itself as a major logistics hub in the South-West Asia, draw in international investment, and foster a flourishing business environment by embracing innovation and putting sustainability first.

Investment and economic diversification: Promoting ongoing investment and economic diversification through favourable laws and incentives increases Oman's appeal as a logistics hub.

Infrastructure development: To maintain seamless connectivity and meet growing logistical needs, modern infrastructure must be expanded and maintained.

Technological advancement: To increase productivity, save expenses, and establish the Sultanate as a pioneer in logistics innovation, investments are being made in cutting-edge technologies including automation, artificial intelligence, the Internet of Things, and blockchain.

Sustainability initiatives: Increasing the Sultanate's competitiveness while prioritising environmental sustainability such as green technologies and international standards practices.

International and regional cooperation: To increase market access and reduce risks related to competition and economy, trade agreements should be improved and diversified.

Security enhancements: Strengthening maritime and transportation security measures

to protect trade routes and ensure the safe flow of goods through logistics corridors in the Sultanate of Oman.

Tracking market trends: Future decisions and expansion plans might be aided by keeping a close eye on the growing trends in e-commerce in Oman and the larger South-West Asia.

The research faced the challenge of respondents' varying knowledge, and the lack of accessible scholarly articles specific to Oman, as availability and reliability of data are crucial for accurate analysis but can be challenging to obtain, especially in less documented areas.

The findings and recommendations may not be fully generalizable to other regions or contexts due to the unique socio-economic and environmental conditions present in Oman. Finally, predictive uncertainties also present challenges, as economic forecasts and infrastructure requirements are susceptible to changes driven by global trade patterns, economic conditions, or technological advancements.

Future studies on the establishment of a logistics centre in Oman should focus on a few important areas to enhance the growth and influence of the centre. This entails evaluating the possibility for economic dependency as well as the long-term economic effects on Oman, such as changes in GDP and employment rates. Thorough evaluations of the requirements for digital networks and transport infrastructure are essential to fostering expansion. For local and migrant workers to comprehend the ramifications, research must also explore the dynamics of the labour market. Furthermore, it is essential to carry out environmental impact assessments in order to integrate sustainable practices and lessen adverse effects. For things to run smoothly, it will be necessary to evaluate how effective the current regulatory frameworks are and make recommendations for adjustments. Oman's plan to establish itself as a major logistics hub can also be strengthened by conducting a comparison analysis with other regional logistics hubs, which can offer insightful information about problems and best practices.

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