

OCT | 2023 | ISSUE IX



Women in Logistics
and Transport

Wings of Change



V A L U E S I N A C T I O N



Editor's Note

"Soaring to New Heights...."

Hello Everyone,

Welcome to yet another new edition of our Wings of Change (WoC) Magazine. I'm honoured to have been appointed as the new Editor for WOC - this is our 9th issue. I'm thankful to our previous Editors, Dhashma and Indee for their contribution and effort towards the past issues and my deepest appreciation to our Immediate Global WiLAT Chairperson Ms. Gayani de Alwis for introducing this magazine to our community and industry. She has been the pillar of strength behind the success of this magazine,

Let me extend my heartiest Congratulations to Ms. Vicky Koo on her appointment as the Global WiLAT Chairperson. It has been an interesting first three months working with you on many new initiatives, and we look forward to soaring to new heights!

Since we launched our first magazine in October 2021, we have continued to work hard to make this magazine simply the best, most engaging and most dynamic magazine for Global WiLAT. Each quarter we don't just bring you news from all our territories, but we share happenings around the industry, feature articles, member articles, member achievements, upcoming events, developments at WiLAT Capacity Building Center and CILT news and events. This magazine is a power packed capsule for anyone who wants to learn about Global WiLAT.

In this issue we have given prominence to our programs around Diversity and Inclusion where we portrait our theme *"Values in Action."* Our theme is also reflected in our cover page. I have had the privilege to interview Mr. Kenneth Law - the Diversity & Inclusion Champion of Global WiLAT for our feature article this time. His perspectives and findings are commendable and I can't wait for you to read all about it.

We have also shared with our readers on the recently concluded CALF program in Singapore. As we formulate our 3rd program, we welcome interested organizations to reach out to our WCBC team for upcoming programs and event details. Global WiLAT was just launched in North America and we have a special article covering all about this launch.

In the past two issues we have been featuring informative member articles and we encourage our members to share with us your valuable articles to help us publish your work to the larger audience.

I would like to take this opportunity to thank my editorial committee for their continued commitment and dedications towards this magazine. It was lovely to have met all of you virtually and I look forward to your continued support to making this magazine an impactful one.

We have featured lots of interesting news for you.

Enjoy reading and share with us your valuable feedback!

Thank you !

We are Stronger Together!

Amra Zareer, CMILT
Editor

Content

Editorial Committee



Deputy Editor
Shakya Perera, MILT

Committee Members



Mumeka Walumweya, FCILT



Dr. Zawiah Abdul Majid, FCILT



Patrick Andoh, FCILT



Kalani Dassanayake, MILT



Kaushani Perera, MILT

Layout and Concept Design
Anu Dilrukshi
anu.dilrukshi@gmail.com

Message from the Global WiLAT Chairperson	04
Farewell Message to Our Outgoing Global WiLAT Chairperson	05
Industry News	06
Member Articles	08
CILT News	15
Feature Articles	17
Sisterhood Corner	20
Global News	23
WCBC News	29
WiLAT Territorial News	34
Future Events	43



Global WiLAT Chairperson

Vicky Koo, FCILT

I am writing to you with great honour in this edition as your Global WiLAT Chairperson. Our newsletter Wings of Change was initiated by our immediate past global chair Ms. Gayani de Alwis, and we are well into our 9th edition after two years of tireless effort from our editorial team. We are grateful to have Ms. Amra Zareer, Global WiLAT Media Coordinator to take up the Editor role from this issue onward. Her professional input in making the newsletter will bring the editorial team to produce even more fabulous issues. We thank Indee for her contribution in the past issues and trust she will remain as a resource to promote WiLAT with us.

Thankful to my predecessors, Global WiLAT is well in our 10th anniversary. The theme **"Spreading our Wings"** has rightfully described the importance of the geographical spread of WiLAT. With over thirty WiLAT chapters established around the world, we are initiating diversity and inclusion focused programs to deliver **"Values in Action"**. With the fruitful result from WiLAT Hong Kong's gender diversity survey, our newly appointed D&I Champion Mr. Kenneth Law has become of one our D&I resource person to inspire others to join the survey globally. This program has approached the topic by collecting and sharing the current D&I practices by the companies in logistics and transport industry. Sharing and learning of those practices is expected to improve a more gender-neutral workplace in this male dominated industry. In addition, we would like to tap into the talents of differently abled persons. Gayathri and Reshma Yousuf are taking the lead on enabling employers to engage autistic people for the logistics and transport industry. They are constructing the sharing and learning platform for stakeholders of this topic and will guide the employers how to work with them. This program is targeted to launch in December this year. There is an idea from Africa to initiate a program on **"Entrepreneurship"**. We are looking forward for this to be our third program in **"Values in Action - Diversity and Inclusion"**. Collectively, our effort in D&I would translate to participating companies' business competitiveness and performance. Your involvement and support in this series of D&I programs will take WiLAT **"Fly up High"**.

The rapid expansion of WiLAT chapters is catching our attention on each of the 38 chapters maturity in terms of compliance and whether they are spending the effort to create values for our women in the industry. We have performed a review with Rina Mubi, WiLAT Chairperson of Zambia earlier this year and helped Rina and Magrate, GVC of Southeast Africa to better focus their effort in creating the impact for women in the country.

We will continue to help others to review and hope that all effort will be concerted to amplify the WiLAT values.

Our capable secretariat team is re-activating the Star of WiLAT program with a more defined structure and criteria. Thank you to all of our GVCs input in the last WSC meeting to make the program meaningful. It is the utmost important program to build the pipeline with young women for WiLAT. Young women are our future and let's look forward to our Stars in 2024.

Last but not the least, our appreciation to Dr Catherine Lou 's commitment in taking up the role as Head of WCBC. Learning programs offered at WCBC have been creating values and benefit for our members to advance in the industry. With her professional education experience, she will surely bring another level of success to us.

Stronger Together !



Farewell Message to Our Outgoing Global WiLAT Chairperson

**In Honour of Gayani de Alwis, FCILT
Global WiLAT Chairperson
(2019-2023)**

The Women in Logistics and Transport (WiLAT) Global Forum, extend our deepest appreciation to you Mrs. Gayani De Alwis, FCILT for your extensive contribution and dedication towards Global WiLAT and CILT in general. As you have successfully completed your tenure as the Global WiLAT Chairperson, we can only reflect on your remarkable performance towards the betterment and the astronomical and phenomenal growth of Global WiLAT! With your expertise, knowledge and wealth of experience from the industry, we witnessed positive realignment, focused growth and concentrated approach to the development of the 4 key Strategic Thrusts of Growth: Leadership, Mentorship, Empowerment and Entrepreneurship and a Green mindset for Sustainability. You are such an admired personality for many reasons: your visionary leadership, your positive attitude, your drive to get things done, your encouragement, your confidence, your charisma, the opportunities you bring in, the partnerships you strike, the empowerment you provide, your empathy, your integrity, your sense of humour, your advice, your flair for networking and above all your humility. are just

a few droplets of who you are. We cannot spell out the hours of work you have put in for Global WiLAT. We as a global family can only be grateful for all that you have done for Global WiLAT. You were the glue that kept all of us together reminding us constantly of who we are, our purpose and goals.

You helped us get accustomed to the new normal and steered the Global WiLAT ship through the pandemic. You taught us new ways to get things done and you made us believe that impossible is nothing. Even though you may have to the end of your tenure in office, we are certain that you will walk along with us on our journey forward. We pledge to keep the momentum you have built and take Global WiLAT to greater heights in the years to come as, you have made us STRONGER TOGETHER than ever before. We wish you all the very best. May God bless you and keep you in good health.

Best Wishes from all of us at Global WiLAT

“once a WiLAT, always a WiLAT”



INDUSTRY NEWS

Consultancy launches suite of protocols to guide air cargo development

SASI World has unveiled a comprehensive set of protocols for airports, airlines and on-airport operators to process air cargo in the post-Covid environment. Smart Cargo Airports, it claims, ties together the latest technological, environmental, regulatory and operational elements on-airport that are required for the introduction of new and competitive airline products <https://theloadstar.com/consultancy-launches-suite-of-protocols-to-guide-air-cargo-development/>



Shipping-aviation split widens as EMC sells more EVA Air shares

The split between Evergreen Group's shipping and aviation businesses gained momentum as Evergreen Marine Corp (EMC) announced it would sell 50 million of its shares in affiliate EVA Airways for \$53m. EMC, the listed part of the group's shipping operations, has 726,541,111 shares in EVA, a 13.46% stake; selling 50m shares would reduce its stake to 12.53%. Taiwanese media has identified the buyer as Chang Kuo-cheng, third son of Evergreen founder Chang Yung-fa, who died in 2016.

<https://theloadstar.com/shipping-aviation-split-widens-as-emc-sells-more-eva-air-shares/>



Amazon doubles up on delivery speed, but is not looking for air support

Amazon has unveiled plans to double its same-day delivery facilities over the coming years, but the air transport sector will not play a significant role. The e-commerce behemoth has been in the vanguard of the push to next-day deliveries, standard for Prime subscribers pre-pandemic and signaled ambitions to accelerate to same-day, but lockdowns and subsequent surge in volume forced it to step on the brakes.

<https://theloadstar.com/amazon-doubles-up-on-delivery-speed-but-is-not-looking-for-air-support/>

Germany and Italy splash out in a bid to shift more cargo from road to rail

European governments are on a rail spending spree - both Germany and Italy have announced significant investment and subsidies in a bid to move freight from road to rail. Germany's Ministry of Transport has approved additional cash to make up for what the rail union EVG described as "decades of neglect" of the rail network; some €27bn (\$29.5bn) being funneled into grid maintenance and digitization.

<https://theloadstar.com/germany-and-italy-splash-out-in-a-bid-to-shift-more-cargo-from-road-to-rail/>

UPS: 'all hands on deck' to retrieve million parcels a day lost to rivals

After weaker results in the second quarter, UPS has lowered its revenue projection for the year by a whopping \$4bn, citing lost business and higher costs. But management attributed much of the decline in results to the contract negotiations with the Teamsters union, which represents about 340,000 UPS employees, the majority of its workforce. This cost the integrator about a million parcels a day as customers shifted traffic to other operators, worried a strike might hit their deliveries.

<https://theloadstar.com/ups-all-hands-on-deck-to-retrieve-million-parcels-a-day-lost-to-rivals/>



OOCL reports a 'robust' H1 performance as demand see-saws

The container market is "very far from being in disaster territory", according to OOCL parent Orient Overseas (International) (OOIL). The Cosco subsidiary posted what it called a "robust" \$1.13bn net profit for the half-year, which compares with a \$5.7bn profit for the same period last year. OOIL said the ships operated by its container arm were currently "sailing full" on the main tradelanes - although it was "cautious" on the outlook, "given the challenges and uncertainties that abound". Group turnover for the first six months came in at \$4.5bn, of which \$386,000 was contributed by its logistics and supply chain management services.

<https://theloadstar.com/oocl-reports-a-robust-h1-performance-as-demand-see-saws/>

US container imports still on the decline, but the slope is easing

Containerized imports into the US are expected to break through the 2m TEU mark in August, for the first time since last October. But according to the monthly Port Tracker, published by the National Retail Federation (NRF) in collaboration with maritime consultancy Hackett Associates, monthly volumes should slip back below that threshold for the remainder of the year. But at least the rate of year-on-year decline is expected to shrink, it says. Based on traffic projections at major US container gateways, Port Tracker forecasts 2.03m teu of import cargo this month, 10.2% down on August last year. But it is an improvement over July, when an estimated 1.91m teu entered the US, 12.7% lower than 12 months prior.

<https://theloadstar.com/us-container-imports-still-on-the-decline-but-the-slope-is-easing/>



Global disruption can open doors for improved African supply chains

Supply chain diversification - kick-started by rumblings in China-US relations and exacerbated by the pandemic and Russia's invasion of Ukraine - has presented an opportunity for Africa. The UN's annual Economic Development in Africa report this year highlights the potential for the continent to capture a wave of demand, as companies look to diversify the way they move goods around the world. Rebeca Grynspan, secretary general of the UN Conference on Trade and Development (UNCTAD), said: "Many companies across the world are rethinking their supply chain strategies in order to address gaps and mitigate risks."

<https://theloadstar.com/global-disruption-can-open-doors-for-improved-african-supply-chains/>





MEMBER ARTICLES

Building a Resilient Supply Chain: A Ten-Ways Strategy



Gayani de Alwis FCILT
 Independent Non-Executive Director Singer Sri Lanka PLC/
 Director Logicare Pvt Ltd., | Past President CILT | Immediate Past
 Global WiLAT Chairperson

A supply chain is like a series of standing dominoes connected, yet with the ability to fall apart easily. Any disruptive occurrence such as an earthquake, factory-fire, transportation breakdown, geopolitical disruption etc., could topple one domino, causing the others to collapse. Therefore, if one aspect of the supply chain is exposed to risk, the entire network becomes vulnerable. With supply chains growing increasingly complex, the chances of something going wrong, and impacting the whole system are correlatively rising. Do we have this understanding of the vulnerability of a supply chains to fall apart as a result of a disruption?

Vulnerability of Supply Chains

Traditionally businesses have focused on minimizing costs, reducing inventory and increasing asset utilization, instead of protecting supply chains from production disruptions and improving on flexibility. Over the years, the bulk of manufacturing has been shifted to China, and with increased globalization of supply chains, many were unprepared for the shockwaves from a global crisis. Presently we have seen multiple global crises happening quite frequently.

The Reality of Uncertainties

Thus, uncertainties are realities of supply chains, be it operational, seasonal or black-swan situations. The duration and predictability will vary with different uncertainties. The frequency and magnitude of supply chain disruptions have been increasingly relentless over the past decades as can be seen in Fig. 1. Black-Swan situations like COVID-19 are unexpected, high impactful, difficult to predict, and therefore, most difficult for supply chain professionals to manage. The unprecedented impact on global supply chains due to the COVID-19 pandemic has affected/disrupted lives, livelihoods and economies. The biggest challenge is to improve the resilience to face these different situations.

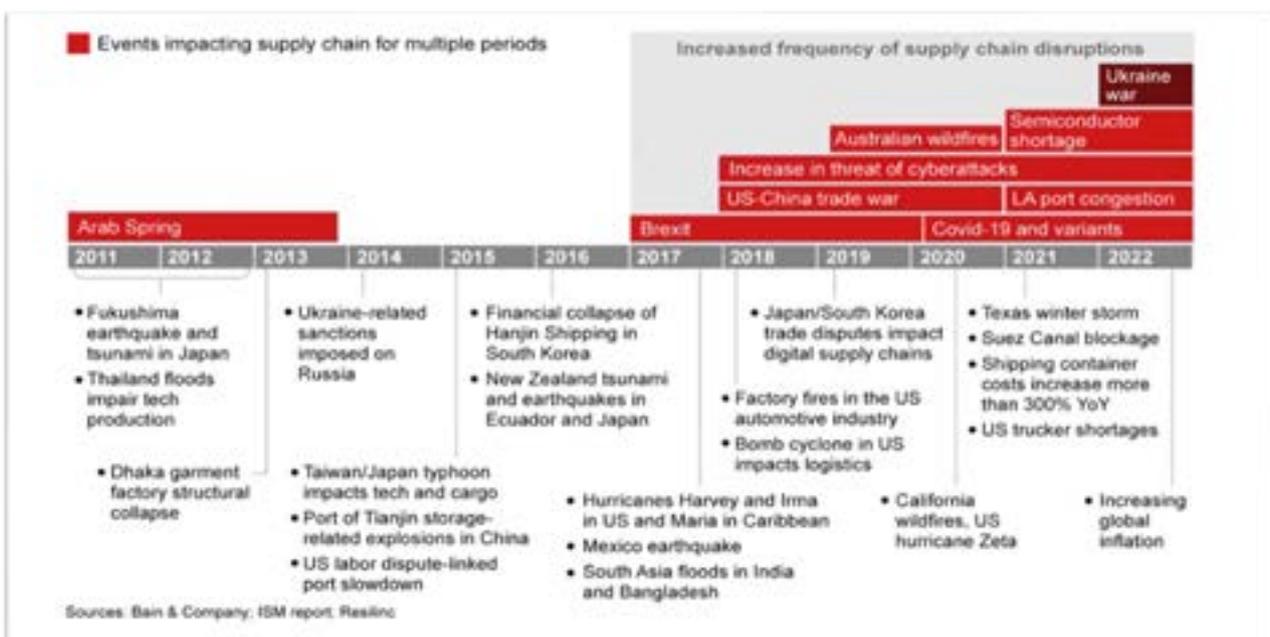


Fig. 1 - Events Impacting Supply Chains in the Past Decade
 Sources: Bain & Company, ISM report; Resilinc

Balancing Cost and Operational Efficiency

Supply chain resilience is a company's ability to navigate through unexpected supply chain disruptions with its current capabilities. The ability to react to disruptions and recover without having an impact on operations and customer time lines will enable supply chain resilience. In the wake of the pandemic and other disruptions, supply chain professionals have to balance resilience and efficiency to secure their networks, and in these endeavors priorities would change. Balancing cost and operational efficiency with greater resilience is the new norm in the supply chain domain.

In a recent Gartner survey, only 21% of respondents stated that they have a highly resilient network today, meaning good visibility and the agility to shift sourcing, manufacturing and distributing activities around fairly rapidly. It suggests that increasing resilience will be a priority for many as they emerge from the current crisis. More than half expect to be highly resilient within two to three years. The cost of retaining multiple supply locations must be seen more as a cost of doing business, rather than an inefficiency.

"Most supply chain leaders recognize that becoming more resilient is a necessity in the current environment," says Geraint John, VP Analyst at Gartner. "However, measures such as alternative factories, dual sourcing and more generous safety stocks go against the well-versed philosophy of lean supply chains that has prevailed in recent decades."

The rebalancing of efficiency and resiliency will not be easy. In most cases, increased resilience comes with additional costs. But the cost of doing nothing can also be significant. There is, thus, a need for companies to work towards implementing a supply chain strategy focusing on resilience.

Core-Enablers of the Supply Chain Resilience Strategy

People, process and technology are key enablers of the supply chain resilience strategy. People-factor is that the companies need skilled and risk-aware workers with the right knowledge to help their employers tackle tough challenges. They also need market knowledge, while having the ability to stay ahead of market trends, and also develop strong supplier relationships. Unfortunately, the COVID-19 pandemic has complicated supplier relationship management. Before the pandemic, supplier relationships relied heavily on face-to-face interactions and in-person meetings. However, travel restrictions are creating a new virtual environment as supply chain professionals conduct their discussions without traveling. This inability to travel builds uncertainty, especially with companies that have been maintaining numerous supplier relationships over many years. Supply chain professionals have to rethink how they can maintain those relationships in a new way. This is especially crucial since supply chain, at its core, is a people-business. If a supplier is only running at below capacity because of a disruption, you can bet their limited goods will be prioritized by the strength of their relationships.

Employees put in their best efforts when they are empowered by effective, robust processes. To manage component shortages and obsolescence, and to increase supply chain resilience, companies need to bolster their processes in forecasting, inventory management, supplier relationship management and sourcing and as well as gain market awareness.

Technology - A Great Facilitator

Technology can help organizations complete the processes more easily and accurately. For example, real-time analytics and decision-support tools, including enterprise resource planning (ERP) and electronic data interchange platforms; can help provide baseline data, which, in turn, justifies investments in supplier and commodity analyses. Together, these provide enriched data-sets that can help managers better understand the dynamics of the procurement process; make decisions related to customer needs, production schedules, logistics and delivery requirements, as well as anticipate upcoming challenges, including shortages, and respond quickly to market shifts.

Visibility along with connectivity and flexibility is commonly recognized as a key part of the supply chain success. But this supply chain visibility needs to be both complete and instantaneous. It relies on analytics; it requires having technology that can gather and deliver real-time data that translates into actionable insights. These are industry 4.0 technologies in supply chain operations.

The Nexus between Digital Economy and Supply Chain Ecosystem

Today's digital economy demands a new approach to manage the entire supply chain ecosystem—a solution that leverages the cloud, real time connectivity and advanced analytics. That is where a fully integrated suite of planning, sourcing and logistics platforms that use big data analytics and AI can deliver greater visibility, recommended actions and predictive risk-mitigation for supply chain resiliency.

After all, things can change in a matter of minutes, and therefore, you need to be able to make decisions just as quickly. The need for end-to-end visibility, rapid response and immediate availability is changing business models. Companies should invest in solutions that can be tailored to meet their individual requirements for better supply chain risk management, and to reduce the overall cost of their bill of materials.

The Ten Ways Strategy for Building a Resilient Supply Chain

1. *Identifying vulnerabilities and redundancies in supply chain*

Mapping the entire supply network beyond Tier 1 is the first step. This will give visibility to identify the vulnerabilities in your supply chain. Based on the risks and vulnerabilities companies then could proactively develop a robust business continuity-plan to mitigate those risks.

2. *Building strong relationships with the supplier network*

The supply chain resilience will only be as good as your supplier relationships. If there is a lack of connectivity between you and your suppliers, you leave an unacceptable chunk of your supply chain open to significant risk. Your suppliers must be clear on their commitments, and agree to work to your expectations, whether that is around lead times for products or maintaining a sustainable supply chain. Agree on how you will measure performance against these expectations, and commit to working with your suppliers to help them improve.

3. *Using inventory buffers* *Buffer capacity is the most*

straightforward way to enhance resilience, whether in the form of underutilized production capacities or inventory in excess of safety stock requirements. The challenge is that buffers are expensive, and supply chain professionals may have a hard time justifying them to the Top Management. Organizations can also create buffer capacity by using contract manufacturers strategically for their surge needs.

4. *Diversifying your supply network*

In response to the US-China trade war, many companies have begun to diversify their sourcing or manufacturing bases. It is not easy to pull the plug out of the

world's factory bench China; instead companies are exploring China plus one strategy to start with. For some, this has meant switching to new suppliers outside China, or asking existing partners to supply them from elsewhere in Asia or in countries such as Mexico. Disruptions to supply chain operations have intensified in the past few years. This means that the cost of retaining multiple supply locations must be seen more as a cost of doing business, rather than an inefficiency.

5. *Near-shoring and in-shoring*

Beyond multi-sourcing, some companies want to reduce geographic dependence in their global networks and shorten cycle times for finished products. Regional or local supply chains can be more expensive, because they add more players and complexity to the ecosystem, but they allow for more control over inventory and move the product closer to the end consumer. A new trend towards friend shoring is emerging where the US is trying to move supply sources to their allies.

6. *Establishing demand planning for new normal*

Most companies use history to project the future. They consider macroeconomic and market conditions as well as cyclical markets caused by factors like the holiday season. Typically, you can look back at history and note all the different dynamics throughout the year. That is how you shape demand. However, the incidents like COVID-19 are severely impacting companies' ability to do this. This unstable environment makes demand forecasting increasingly difficult. In January 2020, no one could have predicted that many parts of the world would be on lockdown for the foreseeable future, and people's needs and wants would change drastically as a result (think about the

unexpected toilet paper shortage and sudden demand for ventilators). In response, companies need to increase their investments in analytics and visibility. Remember if you fail to plan, you plan to fail.

7. *Developing a risk aware culture in the organization*

The recent supply chain disruptions and their costs emphasize the need for every one in the organization to be aware of the supply chain risks. An organization with a risk aware culture is one that is more resilient to external influences and better able to adapt. The benefit of a strong risk-aware culture derives from agile decision-making in terms of the risk and reward of different opportunities. Less unenforced errors arise from a risk aware organization, as they are able to learn from previous events and mistakes, and improve its processes in a timely manner.

8. *Adapting to Digitalization and Technology*

If we are to invest time and resources into developing resilience in supply chains, it is important to invest in being able to measure, monitor, and optimize that resilience. By using a platform that allows visualizing supply chain resilience using dashboards will enable access to real-time data and activate early warning signals for quick responsive action.

9. *Developing metrics for supply chain resilience*

Organizations must develop metrics and identify the time taken to survive, recover and thrive to understand the supply chain resilience. Time-to-survive refers to the amount of time it takes for your business to resume your supply chain operation after a disruption. For example, the "time-to-survive" for some factories in China

took about three weeks. That's approximately how long it took to secure the necessary personal protective equipment (PPE), establish safety regulations, obtain government clearance and re-open the factories. Time-to-survive must address - how do we pay people? How do we get people back into the workplace? Can we take corrective action to reopen our doors? What is the problem, do we understand it and how do we resolve it? Etc.,

Essentially, time-to-recover is the time it takes you to recover your entire backlog. Even though the Chinese factories were functioning again in less than a month, they were running at a fraction of their normal capacity because of lost time and a lack of workers. As a result, it took about

three or four months to recover their backlogs.

Time-to-thrive is an evaluation of the company after it has emerged from a crisis. It compares the company's pre- and post-crisis status, and asks, "how are we stronger now because of what we learned during the supply chain disruption, and how we changed in response?"

10. *Sure-Shoring*

Sure shoring is the ability to know that change is going to happen, and that we are going to be able to react to that change by having a diverse strategy, as opposed to a single strategy. Companies need real time, trustworthy data to react to disruptions as well as to activate these strategies.

The New Era Demands the Survival of the Quickest!

In conclusion, organizations must face the new normal in global supply chain operations, and build both their resistance and recovery capacities. Resistance capacity will enable avoidance, which may be difficult, but may, nevertheless, contain the impact of disruption and recovery capacity that will develop the ability to quickly return to functioning to pre-disruption levels.

The pandemic has brought supply chain function to the forefront of organizations and the center of attention. This has made supply chains to be agile, reliable, flexible, visible, efficient and sustainable with a Just-in-Case (JIC) focus. The new era is a call to action for the survival of the quickest in place of the fittest!



Supply Chain Network Design, Challenges and Considerations



Written by
Shakkya Perera, MILT
 Australian Maritime College,
 University of Tasmania

Supply chain network design is a key element in supply chain network planning. There are various challenges associated with supply chain network design (SCND). Figure 01 outlines most of those aspects through four phases. SCND is based on the supply chain strategy resulting from the competitive strategy either to be cost-efficient or differentiation subject to constraints such as the size of a facility.

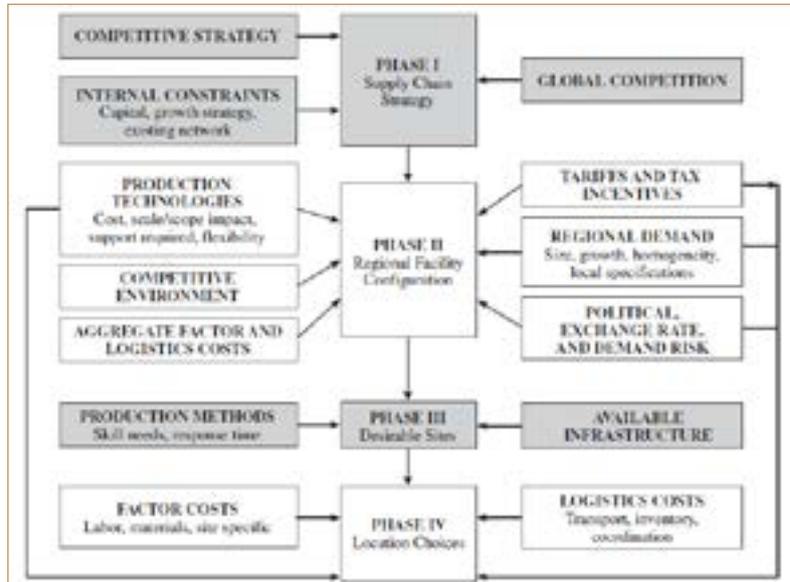


Figure 1. Framework for Network Design Decisions in the Supply Chain (Sunil, C & Peter, M 2014)

Determining the size of each facility in the supply chain, particularly the size of the production facility could be termed one of the key elements in the supply chain network design. Similarly, the size of the production facility will influence the sourcing and distribution network design owing to production capacity constraints and capability to accommodate inputs and outputs.

The size of the production facility demarcates production procedures. Thus, the production frequency and batch sizes have a direct impact on the sourcing network design. When

supplies are needed in small batches directly to the production floor, owing to the size of the production facility, it triggers a SCND with frequent inbound logistics to the production facility from well-established supply sources. Therefore, it is evident that the size of the production facility has a significant impact on the sourcing network design. Moreover, if the production facility encompasses a high production rate along with a lower constrained space for input items, then it will need intermediate warehouses between the supplier and the production facility through third-party logistics providers, entrepot facilities,

or customs bonded warehouses. Hence, the SCND in terms of sourcing will be affected by the size of the production facility.

Distribution network design is significantly defined by the distributional channel choice made by the company. Figure 2 depicts there are several types of distribution channels under different levels that a company could decide its business operations. It is vivid that these distribution channels are commencing with the manufacturer and hence production facility plays a major role in determining the appropriate distribution channel.

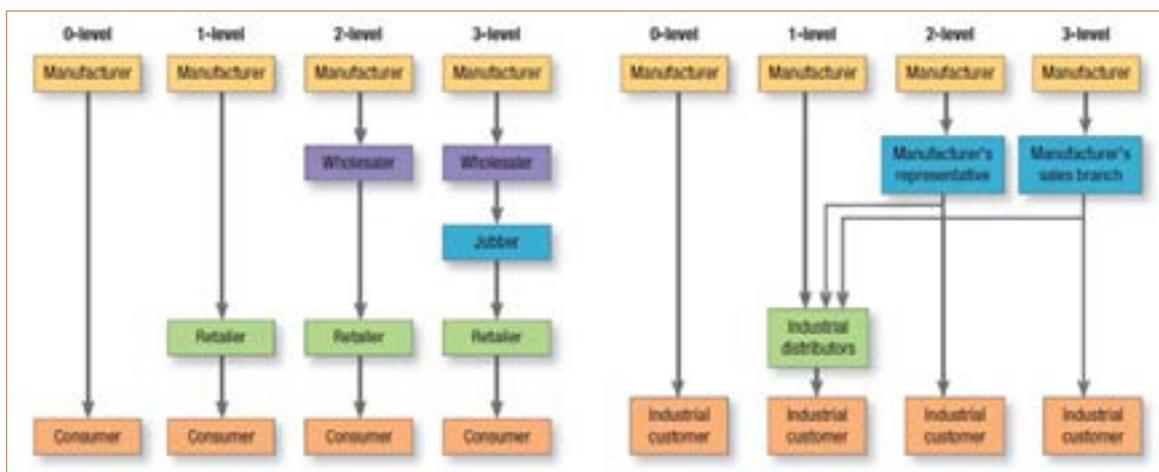


Figure 2. Distribution Channels (Kotler, PT & Keller, KL 2015)

If the production facility is capable of handling finished product inventory with its size, a 0-level distribution channel could be selected. In an instance where a production facility does not have space or capacity to manage finished product inventory and needs immediate outbound logistics, a distribution channel aligned to a 2-level or 3-level could be used. Therefore, it is apparent that the size of the production facility influences the SCND.

A business strategy that focuses on customer service goals is a prominent factor that is to be considered when designing the supply chain network design. An example is that leading fast food supply chain which practices a consolidated supply chain strategy focusing on particular region predominantly for its signature ingredients. In their supply chain design, consolidated supply is vivid for key input suppliers catering to all global networks with the main focus of ensuring consistent taste, quality, and sustainability standards

which they perceive as their customer service goals globally. Therefore, it is apparent that the customer service-oriented business strategy of a firm underpins the designated supply chain design, which triggers the outcome of delivering intended customer service goals in various approaches.

Another attribute that companies consider is the transport cost. The system-wide minimum transportation costs associated with transport rates are a major consideration in supply chain design. In order to find locations that minimize inbound and outbound transportation costs to and from conversion facilities Gravity models are used. The gravity model allows the calculation of an overall transport cost from supply sources to the conversion facility and then to market locations for various intended conversion facility locations. Thus, it is clear that the location selection of the conversion facility and the supply chain design to introduce a conversion facility are all the combined results of the system-

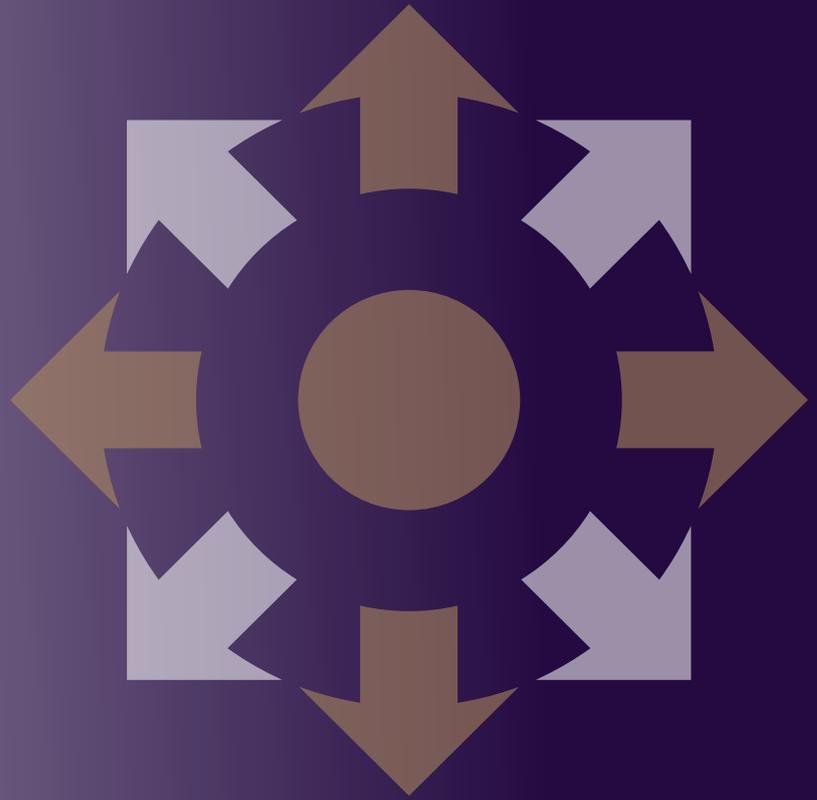
wide transport cost minimization approach in SCND.

The labour climate is another approach that addresses the supply chain designs. Leading automotive manufacturers in the world has used the low-cost labour approach to design its supply chain with the manufacturing plants in developing countries where profits generated through that made them a first-tier supplier from a second-tier supplier. Specifically, cost leadership through low-cost and smart labour paves the way for the aforementioned distinct supply chain design. Their supply chain design involves manufacturing in developing countries and on-time delivery of small batches of products directly to the production floor in Japan and other countries. Supply chain design has harnessed the quality output at profit margins through cost leadership where they have a portfolio of agreements as first-tier, second or third-tier suppliers for leading carmakers in Asia, Europe, and the US.



Reference List

- Simchi-Levi, D, Kaminsky, P & Simchi-Levi, E 2022, *Designing and managing the supply chain: concepts, strategies and case studies*, 4th edn, McGraw-Hill LLC, New York, USA
- Sunil, C & Peter, M 2014, *Supply Chain Management: Strategy, Planning, and Operation*, 6th edn, Pearson
- Kotler, PT & Keller, KL (2015), *Marketing Management*, 15th edn, Pearson
- HKT Consultant 2021, *The Role of Marketing Channels*, HKT Consultant JSC, 19 May, viewed 8th September 2023, <<https://phantran.net/the-role-of-marketing-channels/>>.
- HKT Consultant 2021, *Framework for Network Design Decisions in the Supply Chain*, HKT Consultant JSC, 14 June, viewed 8th September 2023, < <https://phantran.net/factors-influencing-distribution-network-design-in-the-supply-chain/>>.
- Langley Jr, CJ, Novack, RA, Gibson, BJ & Coyle, JJ 2021, *Supply Chain Management A Logistics Perspective*, 11th edn, Cengage, South Melbourne.
- Rao, NKVSS 2021, "Management Theory Review: Facility Decisions - Network Design in the Supply Chain -Review Notes", Blogger, blog post, 2 March, viewed 26 August 2023, <<http://nraomtr.blogspot.com/2011/12/network-design-in-supply-chain.html>>.
- Simchi-Levi, D, Kaminsky, P, Simchi-Levi, E 2022, *Designing and managing the supply chain: Concepts strategies and case Studies*, 4th edn, McGraw-Hill, New York.



*CILT
NEWS*

Growing Recognition Of Gender Diversity Within Logistics And Transport Industry

The 2023 Diversity & Inclusion (D&I) Survey revealed that the industry remains male-dominated due to the labor-intensive nature of many jobs. However, there is an increasing number of women reaching senior levels. Eight out of 12 companies surveyed reported no barriers to increasing gender diversity in their workforce. One company attributed the surge of women entering the industry to social norms and the lessening physical demand of jobs. Nine out of 12 companies have introduced flexible working hours for pregnant employees, while two respondents noted the challenge of balancing work and family life. One company also highlighted the lack of adequate hygiene facilities as a deterrent to female participation.

Honorary speakers of the seminar were Hon. Cheung Kin-chung, former Chief Secretary of Administration of the Hong Kong SAR Government, and Ir Dr. Kelvin Leung, President of CiLT HK. The seminar discussed the

importance of a gender-blind, race-blind, equitable, and open approach to the workplace, emphasizing the need for a knowledge-based, technology-driven, and skill-oriented world of work. The seminar also highlighted the need for a gender-blind, race-blind, equitable, and open approach for corporations to remain globally competitive. HR professionals from companies participating in the survey, along with Kenneth Law, Vice Chairperson of WiLAT HK, emphasized the importance of diversity and inclusion, highlighting unconscious bias as a main hurdle.

Global WiLAT has set an agenda to promote diversity, equity, and inclusion (DEI) across all territories. The first survey conducted by WiLAT Hong Kong in 2022 and a sharing session in Singapore on 30 June 2023 will create the necessary momentum to spark change.

However, challenges remain, such as scarcity of resources in the transport

and logistics industry, which faces unique challenges in implementing diversity and inclusion initiatives. Additionally, providing hygiene facilities for female employees is a resource-intensive task. Despite these challenges, 11 out of 12 companies are taking proactive measures, providing specialized training for recruitment professionals and eliminating unconscious bias in the recruitment process.

Vicky Koo, Global WiLAT Chairperson, is promoting diversity and inclusion (D&I) in the workplace. In 2022, she initiated a fact-finding survey in Hong Kong, and Kenneth Law, Vice Chairperson of WiLAT Hong Kong, has become the Global WiLAT champion on D&I. Hong Kong's experience shows that organizations are willing to collaborate to address D&I, as a diverse and inclusive workforce is crucial for an organization's health, talent retention, and change response.



The full survey report is downloadable from our website at <https://www.WiLAT.org/gender-diversity-survey>

FEATURE ARTICLE

Vales in Action - Diversity & Inclusion

We believe “Strength lies in differences, not in similarities!”. As the saying goes “Diversity is being invited to the party; inclusion is being asked to dance.”

We agree that inclusion is diversity’s acquaintance. While diversity honours our differences, inclusion bridges them. This helps everyone have a seat at the table. When D&I exists in organizations conversations become enriched and we tend to look at things from a new perspective. Global WiLAT has embedded the D&I programme as an integral part of their agenda and is taking a conscious effort to create awareness and introduce best practices around D&I. As a first step a D&I survey has been carried out by WiLAT Hong Kong and I’m delighted to interview Kenneth Law in the feature column of Wings of Change. Join me in congratulating him on his new appointment as Global WiLAT D&I Champion and let’s walk with him to hear all about the D&I Program of Global WiLAT.



**Kenneth
Law**



*Featured by:
Amra Zareer, CMILT
Editor - Wings of Change*

1. For the benefit of our readers I would like you to give us a brief to your self and the work you do in the professional space.

- I have been fortunate to accumulate 15 years+ of industry experience, with roles at respected companies such as DHL and Covestro. Presently, I hold the position of Regional Implementation Manager of HH Global, a prominent marketing procurement and supply chain management company for brands. (<https://www.hhglobal.com/>)

2. Congratulations on being appointed as the Lead Champion for D&I for Global WiLAT. It's overwhelming to see that you have carried out a survey in Hong Kong around this topic. Can you tell us about the findings.

- Sure, Hong Kong's survey had 12 participating companies that represents around 30,000 employees in the logistics and transport sector, all companies have good awareness of D&I and value the benefits of a diversified and inclusive workplace could bring to the business.
- The top D&I activities taken by the companies are "Diversity Briefing" 11 out of 12 companies, "Recreational Activities", "Social Gathering" and "Story Sharing" 10 out of 12 companies. Some companies also have policies in place to guide employees' behavior at work.
- At the same time, the participating companies are looking for more structured and sustainable programs to embed D&I as a culture and change agent like WiLAT to step up the efforts for D&I support in the industry.

More details can be found in the survey (<https://www.yumpu.com/en/document/read/68337384/WILAT-survey-report-2023>)

3. Can you enlighten us on how can other WiLAT territories can take part in this survey and how organizations can benefit from this exercise.

- Begin by establishing your specific goals and objectives for the Diversity and Inclusion (D&I) survey. I strongly recommend adopting the questionnaire used in Hong Kong's survey and considering incorporating two to three additional D&I related questions relevant to your WiLAT territories. For instances, our emphasis lies in enhancing women's engagement in the industry, sharing effective gender diversity and inclusion practices, and encouraging increased female participation

- Both Vicky, Global WiLAT Chairperson, and I are readily available to provide assistance, ensuring the success of your survey.

- It's important to note that participation in the survey guarantees anonymity, with only the project team having access to the data. Then, joining the survey as a valuable self-assessment opportunity, helping organization gauge their awareness of D&I, assess the current practices and maturity, evaluate data collection and the D&I strategies. As more organization take part in the survey, it transform into an industry-wide assessment. This not only allows organizations to measure themselves against their peers, but also to gain insights from best practices among them. The benefits are twofold - territory-specific and long-lasting.

4. How are you planning to implement some of the best practises identified?

- As emphasised in the survey report and during our publicity event, the implementation of identified best practices should be approached holistically and purposefully, aligning with organizational needs and company values. It's essential to recognize that Diversity and Inclusion (D&I) is an on-going journey, where organizations continually learn and refine strategies that best suit their unique needs.
- I strongly recommend that those seeking to implement D&I best practices commence by conducting a D&I opinion survey to gather input from employees. This process unveils employees' preference, underlying concerns, and potential sweet spots for a success.
- In Hong Kong, we've initiated discussion with participating companies that have shown interest in adopting these best practices. We hope to share more information on these endeavours in the near future.

5. They say "Diversity is being invited to the party, Inclusion is being asked to dance." What is your view on this.

- The statement 'Diversity is being invited to the party, inclusion is being asked to dance' holds significant meaning. Diversity encompasses the various difference among individuals, such as gender diversity, ethnic diversity, age diversity and more. A diversified party is one that has a well-blended mix of people.

- *On the other hand, inclusion goes beyond just inviting people. It entails creating an environment where these differences are not only present but also valued, respected, and appreciated. In the context of the analogy, it means inviting everyone to dance together, acknowledging and celebrating their unique contributions.*
- *Imaging yourself as the host of the party. Apart from brining in diversity and inclusion, ensuring the happiness and engagement of every guest would be equally important to make your party successful.*

6. It has been an absolute pleasure interviewing you and I wish you all the vest best in your new role and this much awaited program. What will be your key message to everyone willing to get onboard the D&I journey.

- *I'm grateful for the opportunity to discuss my new role and the upcoming program. For those considering the D&I journey, remember that D&I is not just about inviting everyone to the party, but creating an environment where differences are valued. By adopting the best practices, we identified and gathering employee insights, you can build a D&I journey that aligns with your values. Just as I emphasize every guest's happiness at my party, embracing diversity and fostering inclusion leads to a move vibrant workplace culture. I appreciate your well-wishes and extend them to all embarking on this transformative journey.*





*SISTERHOOD
CORNER*



Gayani de'Alwis FCILT former Global WILAT Chairperson was appointed to led the public forum On Women and Development under Gamani Corea Foundation on August 18, 2023

Reshma Yousuf WCBC Lead Operation, CILT-Malaysia Council & Head of Corporate Communication was interviewed by Global Business Report (GBR) published on August 18, 2023. She shared her journey that led to the creation of CLLB 20 years ago and how she offered DG awareness courses in line with the IMDG Code for Port Users in Port Klang, Selangor Malaysia.

More info: <https://www.gbreports.com/interview/reshma-yousuf>



"I believe the country has potential to become a logistics hub for DGs. Malaysia's regulation is probably the most advanced in ASEAN, after Singapore, so it makes sense to develop training programs in other countries to harmonize standards across the region."



Past Global WILAT Chairperson & WCIC Vice Chairperson Gayani de Alwis was a speaker Women's Forum on "Exploring opportunities among women entrepreneurs" at the BIMSTEC Connectivity forum on "Enhancing infrastructure, logistics and connectivity in BIMSTEC".

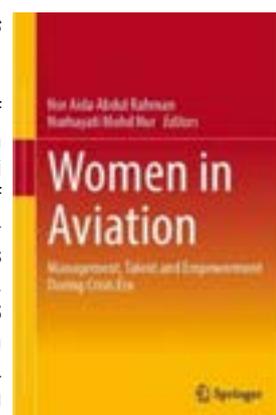
The Women's Chamber of Industry and Commerce (WCIC) was invited to be part of the BIMSTEC Business Conclave and Expo which was held from 13 to 15 June 2023 in Hyatt Regency in Kolkata India. Over 500 international and local delegates from all BIMSTEC countries from India, Bangladesh, Bhutan, Nepal, Sri Lanka, Myanmar and Thailand attended the event.

More info: <https://www.ft.lk/business/WCIC-delegation-attend-BIMSTEC-conclave-and-expo/34-751817>



Publication contribution from WILAT's members as Author & Co-Author

The International Conference of Aerospace & Aviation Supply Chain (ICAAMGS 2023) organized by Universiti Kuala Lumpur Malaysian Institute of Aviation Technology (UniKL MIAT) on 15-16 June. About 53 academic papers was presented in the conference proceeding. The selected papers from ICAAMGS published as chapter in book in "Women in Aviation" editors, AP Dr. Nor Aida Abdul Rahman & Nurhayati Mohd Nur. Among the authors and title are namely:



Vicky Koo Global WILAT Chairperson, The Role of Education for Future Women Leader in Logistics Scenario Reshma Yusuf WCBC Operation Lead, Navigating the Risks: A Look at Dangerous Goods Logistics Management for Women in Logistics Juliana Sofia Damu, WILAT GVC of South East Asia Training and Capacity Building Programs: Perspective of Southeast Asia Women in Aviation All three chapter above are co-author by Dr. Zawiah Abdul Majid FCILT.

Juliana Sofia Damu, Global WILAT Vice Chairperson South East Asia, CEO of PT Asia Service Container in Jakarta and founder of WILAT Indonesia recently initiated WILAT's pilot apprenticeship program with SMKN 1 Garut, West Java.

An independent 6-month apprenticeship program at her company to accommodate 3 female students majoring in logistics engineering and management from SMK N 1 Garut, to provide a work experience before they graduate. More info: tbc



Dr. Zawiah Abdul Majid FCILT, CILT WILAT Former GVC South East Asia contributed as co-author whereas Dr. Jimisiah, WILAT Malaysia member as one of the editor in the above publication.



Gayani de Alwis immediate Past Global Chairperson of WILAT invited as panel Speaker in Maritime SheEO Conference 2023.



Karyn Welsh, CEO of CILT Australia nominated as one of the recipients of the Dream Maker Awards in the inaugural celebration between Transport Women Australia Limited and the Road Transport Hall of Fame.

More info: https://www.linkedin.com/posts/cilt-australia_activity-7102239740917141505-B3ah?utm_source=share&utm_medium=member_ios



Immediate past global WILAT chairperson Gayani de Alwis as panelist at the session on social infrastructure for gender equality and empowerment organised by Women's policy action network of Advocata Institute on 29 August 2023.



Another achievement from CILT India, Madam Jaya Verma Sinha CMILT, our lady at the helm for the first time in the 166-year history of both Indian Railways and Railway Board, appointed as the Chairman & CEO at the Railway board of India. Congrats to Jaya Verma Sinha CMILT for breaking this elusive glass ceiling.

More info: https://www.linkedin.com/posts/gayani-de-alwis-fcilt-8793b516_jaya-verma-sinha-first-woman-to-head-railway-activity-7103002970044190720-ZYt1?utm_source=share&utm_medium=member_ios



Another active role by our immediate past Global WILAT chairperson Gayani de Alwis, sharing in the Coffee Hour with morning host. Announcer Shareefa Thahir & produced by Indra Nawagamuwa.

More info: https://youtu.be/i1QB7uQwj_Q?si=28cIQARu_dPMXPgb



Prof. Dr. Sri Tutie Rahayu, M.Si from WILAT Indonesia awarded Principal in Human Resource Management (Guru Besar bidang Manajemen Sumber Daya Manusia) from Politeknik Maritim Negeri Semarang (Polimarin)

Naa Densua Aryeety FCILT, Global WILAT Advisor joined the WTO Public Forum2023 on



12-15September, 2023 on the theme "It is Time for Action". Looking into helping to create a greener and more sustainable and inclusive trade policies to support the objective.



Gayani de Alwis FCILT, immediate past Global WILAT Chairperson sharing her view on Diversity and Inclusion in the workplace at University of Sri Jayewardenepura



*GLOBAL
NEWS*

New Global WiLAT Appointments

Gayathri Karunanayaka, CMILT
appointed as Project Autism
Champion with effect from
1st July, 2023.



Kenneth Law, CMILT
appointed as DEI Champion with
effect from 1st July, 2023

Dr. Zawiah Abdul Majid, FCILT
appointed as Webinar Champion
with effect from
1st July, 2023



Amra Zareer, CMILT
appointed as Editor - Wings of
Change with effect from 1st
September, 2023

Nazeema Seelarbokus, CMILT
tenure extended to December,
2024 as GVC IOI.



WiLAT North America - Launched

Article by:
Jennifer Adu, MILT - Deputy Chairperson
WiLAT North America

“Behind every successful woman is a tribe of other successful women who has her back” coined perfectly and officially adapted as the WiLAT North America theme by one of our executive council - Cathy Campbell.

She couldn't have said it any better as raising women of our industry where diversity, equity and equality stands at the forefront of every agenda to catapult us as women into our highest potential whether in transportation, logistics or supply chain. We are here as a team ready to join hands to pull the upcoming generation into our Wings to educate, mentor, and encourage them to spread their wings with us. We are here on a united front with our feet to walk along side with them during the highs and low knowing that they are never alone as aspiring leaders. Most importantly, we are here representing female empowerment aiming at connecting, invigorating, and edging each one of us to have the mindset of leadership, accountability,

mentorship, and entrepreneurship.

I became an official CILT North America (CILTNA) in February of this year (2023) and prior to that, because of my current employment with the United States Department of Transportation I was presented with a proposal of initiating the WiLAT North America (WiLAT NA) but the timing was not conducive, so it never came into fruition a couple years back. However, after joining CILT NA and listening in as while as participating in a couple of their virtual meetings, I began to rethink of perhaps the notion of having a WiLAT NA would benefit the female population in this field where the old can impact their knowledge to the upcoming young generation and the young generation can indulge the older generation with their technological and diversified foresight.

So, a couple of months later, I reached out to the them Global WiLAT Chairperson, Gayani De Alwis, Andrew Young and Doreen Owusu Fianko, who walked me down the path of what it entails to get to the launching field. After the meeting with them and some recommendation of interested female members, I set up a meeting with the female members of CIL NA to discuss the idea of creating WiLAT NA, as well as using that medium to call for Executive Council members. The meeting was so successful that, within 10 minutes, I got members volunteering to be a

part of the Executive Council. The group continued to have impactful meetings and discussions and hence the launching of WiLAT NA.

We officially launched WiLAT NA on September 28, 2023, and it is my hope that we as a team will be endowed with a continuous zeal to start to move the needle along in growing our numbers, engaging in more interactive sessions via Zoom or in-person or possibly a hybrid environment. However, to never lose focus that we as women are a force to reckon with just as our theme resounds, **“Behind every successful woman is a tribe of other successful women who has her back”**. Let's hold on to each other and we surely will never fail.

Most importantly, I am honored to introduce my strong tribe of executive council who always got my back, to help steer this launching towards the right direction. Allow me to introduce to you, Kristine Burr - CILT North America Board Member/WiLAT North America Executive Council Advisor, Julia Tosecca Williams - Executive Council Member, Cathy Campbell - Executive Council Member, Barbara Bryer - Executive Council Member and Rebecca Whelan - CILT NA Administrator.

We are Stronger Together

WiLAT North America Launch
THURSDAY, 28 SEPTEMBER 2023
10:00 A.M. - 12:00 NOON EST | 3:00 P.M. - 5:00 P.M. GMT

Speakers:
 Paul Senthilvan, ECILF, CILT International President
 Chief Tawo, Delta-Norway, ECILF, CILT International President Elect
 Willy Koo, FCILF, Global WiLAT Chairperson
 Bob Armstrong, ECILF, President, CILT North America
 Mark Aronberg, CILT International Secretary General
 Kristine Burr, FCILF, CILT NA Board Member, WiLAT Advisor
 Dr. Catherine Liu, EMILT, CVC Australia and WSCC Head

Moderator: Doreen Owusu Fianko, ECILF, WiLAT Global Deputy Chairperson

Guest Speaker: Rubel Alexander, Business, Life, & Transformation Catalyst

WiLAT North America Executive Council:
 Barbara Bryer, Cathy Campbell, Julia Tosecca Williams, Jennifer Adu, WiLAT Deputy Chairperson, WiLAT North America

Scan to join
Meeting ID: 888 1517 4188
Passcode: 810296

“Stronger Together”

Women in Logistics and Transport

Stars of WiLAT

Nominations opened for
2024

A look back at the first cohort of our Stars of WiLAT



Committed to building the future leaders of Global WiLAT

Nominations close on December 15, 2023

Vicky Koo, FCILT awarded the CILT Hong Kong President's Award



Vicky Koo, FCILT received the CILT Hong Kong President Award on the 7th of September 2023. The award was presented at the CILT Hong Kong AGM to recognize her contribution as a Council Member of CILT Hong Kong since 2010 and for the inauguration of WiLAT Hong Kong in 2012 followed by her integral contribution to both CILT and WiLAT. Her leadership in initiating the WiLAT Capacity Building Centre to bring knowledge to those who needed and her willingness to take up the Global WiLAT responsibility was appreciated by the leadership team of CILT. Furthermore, she has made a tremendous effort in advancing the learning materials for supply chain management and promoted the importance of digitalization and sustainability to our industry. Her contributions lead the continuous evolvement of the supply chain, logistics and transport industry is truly visionary and admirable.

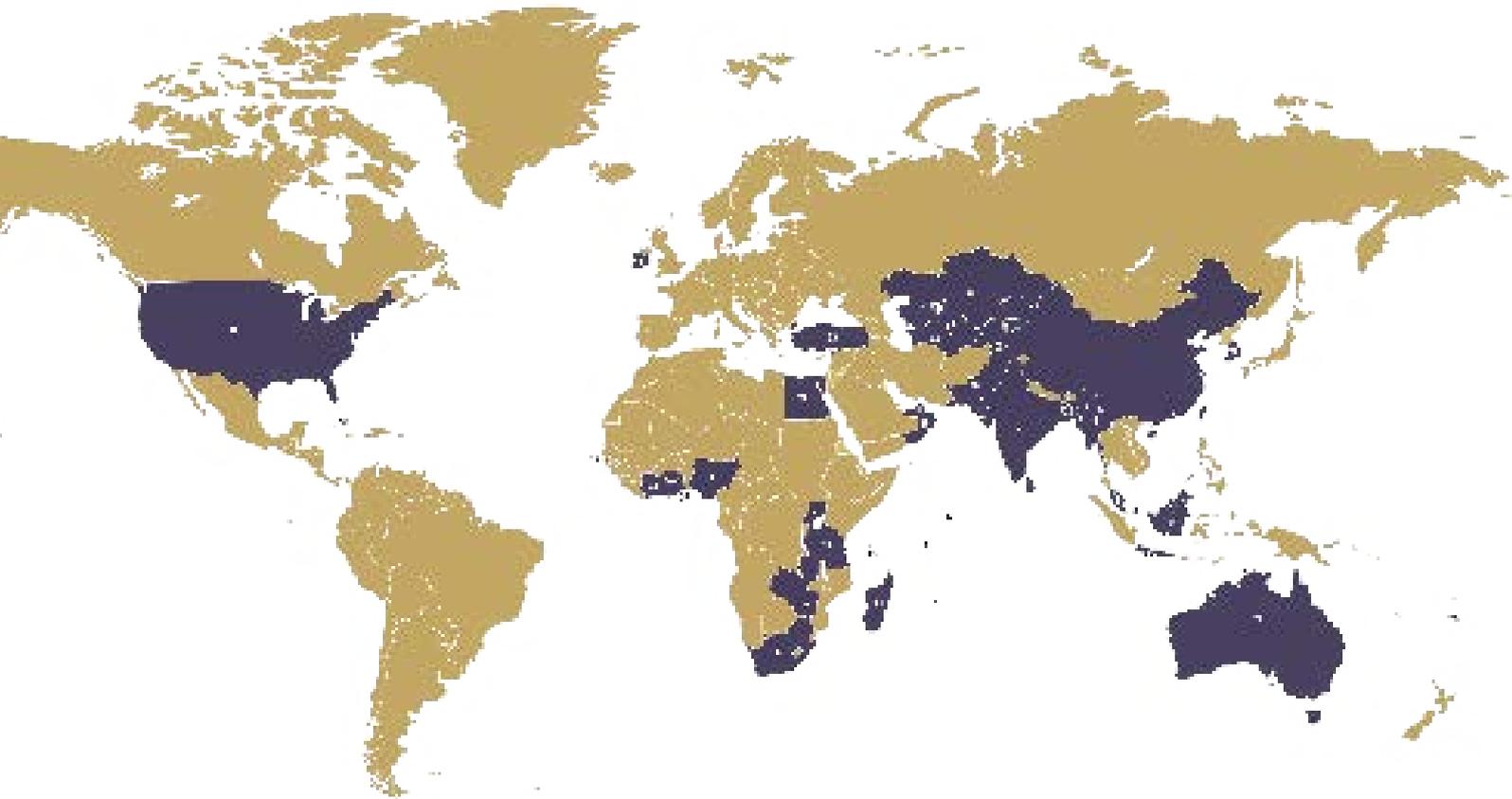
Vicky was nominated by Carmen Li, GVC of East Asia and Hong Kong Chairperson for the President Award. Heartiest congratulations on this very well deserved award.



On 20th September 2023, Global WiLAT Chairperson Vicky Koo was in Britain and met with CILT International President Mr. Paul Sainthouse and Secretary General Mr. Mark Armitage at Audleys Wood Hotel, Basingstoke, Hampshire. Audleys Wood Hotel was built in the 1880s and has been a regular meeting venue for Mark. Topics about education, membership, D&I focuses and other WiLAT business were discussed. The strategic programs of D&I programs are expected to bring values to companies and enriching the brand of WiLAT; hence an attraction for membership. It was a fruitful meeting with the leadership of CILT and WiLAT appreciate the support granted to move WiLAT forward.



Global WiLAT Footprint



WiLAT contact in place

- Macau
- Malawi
- Afghanistan
- Cameroon
- Kenya
- Namibia
- Philippines
- Peru
- Poland
- Reunion Islands
- Sierra Leon
- Tunisia
- Thailand
- Gabon
- Senegal
- Benin
- Liberia
- Azerbaijan



WCBC
NEWS

Highlights of the CALF 2023 Graduation Dinner cum WiLAT 10th Anniversary celebration hosted by WiLAT Singapore



2023

2023



CALF Program 2023 Report

– Program Summary & Participant Feedback

The WiLAT Capacity Building Centre organized the CALF (Career Advancement and Life Formula) Program for the second consecutive year. This program was a blended program where classes were conducted virtually and physically. We are grateful to GILT and WiLAT Singapore for all the assistance and ground support given to us to organize the physical sessions and the awards and closing ceremony of CALF 2023. The CALF program by the WiLAT Capacity Building Center (WCBC) is a well-structured L&D program for young managers and leaders looking for a 360 degree personal and professional development program that provides the learning and guidance required upskill and enhance the knowledge, efficiency, and performance of the aspiring young leaders in organizations.

The program comprised a 3-fold approach with a special focus to the logistics, transport and supply chain industry.

- 1. Core curriculum** - covers topics on the leadership essentials required for the world of work today.
- 2. Transport and Logistics modules** - Equips you with knowledge, insights and real-life experiences including field visits.
- 3. Submission of project paper** - The project paper is reviewed by industry experts who will give you guidance and feedback for improvement and project execution.

The second cohort of the CALF batch comprised of 24 students from 06 territories. The duration of this program was 6 weeks and followed a hybrid approach. The last week the students were invited to Singapore for in-house learning and field visits by leading industry professionals which was followed by awarding of certificates.

At the awarding ceremony we carried out a review to obtain feedback from the participants and we are pleased to summarize their valuable feedback in a nutshell.

1. Structure of the Program -

We received a 100% rating on the structure of the CALF program as it covered the essential and important modules for young leaders to champion in their field. The students were impressed with the depth of knowledge and insights they gained with a practical exposure to organizations and field visits.

2. Panel of Facilitators -

The students mentioned that they got an opportunity to learn from industry leaders and the facilitators were open for Q&A. The sessions have been engaging and the manner in which the sessions both online and class room sessions was conducted has been a great learning experience. The facilitators experience and knowledge has been admired by all.

3. Knowledge sharing & Networking -

The participants were appreciative for the CALF program as it has been an excellent place to share knowledge and exchange ideas. The students have also been guided in decision making process and how to evaluate outcomes. The students mentioned that this was a great platform to learn and understand the execution process for the ideas they have discussed. It has also given them an excellent opportunity to network and make new connections. They can use the leads for future collaborations and contribute to the industry.

4. Personnel and Professional Development -

The students made a special mention that the CALF program supported them immensely on their Personnel and Professional Development journey. The program opened doors for new perspectives, solutions and how to be result oriented which is vital in everyday life. The program also was an excellent place for leadership development and the students admired the practical approach to the program.

5. Technology and Innovation -

The students commended the futuristic insights shared by the facilitators on how technology, AI and innovation could be used in logistics, transport and supply chain with real life examples and experience sharing. They mentioned the lessons learnt from these are invaluable and encouraged everyone to enrol for the future CALF programs.

We pleased to note how the CALF program have had a positive outcome on our participants. We are committed to further improve and develop our CALF program by introducing new modules, new facilitators and a whole new learning journey filled with experiences and learning to drive the industry forward.

Article by:
Amra Zareer
WCBC - Awareness Lead

Reality of Digitalization (RoD)

CILT CPD Programme for Business Leaders, Strategy and Senior Professionals

-This Programme is organized by WCBC

Course Objectives in a nutshell.

Understand the broad context of digitalisation and its global impact
Appreciate the purpose of digital tools and how they fit into a wider business planning scenario.

Learn about the application of digitalisation into business transformation processes and the benefits.

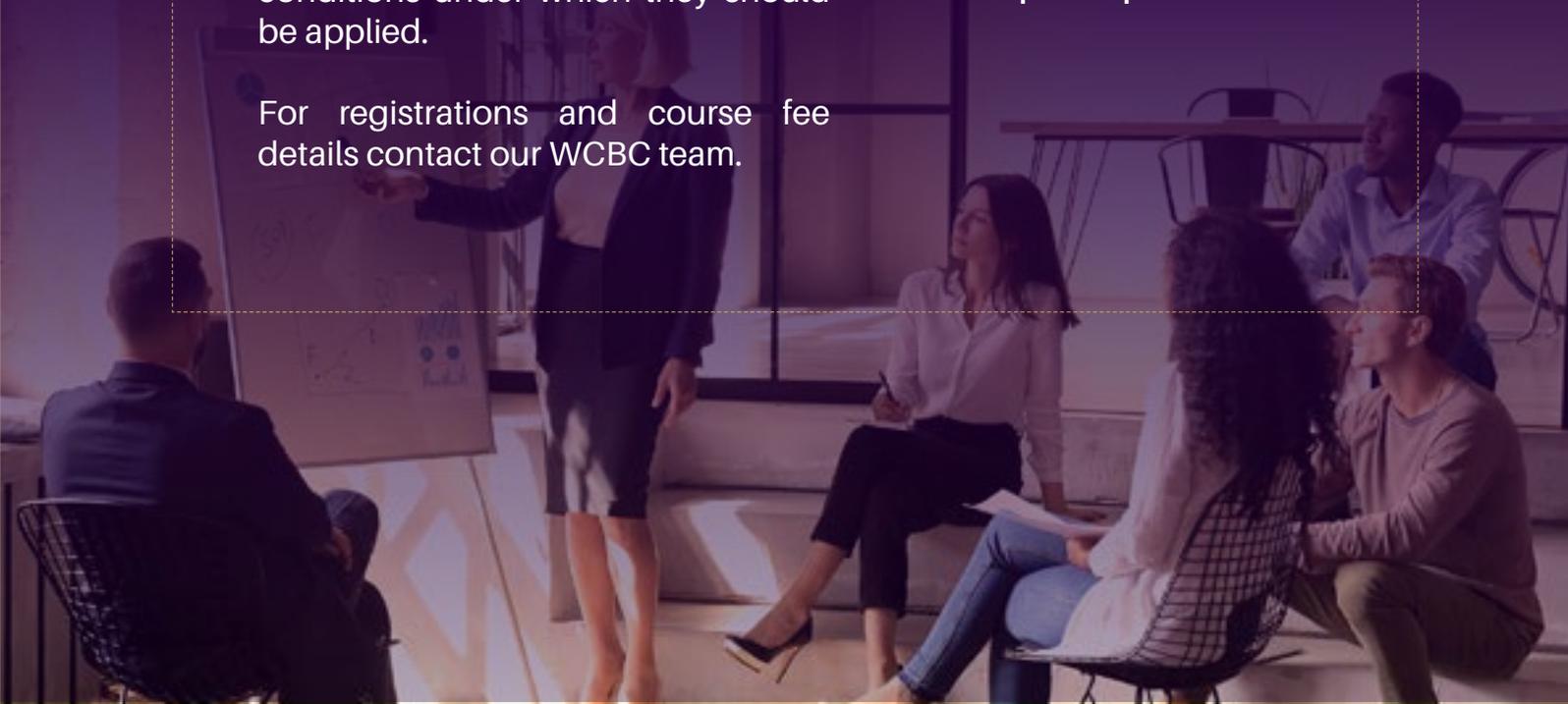
Be able to consider the key principles of digital maturity models and the conditions under which they should be applied.

For registrations and course fee details contact our WCBC team.

Commencing Date -
November 25, 2023

Duration
25th November
15th December 2023

Class every Wednesday
from 5pm-7pm (HK Time)





*TERRITORIAL
NEWS*

INDIAN OCEAN ISLANDS

Global Vice Chairperson
Nazeema Seelarbokus, CMILT



Madagascar Seychelles

Seychelles

- Passing over of the Chairmanship of WiLAT Seychelles Chapter from Ms. Emily Mousbe to Mrs. Estelle Alexis CMILT



- Featured article on empowerment of women



- A working session was organized with the GVC Nazeema Seelarbokus to brainstorm session to cater ideas and interest from women in the sector interested on 5th May, 2023.
- The WiLAT Country Chairperson had a meeting with the project Director Mr. Elvis Octave on the participation of women in the project in the Electric Mobility project being sponsored by the Global Environmental Fund (GEF) and spearheaded by UNEP and the Ministry of Transport (Department of Land Transport) on 28th July, 2023.

Madagascar

- Conference debate about the roles played by port women in Majunga during two days 23-24th of April, 2023.

WiLAT South East Asia

Global Vice Chairperson
Juliana Sofhia Damu, CMILT



Malaysia Singapore Indonesia Myanmar

- Vitul meeting with WiLAT contact in Brunei Darussalam, Zeti and Zainab as a follow up of the WiLAT Brunei setup. Zeti had completed her CILT International membership registration via CILT Malaysia while Zainab is till on preparation to register her individual CILT International membership. Ts. Dr. Zawiah Abdul Majid, FCILT and Reshma Yousof, CMILT joined the meeting. 14th July 2023
- GVC attended a Workshop and Capacity Building program with a theme "Skills for Prosperity in Maritime sector including Maritime Logistics" organized by International Labor Organization. I was invited as CILT Indonesia Vice President to contribute my thoughts on the Skills Sector Committee in Logistics on 10th to 12th May 2023



- Supporting IBF in the SEA Indonesia Exhibition at JIEXPO, Kemayoran, Jakarta. GVC managed the CILT Indonesia Secretariat to promote CILT including IBF, WiLAT and Next Gen. CILT Booth had over 200 visitors in the entire exhibition which took place on the 15th - 17th May 2023.



- Conducted a joint event with CIMB Niaga Bank in Jakarta and IBF on 19th May 2023.



- GVC had interview with local online TV, speaking and promoting CILT & WiLAT 23 May 2023.



- GVC spoke of opportunities in the Logistics and Transport industry at a High School, SMAN 1 Garut, Jawa Barat with over 300 students attended and 90% are women on the 25th May 2023.



- Joined as a speaker to the Australia-ASEAN Forum organized by Victoria University-Australia about the New Normal for the visitor economy supply chain project on 1st June 2023.



- GVC was part of Global WiLAT 10th Global Anniversary in Singapore.



- Had a breakfast meeting with the new Global WiLAT Chairperson, Vicky Koo, FCILT on 1st July 2023.



- Visiting Universitas Logistik dan Bisnis International in Bandung for accreditation program with the Education Committee on the 18th July 2023.



Malaysia

- WiLAT Malaysia attended the "Hari Raya Aidilfitri 2023" luncheon on May 13, 2023. The luncheon provided an opportunity for networking, fostering connections, and exchanging industry knowledge among attendees.
- WiLAT Malaysia attended an open house organised by The Prime School of Integrated Logistics. Dr. Jenny Wong, the Dean of the Prime School of Integrated Logistics, hosted the event with the faculty on 24 May 2023.
- WiLAT Malaysia jointly organised the Youth Healthy Lifestyle Programme 2023 in collaboration

with students of the National Defence University of Malaysia (MPU Course 3422 Community Service), University College Sedaya International (UCSI) on 2nd June. 2023.



- WiLAT Malaysia was invited as a guest to the officiating ceremony of the International Conference on Aerospace, Aviation Management, and Global Supply Chain 2023 (ICAAMGS 2023) held at the Everly Hotel on 15 June 2023.



- WiLAT Malaysia collaborated with the Centre of Women in Advancement and Leadership (CWAL) organised an event titled Breakfast with Industry: Aviation and Aerospace at the Ali Muthu Ah Hock, Jalan Dang Wangi, Kuala Lumpur on 5th July, 2023.



Myanmar

- WiLAT Myanmar Chairperson Honey had Executive Committee of Union of Myanmar Federation of Chamber of Commerce and Industry (UMFCCI), speaker at The Lancang-Mekong Cooperation & Innovation Corridor development (Myanmar) on 30th June, 2023.



- WiLAT Chairperson attended the "The First Trans Eurasian Cooperation Development Summit Forum Of Supply Chain In International New Land-Sea Transport Corridor & Freight Forwarding Fair", as a Secretary General of MIFFA on 3th July, 2023.



- Attending UNESCAP Meeting and presenting for "The Role of Logistics Center in EWEC & Cross Border Transport" aim at trade facilitation and networking on 13th July, 2023.



- Was part of Attending 2023 FIATA REP meeting at Danang on 14th July, 2023



- Attending AFFA Midterm Meeting and participating in the lecture of Ms Lou De Castro Myles, JP (Q), MACE, IAF, GRC, VELG, IVETA, CILT-International on 15th July, 2023.



Indonesia

- Halal Bihalal CILT Committee (gathering after Ied Fitr) to discuss further on the CILT including WiLAT Indonesia program for on 5th May 2023.



- WiLAT Indonesia participated in Sea Indonesia, Maritime One Stop Shop (MOSS) event with IBF as the initiator together with NG. Over 500 visitors visited CILT/WiLAT boot on 15-17 May, 2023.



- WiLAT Indonesia Member Gathering and Networking and collaborative event with IBF and NG supported by CIMB Niaga Bank on 19th May, 2023.



- WiLAT Indonesia together with CILT were officially invited to participate in 3-days workshop conducted by International Labour Organization with Kemenko PMK to discuss further on the establishment of SSC (Sector Skills Council) on May 10-12, 2023.



- Workshop initiated by International Labour Organisation with the theme UK Skills for Prosperity Programme TVET Collaboration Dissemination Event at JW Luwansa Hotel, Jakarta on 24th May, 2023.



- WiLAT Indonesia National Webinar with the theme Implementation of Smart Logistics in Carreers and Organisations in the Gen Z Era NG, CILT. On 28th May, 2023.



- WiLAT Indonesia Chairperson was invited to be the panelist of selecting AMEN (ASEAN Mentorship for Entrepreneurs Network) mentees on 30th May, 2023.



- WiLAT Inodonesia was invited for a Workshop on Skills for the Indonesian Maritime Sector with the theme "The strategic Involvement of Industries" at Ayana Hotel, Jakarta on May 23-24, 2023.



- WiLAT Indonesia's Halal Bihalal with UMKM (Small Medium Enterprises). WiLAT Indonesia actively organized mentoring program for them, assisting them to learn how to be a good entrepreneurs on the 4th June, 2023.



- WiLAT Ind. supported UMKM in fashion : A Star Line, a fashion product found and developed by Feby Rahasty, Star of WiLAT Indonesia 2023 to participate in the exhibition of the event "Alumni ITB Pulang Kampung" in Bandung, West Java on 10th June, 2023.



- WiLAT Chairperson was one of the speakers in the International Conference on Aerospace, Aviation Management and Global Supply Chain - ICAAMGS 2023 at Putrajaya Malaysia, talking on Diversity, Equity and Inclusion : An Insight Women in Aviation Industry that took place on June 15-16, 2023.



- WiLAT Indonesia CSR was invited by Perkumpulan Toba Dream (the founder is Mr Sahat Sianipar, the owner of one of Indonesian big forwarders) to support Indonesian musician on the 19th July, 2023.



- WiLAT Indonesia Chairperson had an experience sharing moment with WILAT Singapore Chairperson Kelly Lee, CMILT on 24th July, 2023



SOUTH ASIA

Global Vice Chairperson
Niroza Gazzali, CMILT



Bangladesh, India, Pakistan, Sri Lanka

India

- WiLAT & CILT India conducts training program on "Goods Theory & Business Development" for their first batch of trainee of managers (op & bd) on the 25th April to 30th May 2023.
- Hon'ble Sh. Suresh Prabhu (Former Union Minister with several Portfolios including Ministry of Railways) making his address during the valedictory session on 30 May 2023



- CILT India & DFCCIL Team involved in the successful conduct of the Training Program.



- Group picture of the Female Trainees at the Training Program.



- WiLAT & CILT India in association with BIS (Bureau of Indian Standards) organised a workshop exclusively for IOCL (Indian Oil Corporation Ltd.) employees on "IS 18149:2023 Transportation of Dangerous Goods - Guidelines on 14 & 15 June 2023.



Pakistan

- WiLAT/ CILT Pakistan participated in an IMO seminar on International Day for Women in Maritime 2023 (Mobilizing networks for gender equality) held on 18 May 2023. This seminar highlighted the importance of leveraging networks of people and organizations to overcome barriers to women's participation in the maritime industry and to develop pathways and opportunities for their career progression.



Sri Lanka

- The 10th Annual General Meeting of WiLAT Sri Lanka to appoint the new Chairperson and the Council members for the term 2023/24, was held on 23rd May 2023 at the Kingsbury Hotel, Colombo. Prof. Renuka Herath, University of Kelaniya was unanimously appointed to lead WiLAT team



- WiLAT Sri Lanka Strategic Planning Session 2023/24- The strategic planning session of WiLAT Sri Lanka for the year 2023/24 was held on the 27th May 2023. All Ex-Co members led by Chairperson Prof. Renuka Herath participated in the event making a significant contribution for strategizing the way forward of WiLAT Sri Lanka for a yet another impactful year. The event was also participated by Ms. Gayani De Alwis - Global WILAT Chair and Dr. Namali Sirisoma - Chairperson, CILT Sri Lanka.



- Membership Drive at NIBM - The Membership Development pillar of WiLAT Sri Lanka conducted a successful Membership Drive on 11th June at NIBM premises with the participation of over 200+ students and academic staff of the Productivity and Quality Center of NIBM.



- CILT Sri Lanka Awards - WILAT Ex-Co proudly celebrated at the CILT Sri Lanka Awards held on 15th June 2023 at the Kingsbury Hotel, honoring Ms. Gayathri Karunanayake, a past Chairperson of WILAT Sri Lanka for her outstanding leadership as the Project Chairperson of the awards ceremony.



- Colombo Port Visit - The Membership Services pillar of WILAT Sri Lanka organized an exclusive visit to the renowned Colombo Port on the 14th of July 2023. 50+ WILAT members got the opportunity to witness an eye-opening journey through the heart of trade & commerce and gain firsthand knowledge about the dynamic logistics industry.



- Membership Drive at Hambantota International Port Group (HIPG) Yet another successful CILT membership drive organized by WILAT was successfully concluded on 4th August 2023 at the Hambantota International Port Group (HIPG).



CENTRAL ASIA

Global Vice Chairperson
Marina Kuznechevskaya, FCILT

Tajikistan, Turkmenistan, Kazakhstan, Uzbekistan, Kyrgyzstan

- GVC Marina is part of IBECA project in Central Asia
- All branches are conducting survey on logistics and trade, the results will be presented to American Chamber of commerce in CA regions,.
- US Consulate and US trade mission in Kazakhstan offered to WILAT to become a partner and organizer for Official visit of US Trade missions delegation from Azerbaijan and Georgia in Nov 2023..

EAST ASIA

Global Vice Chairperson
Carmen Li, FCILT

China, Hongkong, Korea

Hong Kong

- Participation in the CALF Programme from May to June 2023. Five participants from Hong Kong enrolled and the 10th Anniversary of Global WILAT.



- Launch of WILAT HK's Diversity and Inclusion Survey Report in Singapore on 30 June 2023.



- A publicity event for WILAT HK's Diversity and Inclusion Survey Report was held in Hong Kong on 20 July 2023, with high profile speakers and panelists (including the former Chief Secretary of HKSAR Government, CILT HK President, Global WILAT Chairperson and industry leaders) with good media exposure before and afterwards despite it being a close-door event.



- WILAT HK Committee Members (three) attended a cocktail reception hosted by the Institute of Seatransport in Hong Kong on 27 June 2023.



- Among other networking benefits, we had informal exchange of ideas with the Secretary of Transport and Logistics of the HKSAR Government.

- WILAT HK supported WCBC in organising the CALF Programme 2023. For instance, five speakers out of 11 topics were identified and secured by WILAT HK - the speakers were Makito Shirohige, Lily Heo, Adi Lau, Vicky Koo and Dorothy Chan.

South Korea

- Signed MOU for Korea Maritime & Ocean University Link Project.

AUSTRALASIA

Global Vice Chairperson
Catherine Lou, FCILT



AUSTRALIA Fiji Philippines

WiLAT Australia

- WiLAT Australia Chairperson - Dr Catherine Lou is upgraded to FCILT membership.
- WiLAT Australia together with CILT Australia hosted the webinar panel discussion on the Power of mentorship and networking on 6th June 2023. Our guests on the panel, Helen Stehbins (WiLAT National committee member), Director RoadRailPort, Monique Evelyn Ward, Executive Director of Innovation and Services at Social Traders and Amelita Valle, Head of Procurement AU/NZ at Siemens Gamesa discussed the transformative role that mentorship and networking can play in accelerating the careers of women in the logistics, transport and supply chain sectors. We delved into the value of one-on-one mentorship, explore strategies for effective networking, and share insights on how these tools can be leveraged to overcome industry challenges and foster success.



- WiLAT GVC (Australasia) Dr Catherine Lou leads the project of 'Australia-ASEAN: New Normal for the Visitor Economy Supply Chain' project since May 2022, funded by Australia-ASEAN Council, Australian Department of Foreign Affairs and Trade, together with CILT Australia and collaborating with ASEAN countries partners locating in Malaysia, Thailand, Vietnam and Indonesia. The project is to support industry recovery and resilience and foster international collaboration in the visitor economy supply chain industries. The third event focusing on "Diversity, Leadership and Resilience in the Visitor Economy Supply Chain" hosted in Malaysia on 1 June 2023. WiLAT GVC (Southeast Asia) Ms Juliana also presented at the function. WiLAT former GVC Dr Zawiah also attended the workshop onsite and CILT Malaysia committee members. Together, there are 90 attendees in person with over 470 registered online attendees.



- Dr Catherine Lou attended the CALF Program ceremony & Global WiLAT 10 years anniversary. Catherine is appointed as the new Head, WiLAT Capacity Building Centre (from 1 July 2023).



MIDDLE EAST & EUROPE

Global Vice Chairperson
Berna Akyıldız, FCILT



UAE, Oman, Turkey

- Webinars and Panels : CILT Turkey Chairperson and WiLAT members in collaboration with Istanbul Bar Association organized a meeting on "Natural Disasters and Humanitarian Logistics".
- Mentorship Project : WiLAT Turkey has initiated a mentorship program for young women professionals in the logistic industry. 10 mentors from WiLAT volunteered for the program and the mentees will be identified by corporate member companies. The program is still in progress and will start on October.
- WiLAT Breakfast Meetings: We held the first WiLAT Brakfast meeting on July 20th at CILT office. We listened valable and inspiring success stories from our individual and corporate members. We discuss on how to increase the participation of women in employment across various roles in logistics sector.
- Capacity Building : Knowledge Sharing Session : A knowledge session is held with Ford Otosan with the participation of WiLAT Turkey and WiLAT Australia team with the quest speaker Heather Jones.
- WiLAT and FORD OTOSAN Women Drivers Training : WiLAT and Ford Otosan Truck Company have agreed to cooperate in Women Drivers' Training project initiated by Ford Otosan. WiLAT will bring global experience and share valuable best practices in WiLAT ecosystem.
- WiLAT Brand Course : WiLAT Turkiye has collaborated with Piri Reis University for a 14 weeks of course which will be delivered by WiLAT volunteer trainers.

SOUTH AND EAST AFRICA

Global Vice Chairperson
Margaret Bango, CMLT



Mauritius, Rwanda, South Africa, Zambia, Zimbabwe, Tanzania, Uganda

Zimbabwe

- WiLAT held a Webinar on Africa Day celebrations that took place on 26 May 2023. The zoom meeting was well attended and was a success. The Africa day topic was African Cultural and Digital Transformation which was articulated by two speakers. Professor Joseph Matowanyika who is past vice-chancellor at Anglican University shared on the African woman re-asserts her position, culture and gender influences in society. While Nicoletta Ncube who is a Digital Business Layer Enterprise Architect at Econet wireless Zimbabwe talked about Digital Transformation in African Logistics and Transport.



- Held an executive meeting to discuss issues of CILT Africa Forum next year.

NORTH AND WEST AFRICA

Global Vice Chairperson
Folake George, FCILT



Ghana, Egypt, Nigeria, Gambia, Cote d'Ivoire, Togo

Nigeria

- Condolences visit to the family of late Barr. Margaret Orakwusi - a role model and supporter of CILT and WiLAT



- Exco Zoom meeting held before a physical meeting on 7th May 2023



- WiLAT was present at the book reading and signing of our Amazon and role model event:- Book Title: Stepping on Toes Hadiza Usman Bala on 13th May 2023



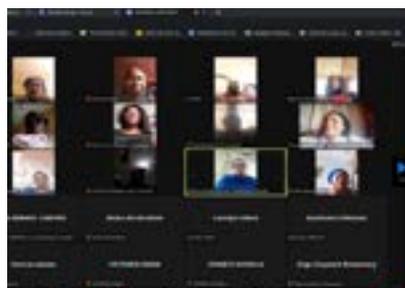
- International Day for women in Maritime & Launch of Female cadet care foundation. WiLAT presented branded hand towels to the cadet officerson on 18th of May, 2023



- Attended the Change of Baton for Mrs. Olotu, Apapa Port Manager who was promoted to a higher managerial position on 1st June, 2023.



- Founder's day Zoom meeting on 12th June, 2023



- Service of songs for Barr. Margaret Orakwusi - a role model and supporter of CILT and WiLAT on 13th June 2023



- Turbaning ceremony of TPL Soledotun Abudkarim-Yusuf (CILT/WiLAT member) held on 26th June, 2023 - Women supporting women in logistics



- WiLAT Day Celebration on 27th July, 2023.



Cote D'Ivoire

"Young Leader 2023" - 18 May 2023

- One WiLAT Cote D'Ivoire member was nominate : Mrs Houda Boukary Camara . Organized by the « French African Foundation » governed by the presidents Macron (France) and Kagame (Rwanda).



- WiLAT CI in the magazine Logis-T Africa - June 2023 - WiLAT CI went to the CILT Africa Forum in Rwanda (cover page of Logis-T Africa 003). One friend of WiLAT CI, Mr Jean-Noel N'Gouan wrote an article in the same magazine on « The supply chain as a solution to the high cost of living . Two WiLAT members were presented on the Logis-T Women of June 2023: Mrs Houda Boukari Camara and Mrs Marie-Noelle Djedje Ouedraogo



- Masterclass on Procurement for 30 participants on 16 June 2023



- National days on Logistics and Procurement - 23-24 June 2023 - Ms Aurelie Kouadio (WiLAT) and Mr Jean-Noel N'Gouan (Friend of WiLAT) made presentations on technical topics to share their experience and expertise.



- African Integration Day - A Ugandan TV Channel (Smart24 TV) invites Mrs Carine Toure Yemitia, chairperson of WiLAT CI for a live TV program on African Integration Day on the 7th of July. It was an opportunity for her to share her experience and expertise.



Meeting Mentees-Mentors of WiLAT CI - WiLAT CI organized a meeting between mentees and mentors on 22 July 2023 in Abidjan. Had 52 mentees and 26 mentors active.



- WiLAT CI participated to WiLAT Nigeria Day - Mrs Carine Toure Yemitia, chairperson of WiLAT CI, went to support WiLAT Nigeria to celebrate together their WiLAT day.



Ghana

- WiLAT Ghana was invited to the Network of Professional Women in Maritime and Port sectors of West and Central Africa (NPWMP-WCA) in May 2023.



- WiLAT TEMA SECTION LAUNCH - WiLAT Ghana led by Ag. Chairperson launched the Tema Section to increase its visibility and empower women working in the Logistics, Supply Chain and Transport Industry within the Tema enclave which is seen as the fulcrum of Logistics, Supply Chain and Transport activities in Ghana.



- WiLAT Takoradi Section climax their colourful WiLAT month with the Deputy Global Chairperson



FUTURE EVENTS

WILAT Tea /Coffee/ Cocoa Talks/GVC – North & West Africa
12th September | 2023

CILT CPD Programme for Business Leaders,
Strategy and Senior Professionals
25 th November | 2023

WILAT Tea /Coffee Talks /GVC – East Asia
10th October | 2023



Why Should You Join Us?

- Gain a unique Professional qualification with global recognition
- Gain access to networking opportunities with industry personnel
- Gain access for job/internship opportunities for prospective job seekers
- Gain exposure to mentoring to shape your career
- Gain access to scholarships
- Gain access to Continuing Professional Development programs
- Gain access to information & knowledge
- Gain access to International Business Forum (IBF)
- Use globally recognised post nominal

We value your feedback!
Tell us what you think..
Scan the QR to fill our online survey



We are Stronger Together



The Chartered
Institute of Logistics
and Transport



Women in Logistics
and Transport



www.ciltinternational.org



www.WiLAT.org

Send your thoughts and comments on Wings of Change to
shakya.maduni.perera@gmail.com (Deputy Editor)