



The Chartered
Institute of Logistics
and Transport

CILT Link

THE CHARTERED INSTITUTE OF LOGISTICS AND TRANSPORT - SRI LANKA

JAN 2023

SRI LANKA

Editor's Message



Dear Readers,

Yet another issue of LINK is unveiled for our beloved readers under the theme of aviation. January 2023 issue of the LINK magazine is comprised of the news from CILT SL, CILT Central Chapter and WiLAT on the events conducted successfully during the last few months. Readers are presented with insightful articles from industry experts as well as members to broaden their knowledge on Transport, Logistics and Supply Chain domains.

As editors of the LINK magazine, we are pleased to present this issue and would highly appreciate your valuable feedback on the magazine for us to take the LINK magazine to greater heights.

Wishing you well until next time..

Best Regards,

Lankani

Liyanathanthri (Student)

Deputy Editors

Minelle Ranatunge
Melanka Jayani De Silva

Design & Layout

Anuradha Dilrukshi
anu.dilrukshi@gmail.com

Advertising Inquiries

Enoka Weerasooriya - Office Manager
manager@ciltsl.com
+94 77 758 7747

Content

04	CILT Event News	■
05	WiLAT News	■
07	CILT Central Chapter Event News	■
08-09	Corporate Partner News	■
10-11	Feature Article	■
12-17	Member Articles	■
18	Member Achievements	■
19	New Members	■
20	Future Events	■

CILT



The Chartered
Institute of Logistics
and Transport

Event News

L.S. De Silva Memorial Lecture

The Chartered Institute of Logistics and Transport (CILT) Sri Lanka organized the 23rd L.S. De Silva Memorial Lecture on the 01st of December 2022 from 4:30 p.m. onwards at the CIPM Auditorium, 43, Vijaya Kumarathunga Mawatha, Colombo 05.

The theme of this year's lecture was "Sri Lankan Railways: Challenges, Potential and Opportunities" and was delivered by Mr. W. A. D. S. Gunasinghe, General Manager at Sri Lanka Railways.



New Year Celebration 2023

The CILT Sri Lanka celebrated the dawn of the New Year 2023. The secretariat staff made arrangements for a transitional celebration and the council members attended the event held at the NCCSL Boardroom; 450, McCallum Rd, Colombo 10.



WILAT

News



The Chartered
Institute of Logistics
and Transport



Membership Drive for CILT Sri Lanka at the Navy Head Quarters Wardoomb

WiLAT Sri Lanka conducted another successful membership drive for CILT Sri Lanka at the Navy HeadQuarters Wardoomb. The event was graced by Rear Admiral RN Chandana Rathnayaka - Director General Logistics, Rear Admiral MWV Marapana - Director General Budget and Finance, Commodore (S) BWDMM Dissanayaka - Commodore superintendent Logistics (West) and other distinguished officers from the Navy.

Prof. Renuka Herath VP- Membership Services and Hon. Secretary Dr. Priyangani Jayasundara conducted the membership drive from WiLAT SL where Dr. Narmali Sirisoma - President CILT Sri Lanka addressed the audience.



Mentees of Ignite Batch 8 Visit Unilever Sri Lanka Distribution Center at Lindel

WiLAT Sri Lanka successfully concluded the visit of Ignite Batch 8 mentees to Unilever Sri Lanka Distribution Center at Lindel. The Students were taken through a safety briefing, followed by a presentation and a tour around the facility to experience the entire operation. Rumal Fernando who is the Head of Customer Service and Logistics at Unilever Sri Lanka led the visit representing the WiLAT Exco. Savindrie Perera from Unilever Sri Lanka pioneered the session for the students.



Introductory Session of Knowledge Hub by WiLAT Sri Lanka

WiLAT Sri Lanka had the introductory session of their newly introduced program "Knowledge Hub" this morning with the registered participants.

The objective of the program is to provide the academia and corporate management experience and exposure to operations, manufacturing and field visits while creating a community share the best practices and learn from each other on how to support the industry.



Aranthi, Thisari, Nadeeka and Amra from the WiLAT Exco briefed the team on the overall concept and project.

Orchestrating People, Process and Technology at Port - an Online Session on Learnings from Fremantle Port, Perth Australia.

The session was conducted by Dominic Thatcher - Digital Leader, Logistics Solutions at the Fremantle Port Australia and was moderated by Ibrahim Saleem, Vice President- CILT Sri Lanka. The session included valuable learning on smart port revolution which were embraced by the global audience through active discussions on the topic.



Field Visit to Hayleys Advantis Corporate Distribution Center at Kelaniya

WiLAT Sri Lanka organized a field visit to the Hayleys Advantis - Corporate Distribution center at Kelaniya. WiLAT mentees and members where they were taken through a detailed journey of learnings around the facility with real life challenges, solutions and best practices.



Workshop on “How to Create a CV and Face an Interview”

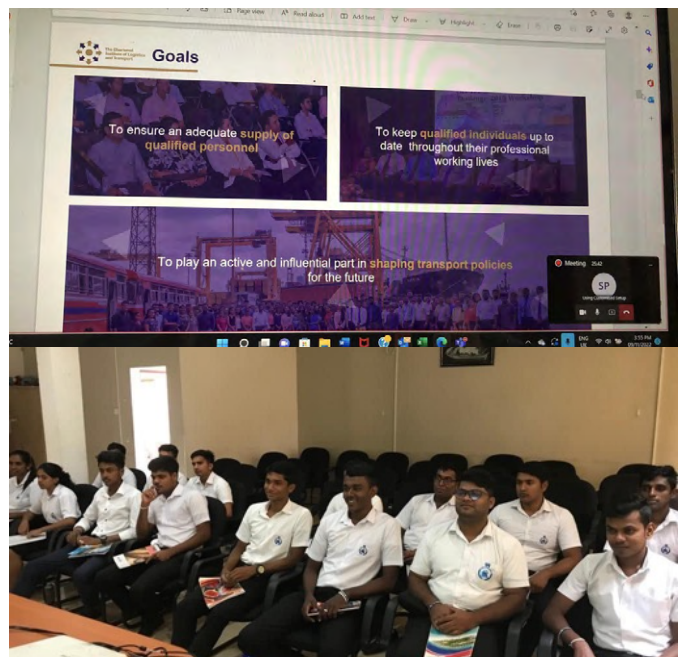
WILAT Sri Lanka conducted a session on “How to create a CV and face an interview” for their mentees to enrich their professional skills. The session was managed by Dilmini Weragama, Vice Chairperson Branding & Sponsorships along with Indeeweri Chandrasekara.



Membership Drive for CILT Sri Lanka at Ocean University Negombo Branch

WiLAT Sri Lanka conducted a successful CILT membership drive for the Ocean university Negombo branch on 9th November 2022 with an audience of 45 students from several universities in Sri Lanka.

Amra Zareer Vice Chairperson, Membership Development and Shakkya Perera Exco member of WiLAT conducted the session.



Central Chapter Event News



The Chartered
Institute of Logistics
and Transport

Talk on “Machine Learning Onboard: How to deliver better with Machine Learning” by Dr. Damayanthi Herath

This event was held on the 2nd of November 2022. The talk included information about trends, advancements about Machine Learning (ML) and also integrating ML in Transportation and Logistics to deliver better solutions and in decision-making.

The speaker; Dr. Damayanthi Herath an engineering graduate holding a B.Sc. (Hons) in Computer Engineering from University

of Peradeniya (2012) and currently a lecturer at the same university and is a member of the IEEE. She was a member of the Optimisation and Pattern Recognition Research Group of Melbourne School of Engineering, Australia where she worked on computational models and methods to profile inherently diverse DNA sequencing data which encode genetic information of multiple species and organisms.

Talk on “The Power of Supply Chain Management” by Mr. Yasas Kasthuriarachchi

This event was held on the 1st of January 2023. The talk was delivered on the importance of supply chain management as an industry by taking it as a holistic view of the impact of every industry and technology on the environment, society and economy.

The Speaker: Mr. Yasas Kasthuriarachchi is a manager with experience in the building materials industry and port operations industry and a skilled professional with a BSc.(Hons) in Transport and Logistics Management from the University of Moratuwa.



auge The talk on “Power of Supply Chain Management”
ENGINEERING STUDENTS' PUBLICATION SOCIETY UNIVERSITY OF PERADENIYA © ALL RIGHTS RESERVED Adm - +94 76 926 4006 facebook.com/GaucheCP



talk on “Power of Supply Chain Management”
ENGINEERING STUDENTS' PUBLICATION SOCIETY UNIVERSITY OF PERADENIYA © ALL RIGHTS RESERVED Adm - +94 76 926 4006 facebook.com/GaucheCP



talk on “Power of Supply Chain Management”
ENGINEERING STUDENTS' PUBLICATION SOCIETY UNIVERSITY OF PERADENIYA © ALL RIGHTS RESERVED Adm - +94 76 926 4006 facebook.com/GaucheCP



The talk on “Power of Supply Chain Management”
ENGINEERING STUDENTS' PUBLICATION SOCIETY UNIVERSITY OF PERADENIYA © ALL RIGHTS RESERVED Adm - +94 76 926 4006 facebook.com/GaucheCP



The Chartered
Institute of Logistics
and Transport

THE CHARTERED INSTITUTE OF LOGISTICS AND TRANSPORT

Corporate Partner News



The Chartered
Institute of Logistics
and Transport

Advantis Projects Speed Ahead with the Delivery of Sri Lanka's Largest Tunnel Boring Machines.



Advantis Projects, a fully owned subsidiary of Hayleys Advantis Limited has become Sri Lanka's undisputed leader in logistics projects and heavy cargo transportation by swiftly moving ahead with the delivery of two of the first ever largest Tunnel Boring Machines (TBM) in the island.

This operation will help expedite the progress of the North Central Province Canal Project (NCPCP) which is also known as the Upper Elaheera Canal project. The development envisions the construction of an underground tunnel to transfer water between the Kalu Ganga Reservoir and the Moragahakanda Reservoir, as well as the construction of the Upper Elehera Canal to connect the Moragahakanda Reservoir to the Huruluwewa, Manakattiya, Eruwewa, and Mahakanadarawa Reservoirs.

Upon completion, the project will provide clean drinking water to 25,000+ families in 13 divisional secretariats across the North Central Province. The project will also provide critical support to national efforts in enhancing food security and providing new life to Sri Lanka's agricultural sector through the irrigation of over 43,000 hectares of essential cultivations.

The two TBMs delivered by Advantis Projects will be utilized to drill a 28 km tunnel that will supply water to a series of small tanks used for agricultural irrigation

– just in time for the next Yala and Maha seasons. With the first unit having already reached its destination, Advantis Projects is now in the process of delivering the second unit to its construction site in Attanakadawela.

During these large projects, the Company faced complex and challenging obstacles, such as the transportation of the TBMs and its supplementary components, which collectively weighed 3,000 Tonnes. The machinery was unloaded off cargo ships at the Trincomalee Port and transported in multiple consignments in less than 50 days, across narrow, winding roads to remote construction sites, covering an overall distance of 25,000 km.

According to Janitha Jayanetti (Group Director of Hayleys Advantis Limited), transporting the two largest TBMs ever attempted in Sri Lanka was a highly complex and challenging task. He also added that this project was of extremely high value, which ensured safe and timely delivery with advanced technical expertise and best-in-class technology to deliver logistics solutions that support our nation.

Advantis project was conscious on undertaking the end-to-end responsibility of an exhaustive list of supporting functions such as the widening of numerous roads leading up to the delivery site, strengthening and

reinforcing several smaller bridges along the route to the construction site, by coordinating with Government authorities such as the Sri Lanka Ports Authority, Road Development Authority, Urban Development Authority, Sri Lanka Police, Sri Lanka Navy and other connected state institutions and local authorities.

According to Shadil Rizan (Director/CEO of Advantis Projects), Advantis used their advanced 3D computer simulations for the entire route down to the last inch and real-world test-runs to ensure that they plan with accuracy for every possible eventuality during the travel of TBMs. This included ensuring that all roads, bridges and tunnels were in good condition to accommodate their specialised multi-axel trailers

Remarkably, the entire project was undertaken by just over 60 employees, including in-house engineers, project managers, operations executives and other skilled staff, who committed in 35,000+ man-hours.

The specialized project logistics and heavy cargo transportation services provided for the NCPCP is the latest in a series of milestone projects that Advantis Projects have successfully undertaken. Most recently, the Company contributed towards several of Sri Lanka's largest civilian infrastructure development projects.

Hayleys Advantis Celebrates its Greatest Innovators In The Grand Finale of Advantis Ideastorm 2.0



Showcasing the power of employee-led innovation, Hayleys Advantis Limited, the transportation and logistics arm of the Hayleys Group, concluded Advantis Ideastorm 2.0: the second season of the ideation platform introduced in 2020 to boost innovative thinking across all levels of staff.

“Our leadership position in the Sri Lankan and regional transportation and logistics sector is built on the unmatched knowledge and expertise of the Advantis team and the unique culture of innovation that we have consistently nurtured. Particularly, in the context of a historic economic downturn, our ability to harness our team’s creativity to deliver maximum value has been the bedrock of our continuing success. Therefore, we take great inspiration from the remarkably creative ideas that emerged during Advantis Ideastorm 2.0, and take this opportunity to congratulate our winning innovators, and look forward to putting their ideas into action,” Hayleys Advantis Managing Director Ruwan Waidyaratne said.

Advantis Ideastorm empowers employees to deploy out-of-the-box thinking to create and hone innovative solutions to real-world challenges. Similar to the previous cycle, the innovators of Advantis Ideastorm 2.0 were challenged with developing strategic ideas under two categories: Revenue Generation and Service Optimisation.

In the lead-up to the grand finale, many new initiatives were introduced this

season to drive innovative thinking. An ‘innovation hour’ was declared every Friday, solely dedicated to ideation. The company also hosted an inspirational movie night with a special knowledge-sharing session featuring guest speaker Heminda Jayaweera, an eminent innovator and entrepreneur, to inspire ingenuity and creativity among staff. By the end of the ideation phase, over 50 innovative proposals were submitted for evaluation.

Participants were given one month to submit comprehensive proposals, which were evaluated by two preliminary judging rounds by the Heads of Advantis Business and Service Units, and the Advantis Group Management Committee (GMC), respectively. Notably, this year’s judging panel was also expanded to infuse fresh youth-led perspectives into the evaluation process and further to elevate the creativity of the final proposals.

Moreover, the finalists of the top 15 teams were privy to a one-day boot camp conducted by sought-after start-up mentor and external consultant for Advantis Ideastorm, Dr Nirmal De Silva. The session took a deep dive into the submission process and studied the validation of assumptions made while fine-tuning the pitches further.

The Advantis Ideastorm grand finale, held at the Kingsbury Hotel, was very similar to the well-known reality television series for aspiring entrepreneurs, Shark Tank. Each team was given 10 minutes

to pitch their ideas, with judges given five minutes to clarify their positions.

“The ideas this season are far more sophisticated and ambitious. This speaks to our employees’ passion and unmatched dedication and further validates our commitment to nurturing a culture of innovation across our organization,” emphasized Virendra Perera, Chief Strategy Officer of Hayleys Advantis Limited.

This season’s prestigious Gold Award was won by Team Advantis Ships which included Jeevaka Gunadheera, Capt. Mahendra Ranatunga, Lilip Sanjeewa, Maazud Marzook and Surindha De Abrew for an innovative shipping solution. The Silver Award was won by Team Advantis 3PL Plus, composed of Isuru Jayasooriya, Sagara Perera, Ushan Rathnayake, Dilmi Fernando and Dayal Sandanayake. Meanwhile, Team Advantis 3PL Plus, consisting of Malaka Yattigala, Nayani Rathnasiri, Kasun Bandara, Pradeep Alwis, and Lahiru Udawatta, received the Bronze Award. Merit Awards were also presented to six teams.

“Advantis Ideastorm 2.0 encouraged us to identify and capture opportunities for innovation. It has been a challenging process, but it has also been a unique and empowering one for the entire team to be given the space to think creatively and systematically collaborate towards solving real-world challenges,” said the Leader of the Gold Award-winning team, Jeevaka Gunadheera.



Lilip Sanjeewa, Capt. Mahendra Ranatunga, Jeevaka Gunadheera, Surindha De Abrew and Maazud Marzook receiving the Gold Award by Hayleys PLC Chairman & CEO, Mr. Mohan Pandithage and the Managing Director of Hayleys Advantis Group & Hayleys PLC Executive Director, Mr. Ruwan Waidyaratne.



Sagara Perera, Dayal Sandanayake, Isuru Jayasooriya, Ushan Rathnayake and Dilmi Fernando receiving the Silver Award by the Managing Director of the Hayleys Advantis Group & Hayleys PLC Executive Director, Mr. Ruwan Waidyaratne.



Pradeep Alwis, Kasun Bandara, Nayani Rathnasiri, Malaka Yattigala, Lahiru Udawatte receiving the Bronze Award by the Managing Director of Hayleys Advantis Group & Hayleys PLC Executive Director, Mr. Ruwan Waidyaratne.

Sri Lankan Aviation Industry: Challenges faced and strategies to overcome them

Article based on the interview with
Mr. Gerard Victoria



Mr. Gerard Victoria is the Director/Chief Executive Officer responsible for the Aviation Cluster of Hayleys Advantis. He was appointed to the Hayleys Advantis Group Management Committee in 2019. An Aviation and travel specialist with over 39 years of experience, with areas of expertise including passenger and cargo airline operations, travel management, airport operations and agency representation, amongst others. He serves as the Immediate Past President of the Sri Lanka Association of Airline Representatives, and the Sri Lanka – Australia – New Zealand Business Council and also as an Executive Committee Member of the Sri Lanka – Indonesia Business Council and the Sri Lanka – Germany Business Council.

Tell us about yourself and some special moments of your career journey.

Having started my professional career in 1983 as a trainee, I have always been associated with the Aviation industry. I progressed through the hierarchy of positions, covering all operational areas such as; travel agency operations, airline operations, air cargo and airport operations, and many others. Looking back, joining Hayleys PLC in 2010 was a momentous milestone in my career. As the Head of the Aviation and Travel business of Hayleys Advantis, I can confidently say that my team and I have achieved many milestones and enjoyed many successes throughout our journey that we can truly be proud of.

What do you consider to be your greatest achievement so far, and why?

In each of my tenures at leading conglomerates in Sri Lanka, I was given the responsibility of either improving the performance of an established business or assisting the growth of a fledgling business. I was successful in each of these instances, and more importantly, I was able to build business models that are both agile and sustainable. It brings

me great pride to see some of these organizations thrive even after I have moved on to take up other challenges.

What do you consider to be your greatest strength?

I was able to build successful businesses largely due to the fact that I believe in building strong teams based on shared values. Once you focus on investing and developing people, the rest of the operations automatically take shape. Ultimately, it is your people who drive the business. I believe that my ability to identify talent based on potential and develop my staff to buy into a shared purpose has stood me in good stead. I'm delighted to see so many of the professionals, whom I have coached excel in their fields both locally and overseas.

When it comes to the Sri Lankan Aviation industry, Mattala Airport is one of the most talked about topics.

What do you see as major reasons for commercial flights not utilizing the Mattala airport?

I believe it is a case of market adoption as opposed to any other factor. It is

important that we identify some niche segments within which operations can be kick-started at Mattala. The positive point is that this has already started, where we can witness certain specialized operators like leisure carriers functioning. It is also important to look at policy-level measures to create demand for Mattala, where focus can be on incentivising low-cost carriers to start operating, as well as devising strategies to target freighters and private jet operations. The critical aspect here is that we have to initially differentiate the proposition at Mattala to stimulate growth and expand thereafter.

Mattala airport has called for investors on PPPs. Would you consider this as a proper strategy, and why?

Absolutely. As I said, the most important step is ensuring measures are taken to stimulate growth. There are multiple avenues by which PPPs can add value in Mattala. Focus can be honed on making Mattala a hub for cargo operations where the corresponding value chain can be built around it, from manufacturing, and storage to value addition. This can extend at a product-market level where we use the available synergies, such as the Hambantota Port, and drive sea-air transshipments. Another opportunity

is MRO (Maintenance, Repair and Overhaul), where a facility can be set up. For this, we must collectively develop a cohesive strategy to attract investments and set up the entire support system required.

What are your thoughts on the employed investment strategies related to the Sri Lankan aviation industry? Do you think these strategies are economically sustainable?

The investments so far have largely been based on infrastructure, which makes sense for an emerging market like ours. We must improve passenger and cargo handling capacities and capabilities to meet expected growth. There is also a push to integrate technology which is always positive.

The air cargo business has seen a worldwide spike during the past couple of years. How has Sri Lanka leveraged this to develop air cargo handling in Sri Lankan airports?

Globally, air cargo has become the lifeblood of the industry, especially post-pandemic. This was the case in Sri Lanka as well. The industry leveraged on this by looking at novel methods to manage capacity and demand through freighter and cargo-in-cabin operations. The handling capability of airports adapted accordingly to these demands as well. Having said that, it is also important to take this scenario beyond product-market strategies and to look at macro-level initiatives, such as positioning Sri Lanka as a transshipment hub and investing in people and technology, to drive efficiencies in cargo handling.

What are the challenges faced in air freight shipping in Sri Lanka, and what is your point of view in overcoming these challenges?

Several challenges frequently emerge in relation to demand, which are based on various macro conditions both locally and overseas. However, the biggest challenge that the air cargo industry faces is the significant brain drain which has taken place over the last few years, where we have lost some of our best talent to overseas markets. It is very challenging as the reasons for this obstacle are beyond our control, but we must make an exerted effort to retain our talent at all costs. If not, we will face a dearth in our talent pool.

In your opinion, what are the greatest challenges Sri Lanka's aviation industry is facing when reviving in the current economic and post-pandemic context in both passenger and cargo business?

Whether it is passenger or cargo, aviation is a very people-centric business. It is not largely dependent on plant and machinery. So, when we lose one of our biggest assets; our people, the effects can be detrimental. There is a lacuna of qualified experts in the aviation industry globally, but the situation in Sri Lanka is more critical.

What are the benefits of air freight and how can these benefits be achieved to maintain sustainability in the context of Sri Lankan air freight transportation?

The importance of air freight cannot be overlooked. Air freight ensures speed and accessibility. Because of the relatively short time it takes to deliver goods from one point to the other, it is the optimum transportation mode for time-critical consignments, such as perishables with a limited shelf-life, life-saving medicines or commercially important shipments. Air transport also makes it possible to access major cities and remote areas in the world efficiently.

Sustainability is a trending concept adopted by many industries including aviation globally. What are the sustainable solutions that Sri Lanka's airports are deploying/ are planning to deploy in the near future to minimize the impact on the environment?

There are many measures that have been identified as feasible options to minimize environmental impacts. The main

solution would be to make airports energy efficient and move towards the adoption of sustainable energy generation and usage. Opportunities are there to develop solar-powered on-site energy generation capabilities. However, the onus is not just on airports to minimize the impact on the environment. According to the leading bodies in Aviation, the industry accounts for approximately 2.5% of global carbon emissions. So, the need to drive sustainable solutions is the responsibility of all stakeholders. This could range from aircraft manufacturers developing more energy-efficient aircrafts to airlines and agency businesses like ours adopting more sustainable practices. An interesting development in the industry is the emergence of Sustainable Aviation Fuel (SAF). SAF has the potential to deliver the performance of petroleum-based jet fuel; which is a major contributor to aviation carbon emissions –but at a fraction of its carbon footprint. Moving forward, it will be great to see how these developments are adopted.

What will be the future of the global aviation industry, and how will Sri Lanka respond from your point of view?

The future of the global aviation industry is very exciting from my standpoint. So many novel initiatives are being introduced, and the possibilities are endless. Technology has the potential to change the industry completely. Biometrics, for example, can ensure frictionless travel, and artificial intelligence can lead to superior experiences and extensive degrees of automation. While some of these may be in its infancy, the adoption can be rapid. In Sri Lanka, we have much potential to develop the aviation industry both in the context of international and domestic travel, where there is an abundance of untapped commercial value.



MEMBER ARTICLE



Gayani de Alwis FCILT

Global WILAT Chairperson, Past President CILT, Non-Executive Independent Director, Singer Sri Lanka PLC., Non Executive Director Logicare Pvt Ltd., and Founding Chairperson and Advisor, WILAT Sri Lanka she is the only fellow member of both CILT and ISMM in the country. Also she is a visiting lecturer at the PIM

Building a Resilient Supply Chain: A Ten-Step Strategy

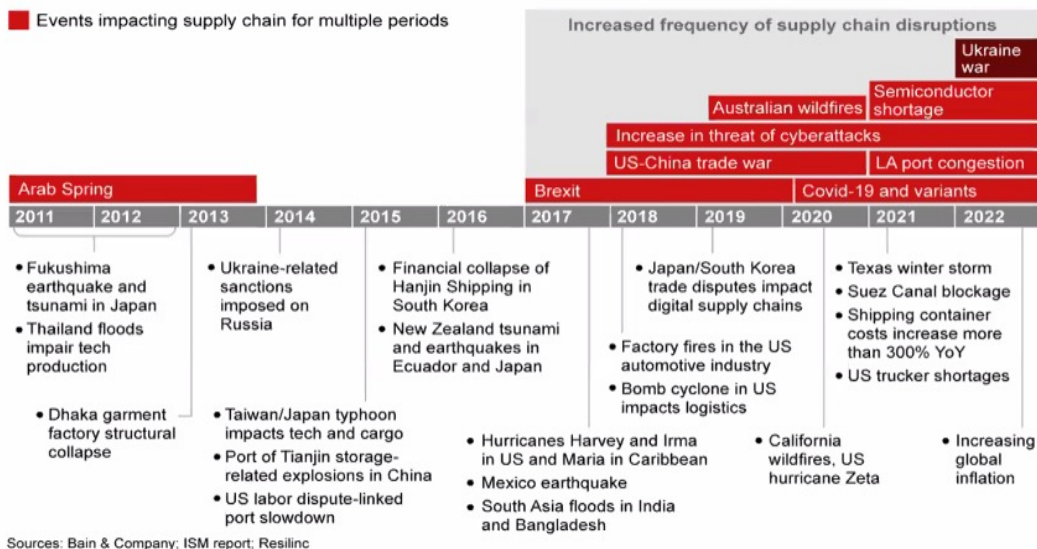
A supply chain is like a series of standing dominoes connected, yet with the ability to fall apart easily. Any disruptive occurrence such as an earthquake, factory-fire, transportation breakdown, geopolitical disruption etc., could topple one domino, causing the others to collapse. Therefore, if one aspect of the supply chain is exposed to risk, the entire network becomes vulnerable. Do we have this understanding of the vulnerability of 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 protecting supply chains from production disruptions and improving 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 the realities of supply chains. They may be 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 seen in Fig. 1. Black-Swan situations like COVID-19 are unexpected, highly impactful and, difficult to predict. Therefore, those are the most difficult ones 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.



Supply chain resilience is a company's ability to navigate through unexpected supply chain disruptions with its current capabilities. Balancing cost and operational efficiency with greater resilience is the new norm in the supply chain domain.

The Ten Step Strategy for Building a Resilient Supply Chain

1. Identifying vulnerabilities and redundancies in supply chain

Mapping the entire supply network beyond Tier 1 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 to maintain 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, in the form of underutilized production capacities or inventory in excess of safety stock requirements.

4. Diversifying your supply network

In response to the US-China trade war, many companies have begun to diversify their sourcing or manufacturing bases. Some businesses switch to new suppliers outside China, or ask 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, meaning that the cost of retaining multiple supply locations must be seen more as a cost of doing business.

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 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 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 to 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

It is important to invest time and resources into developing resilience in supply chains, to measure, monitor, and optimize that resilience. By using a

platform that allows visualising supply chain resilience using dashboards will enable access to real-time data and will 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.

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

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. 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.

Supply chains need to be 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!



ELECTRIC BUSES: WHY SO LATE??!!

T. Thilakshan

Bsc(Hons) In Civil Engineering

MEng (Distinction) in Civil Engineering from the University of West of England

MSc in Civil Engineering from the University of Moratuwa.

Project Assistant at the Center for Intelligent Transport Systems (CITS), University of Moratuwa.

Full-time Postgraduate student at Department of Civil Engineering, University of Moratuwa



Sri Lanka is a developing country that is highly dependent on public transit modes including buses and trains for a mass movement of people in an affordable and reliable manner. The majority of Sri Lankan commuters have selected public transit options for daily travel, despite the absence of considerable reinvention and development in the sector. Even though there are considerable improvements in the road and rail network, the core of public transit mainly in terms of bus transportation has not seen any major improvements. The steady decline of commuters over time and the preference for private vehicles as a comparatively viable mode of transport has been a major point of concern for the sector and the community in general. Global bus transit

is reinventing the service provided to its commuters incorporating sustainability and information technology which has resulted in retaining its commuters and even attracting more commuters from private transport modes due to unique characteristics such as increased reliability, accessibility, affordability, and 'safety and security'; the five dimensions of sustainable transportation as stated by the United Nations.

Climate change is a reality and facing the consequences is inevitable. It is important that all stakeholders understand the impact of their actions (small or large) and act more responsibly in an individual, community, and global scenario. Sustainability and CSR (Corporate Social Responsibility) are

being incorporated in all sectors and utilization of resources has been made responsible-than-ever-before to ensure the availability of resources for future generations with no compromise. Transportation is a major contributor in terms of air pollution and related impacts. The sector is opting to accommodate more sustainable alternatives to increase its responsibility towards the environment. The globally accepted scenario of the most vital sustainable transportation outcome is the adoption and development of public transit. Mass transit options not only reduce the carbon footprint in comparison to private modes but also are in need of rapid development and investment especially considering the Sri Lankan scenario.

Electrification of transport modes is considered as one of the most viable options to mitigate the negative impacts of transportation. The adoption of electric vehicles and related infrastructure are dominating the global transport ecosystem. The slow but steady adoption of electric buses into existing transit fleets worldwide has basically proven to be a viable outcome considering the high emission ratios of buses despite their considerably less fleet in the overall scenario and their less per passenger emission rate. Despite the initial cost of purchase, it has been established that e-buses are financially viable in the long run considering the operational and maintenance-related expenses which are considerably lesser than that of an ICE (Internal Combustion Engine). The additional facilities provided by e-buses (majorly) including higher comfort, air conditioning, information management systems, better aesthetic appearance (especially in the South Asian context), etc. make e-buses more viable as a typical public transit mode. Thus, the adoption of electric buses (e-buses) is increasing with many countries including it as an important sustainable alternative in their national frameworks, and political agendas. The situation in Sri Lanka is far from reality despite the many periodic actions that were initiated to adopt electric buses. The importance and viability of the option is well understood and highlighted in many national and international documents and policies but that has not yet transformed into a tangible outcome.

There are many barriers in terms of the universal adoption of electric buses which are universal and applicable to the Sri Lankan context too. The uniqueness of the issue is that every country and every city has a different environment in terms of social, political, and legal systems which require an individual understanding of the situation through analysis before the introduction of e-buses. E-buses require a large amount of pre-planning and infrastructure before the mode is adopted. It is a complex process which is far different from including a new conventional ICE bus in service. E-buses have opted as a viable transport candidate to fight environmental impacts and attain sustainability despite their high purchase costs and complex external infrastructure include zero tailpipe emissions while in service (possible to achieve further emissions cuts with electricity generated from renewable energy – there are emissions in the e-bus production process which is not related

with operation), less maintenance costs, less fuel consumption in the overall context (thus reducing dependencies to fossil fuels which are a large portion of the national imports), increasing the quality of travel and reflection of responsible consumption in the global scenario.

There are major challenges in terms of public transit electrification including dynamic policy changes with changing governments and authorities in power, consumer perception of the e-buses, market (both initial procurement costs and second hand demand), financial incentives and evolving technology (which may result in the previous products being outdated). Certain strategic solutions that are proposed to be adopted to mitigate the related challenges include increasing e-bus (and related infrastructure) related research, valid practical business models, concrete policy decisions (which change only for the betterment of the e-bus system), public-private partnership and people participation in the adoption process. The major challenge in terms of procurement costs is the considerable newness of the technology that questions investors on the long run outcomes in a practical scenario. Nevertheless, this change is the need of the day and thus introducing incentives which can facilitate the adoption of e-buses and reduce the upfront cost are vital. Many nations have opted to provide major import duty concessions to e-buses, and related parts, import duty / tax concessions to related infrastructure, electricity tariffs and risk sharing mechanisms including refunding in terms of failure of the mode (with conditions). Manufacturers have been requested to increase the warranty periods of the e-buses (and related parts and infrastructure) to increase trust among operators, authorities and financial institutions. It must be noted that the price of the battery of e-buses are depreciating rapidly and thus the price of e-buses (of which the battery constitutes 40 – 50% in average) is expected to reduce considerably.

Optimization of charging infrastructure is important to operate e-buses with maximum return in terms of financial and environmental outcomes. The issue with absence of a required skilled labor force to deal with e-buses and related infrastructure is vital and Sri Lanka is yet to introduce e-vehicle related education to the academic curriculums (training/ undergraduate/postgraduate etc). It is important to optimize skilled labor and monitoring the drivers, especially their driving behavior is important to extend

the lifetime of the e-buses. As adoption of e-buses is something that is in the transport pipeline (for a considerable amount of time) supported by a number of analysis and policy support, it must be noted that the ecosystem of e-buses apart from the acquisition of buses including the depots, type of chargers and related infrastructure/technology, skilled labor, route analysis/planning and selection, policy and law etc needs to be streamlined. Introduction of the buses itself must be the final part of the entire process to avoid bringing in a e-bus fleet and parking them on a barren land till the above mentioned are sorted to incorporate in the existing public transit ecosystem.

The increase of rate in adoption of electric vehicles (and e-buses in this particular case) was quite inevitable with a large number of conventions and discussion in the environmental and sustainable space both in the global scenario. Even though Sri Lanka had planned and made allocations to acquire e-buses, prior steps have fallen short due to absence of a proper analysis especially in the financial perspective. Further the absence of a standard national electric vehicle framework with an e-bus strategy has been a major concern with the absence of an adoption strategy or transport sector-oriented discussion despite the financial considerations. Rigid policies and a strong framework needs to be formulated by the governing authorities of the national public transit involving all relevant stakeholders with a comprehensive stakeholder mapping and analysis. There are a number of e-mobility-related projects currently underway with non-governmental and international organizations with priority to e-bus implementation which hopefully addresses the past potholes and rectifies the e-bus scenario for a smooth well-planned adoption for the betterment of the national public transit scenario. The current atmosphere with covid 19 has decelerated all developments with economic burden and poverty changing government priorities and derailing sustainable projects. Thus, the future needs to revisit pre-covid plans and restructure the framework to make those a reality with a practical approach where e-buses are a forefront contender, especially in the Sri Lankan scenario. Electrification of transportation is the future of sustainable transportation and prioritizing public transit in the arena will definitely increase the sustainable outcome levels, especially in terms of environmental and social perspectives.

How E-Commerce is Shaping up to be in 2023

Author

Sahan Lakshan

*Bsc.(Hons) Transport and Logistics Management - University of Moratuwa
Manager Fulfilment Operation - Daraz Pethiyagoda Fulfilment Centre*

E-commerce; performing all aspects of business through electronic or online platforms, is one of the most trending and evolving fields in the business world. The e-commerce sector in Sri Lanka has seen a significant growth in recent years, with the industry expected to reach a value of \$1.5 billion by 2023, with an annual growth (CAGR 2023-2027) figured at 16%. This growth is being driven by a number of factors, such as increasing internet penetration, mobile phone usage, the development of more advanced payment systems, and the growing popularity of online shopping among consumers. However, the ongoing economic crisis in the country has had a diverse impact on the e-commerce sector.

Market penetration of e-commerce is driven by key aspects such as general consumers being keener on a shopping eco-system using digital devices, sellers moving from brick-and-mortar to online platforms, and increased market expectations. Market expectations are growing with convenience, product customization, wide availability, optimized search experience, speedy checking out facility, easy discounts, hassle-free delivery, etc. Consumers think about the time they spend on selecting, collecting, ordering and receiving the desired items, hence a quick process to go through everything is a focus. Meanwhile, walk-through, touch-and-feel experience still remains as a unique escapade in the weekly calendar for most households as a family activity, making the existence of physical retail shops an economic requirement.

The customer base of e-commerce

platforms in Sri Lanka vary in a wider range from 16 to 50 years. The younger shoppers (age of 16-24 years) are more tech savvy, more experimental, and less price conscious. They are recreational and genuinely follow the latest market trends and social fads. Meanwhile, middle aged (age of 25-35 years), well informed customers who are more price conscious, base their product decisions on the quality and reliability of brands. And also, they are constantly looking for flash sales and the best deals. Older, more settled customers (age of 35-50 years) purchase only according to their needs, while majorly depending on the product quality, while remaining within their budgets. They are also less experimental and tend to look into faster deliveries. Online businesses must have the ability to cater to this wide variety of customers to grow in the industry. Also, many businesses have adapted to global trends such as Black Friday, Valentine's day, Winter holiday seasonal promotions, contests and giveaways, sponsorships to sports events as marketing tactics to reach a wide audience.

Growth of more sophisticated payment methods has also led customers to be attracted more into online retail. In the past, many consumers were hesitant to make online purchases due to concerns about security and reliability of reliable payment methods. However, the introduction of secured payment gateways and the growing popularity of digital payment systems such as mobile wallets have made it easier and more convenient for consumers to make online purchases. This has been a concern in the households in Sri Lanka, mostly among the housewives to get into

the online platforms to order the daily essentials.

The rise of the e-commerce online market in Sri Lanka is also having an impact on the traditional retail sector. Traditional retailers are feeling the need to adapt and compete in this new environment as more consumers turn to internet shops for their purchasing requirements. Many are accomplishing this by creating their own online presence or collaborating with established e-commerce platforms. Most SMEs find these e-commerce platforms as a blessing as far as cost of capital is concerned. The initial utility investments and infrastructure developments that needed to take place previously are not needed now. The vast customer base that can be reached with the presence in such a platform has eliminated the aforementioned traditional needs. Nevertheless, as a result of financial constraints and lower consumer demand, the economic crisis may limit conventional retailers' capacity to innovate and compete.

Coming into the newest era of e-commerce, customers are more aware than ever on the strategic aspects of the system such as integrity of publishing un-altered information on the platform, ensuring non-repudiation by any party to deny their actions, maintaining authenticity of the external party that they are dealing with, confidentiality of the information to only be shared with authorized stakeholders and finally the privacy of any user. Developed nations such as the Netherlands and Singapore are at the top of the UNCTAD's e-commerce readiness matrix, taking into account the aforementioned variables.

Sri Lanka is still a long way from being ready for e-commerce excellence in the retail business. Yet it is on the right track, with the market becoming more aware of what is going on and how to make educated and intuitive decisions. People are educated of the relevant laws such as Electronic Transactions Act 19 of 2006, Computer Crimes Act 24 of 2007, Consumer Affairs Authority Act 9 of 2003, Intellectual Property Act 36 of 2003 etc. which enables consumers to enact their rights to receive the desired pre-sale and after-sale services, and to possess the correct information etc.

However, the ongoing economic crisis has led to a decrease in purchasing power for many consumers, which may affect their ability to make online purchases. One of the major benefits of the growth of the e-commerce sector in Sri Lanka is that it has provided small and medium-sized businesses with the opportunity to

reach a wider customer base. In the past, many of these businesses were limited to selling their products through traditional channels such as retail stores or markets. The rise of e-commerce has allowed these businesses to sell their products online, giving them access to a global market and increasing their revenue potential. However, the deteriorating economic condition in Sri Lanka may reduce the success of these firms by increasing competition and decreasing customer demand. The previous couple of years of acute covid-19 epidemic in the entire world, including our island, also contributed to the devastating strike on the retail market. Although e-commerce infrastructure was beneficial to vital supply chains, it caused the market to contract by 10-20% owing to the hardships that families had to endure as well as logistical issues.

Despite the hurdles, the online retail

sector has shown signs of significant development, with the younger population gravitating toward online shopping prospects and the market being saturated with high internet usage. Rising number of payment platforms, innovative banking solutions, enhancing technology of B2B and B2C platforms, increased seller pools with homemade domestic product portfolios, and drop-shippers seem to improve the ecosystem as a whole in a commendable way. Policies to support and secure the system, rising public awareness of the vast value creation opportunities, solid social media platforms with a vast amount of data available to refer to, will provide enormous room for development, even if the creation of political policies and other economic macro factors do not guarantee the core system the ability to innovate and breakthrough, as has always been the case.



Member Achievements

Name & Membership Category	Achievement
Ms. A .A .D. Shanel Upeksha Adikari MILT	Successful completion of train the trainer program conducted by Morison Limited
Mr. Kumara Indrajith CMILT	Achievement of professional status "Certified Professional Marketer" awarded by Asian Marketing Federation, through SLIM
Mr. Tajith Madushanka Manathunga CMILT	Successful completion of the CargoWise Certified Professional (CCP) Certificate from WiseTech Global specializing in Customs, Forwarding, Liner & Agency, Transport, and Warehouse.
Eng (Dr.) Tissa Liyanage CMILT	Elected as a Fellow Member of Institution of Engineers Sri Lanka and a Certified International Professional Engineer at the Institution of Engineers Sri Lanka
Ms. Fathima Amra Zareer CMILT	Received the "Star of WiLAT" award at the inaugural Stars of WiLAT (SOW) Awards of WiLAT Global at the CILT International Conference held in Perth, Oct 2022.
Capt.Harindra Perera FCILT	Elected as a fellow of the Nautical Institute UK and has served as a Chair of the Nautical Institute. Serves as the HOD of the Marine Simulation Department of CINEC Campus, Malabe.
Mr. Ibrahim Saleem CMILT	Obtained the membership of the Institute of Chartered Shipbrokers (ICS) UK in November 2022
Mr. P.M.L.P.G. Bandara MILT	Selected as the Best Performer in Supply Chain,2022 in Trade Promoters (Pvt) Ltd
Mr. Ushan De Silva CMILT	Appointed as the Deputy Vice Chairman in the Imports section of the Ceylon Chamber of Commerce. Currently works as a visiting lecturer at University of Colombo for the subject International Logistics of the MBA in International Business course.
Ms. Madushi Mandakini Pussella MILT	Successfully Completed Applied Six Sigma Practitioners Certification of Supply chain Management, Logistics & Transportation Professional
Dr.T issa U Liyanage CMILT	Upgraded as a fellow member at the Institution of Engineers Sri Lanka (IESL) [FIESL (Membership No FIESL- 1138)] Recognized as an international professional engineer since 2022 at the Institution of Engineers Sri Lanka (IESL)- [IntPE (Membership No IntPE - 139)]
Mr. DINUKA DAKSITH SUMITHRARACHCHI CMILT	Award Winner of "New Generation Awards" 2022, being the Young Corporate Career Man of the Year
Mr. Buddhi Prabasha Thilakarathne CMILT	Promoted as the Senior Consultant/Lecturer position at the NIBM During that time
D. M. Mahesh Choolapadma Dissanayake MILT	Successfully Completed Applied Six Sigma Practitioners Certification of Supply chain Management, Logistics & Transportation Professional

New

Members

MILT

Mr	R.M.A.B. Rajakaruna	Chief Regional Manager	
Ms	K.S.Umesha Sumadi	Senior Sourcing Controller	CTB Rajarata Regional Office
Mr.	U.G.T. Avinda Jinadasa	Assistant Manager	Nor Lanka (Pvt) Ltd
Mr.	Rudeesha Kurukulasooriya	Head of Operation	DP Logistics (Pvt) Ltd
Mr.	Dishan Nimrod Isaac	Import Operation Support Executive	Nelsons Retail (Pvt) Ltd
Mrs.	T.K. Nanayakkara	Manager	Star Garments Group (Pvt) Ltd
Mr	Lakshith Fernando	Senior Executive	Aitken Spence Logistics
Ms.	A .A .D. Shanel Upeksha Adikari	Executive	ASHA Agencies -Pership Group
Mr.	M.S. Sajjath Ahamed	Assistant Manager - Projects & System	Morison Limited
Mr.	Mohammed Uwais Mohammed Sasni	Assistant Receiving Delivery Officer	Daraz
Ms	F. Shamila hannan	DOCUMENTATION EXECUTIVE (IMPORT)	South Asia Gateway Terminals (Pvt) Ltd
Mr.	Suraweera Arachchige Hasith Malinga	civil Engineer	Danushka Engineering and services pvt ltd
Ms	NIROSHA DIAS JAYASINGHE	EXECUTIVE	EVERGREEN SHIPPING AGENCY LANKA (PRIVATE)
Mr	T G Sanjeeva Somarathne	Assistant General Manager	LIMITED
Mr	Sanjana Navojith Jayasinghe	Assistant Manager -Head of Freight	ADB Fight (Pvt) Ltd
Mr	B.D. Chamika Malinda Kumara	Executive -Logistic	Freightplan (Pvt) Ltd
Ms	Melanka Jayani De Silva	Self Employed, Civil Engineer	Frentino Tyre Cooperation
Mr.	T.Kaluarachchi	Depot Manager	Self Employed
			Anuradhpura Dept

CMILT

Mr.	P L Chamil Salitha Perera	Commercial Manager - Logistical	
Mr.	G.W.Manjula K. Wimaladasa	Chief Operation Officer	Rockland Distillers(Pvt) Ltd
Mr	Anil Ignatius Panagoda	Senior visiting Lecturer	AGACIA CEYLON (Pvt) Ltd
Mr.	Dadallage Prabath Chandima	General Manager	Australian College of Business and Technology
Ms	Fathima Nilufa Jaufferdeen Nizam	Logistician	Sri Lanka Shipping Company Limited (Heyleys PLC)
Mr	D T Sanka Thabrew	Freight Forwarding & Logistics	DHL Goba Forwarding Lanka (Pvt) Ltd
Mr	Saman Indika Gamage	Chief Financial Officer ,Fellow Chartered Management Accountant	Globactiv Logistics (Pvt) Ltd Biomed Scientific (Pvt) Ltd
Mr.	Squadron Leader Sanjeeva Prasad Kooragodage	Commissioned Officer	Sri Lanka Airforce
Mr	M W Wasantha Abeykumara	Manager - Warehouse	Benj Limited
Ms	Theruni Nuwanthika Alles	Head of Strategy & Business Development	Expo Airline Management
Mr.	Tuan Uthman Kitchilan	Manager	Hayleys Aviation
Mr	R K N M Senarathna	Group Head Of Supply Chain	Maliban Biscuit Manufactories(pvt) Ltd
Mr.	Tikiri Mudiyansele Asiri Dilan Samaraweera	Civil Engineer	Southern Province Engineering Service
Mr.	K Sadun Madusanka	Associate Manager Planning	Ansell Lanka (Pvt) Ltd
Mr.	Commander (S) S K B Lindagedara	Commissioned Officer	Sri Lanka Navy
Mr	D Lakshitha Colombage	Pilot	Sri Lanka AirForce
Mr	Priyanka Ranjeewa Hewage	Merchant Navy Officer	Ceyline Shipping
Mr.	Kachchakaduge Mahesh Indika Fernando	Head of Facility Manager	Hayleys Free Zone Limited
Mr	Malinda Gunawardhana	Logistics Officer - Commissioned Officer	Sri Lanka Airforce
Mr	Bandula Liyanage	Retired Office	Sri Lanka Airforce

Graduate

Mr.	J.D.E.B.K. Appuhamy	Executive - Supply Chain	Nor Lanka (Pvt) Ltd
Mr.	M. Amila Rukshan	Management Trainee	Teejay Lanka PLC



Future Events

JANUARY

**Research
Symposium**

FEBRUARY

**Annual
General
Meeting
2023**

MARCH

**CILT
Awards
2022**

APRIL

**CILT
International
Conference
2023**

FOR ADVERTISING INQUIRIES

Enoka Weerasooriya
Office Manager
manager@ciltsl.com | +94 77 758 7747

Please Leave Your Valuable feedback Here



Thank You !



www.ciltsl.com

