

MANIFEST

**A MONTHLY NEWSLETTER BY CII SCHOOL OF LOGISTICS,
AMITY UNIVERSITY**



Director's Note

DR ANITA KUMAR

From finance to IT, construction to retail, women are increasingly playing an important role in changing the perception of industries traditionally dominated by men and logistics is no exception. As automation redefines many manual roles, transforming logistics into a cutting-edge and competitive sector, 'brain' is being preferred over 'muscle power'. It will not be impudent to say that brain is not gender specific or gender dependent and neither is performance efficiency of any department/business unit/organization.

This issue celebrates the Women in Logistics with a very fine example of our Chief Operating Officer, **Dr. Bhanumathi** who has been leading *CII Institute of Logistics*, our parent organization, ably and confidently for many years. We owe the existence of CII School of Logistics, Noida and Mumbai to her vision and dynamic leadership.



**Dr. Bhanumathi, COO,
CII Institute of Logistics**

As we hope to include more women in the workforce in the coming years, the sector must do a better job of nurturing talented women and fostering a culture of providing equal opportunities, and professional development

Finally, in the wake of Corona Pandemic, I urge everyone to Stay Home and Stay Safe!



CII-SoL students at Maruti Manufacturing plant in Gurgaon, Haryana.

CII-SoL visits Maruti

TRISHA MANRAI

Supply chains can be moderately convoluted to deal with, their unpredictability shifting, reliant on the business' size and the sort and number of things produced. Efficient supply chain management is critical, since the system of interconnected organizations must liaise easily, the aim being to provide products and services to purchasers in a savvy and expert way. The primary segments of supply chain management are planning, developing, manufacturing and delivering the items or services.

CII-SoL organized an industrial trip to Maruti Suzuki India Ltd, Gurgaon.

Maruti Suzuki is a subsidiary of Suzuki Motor Corporation of Japan. It is India's largest passenger car company, with 44.9% domestic car market share. It has nearly all its models in the A2 passenger car segment.

Employees gave a warm welcome to the management students.

They gave an introduction about the various manufacturing processes used in the plant for manufacturing of cars. They also took them for a short tour of the plant.

Students interacted with the technical team of the manufacturing plant and got to know about the key manufacturing processes - blanking, stamping, welding, painting, assembly and inspection to the final dispatch.

Maruti owns three warehouses/ hubs/ stockyards in Siliguri, Bangalore and Nagpur and is served by more than 100 logistics providers.

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KEY FOCUS

Women in Logistics: A Review

HARNEET KOCHAR

Back in the late 1980s, one of the more compelling pieces of automated equipment was a simple billing machine that could print invoices. Next came scanners for capturing orders, printers for generating tickets and software for managing inventory. Traditionally, logistics has been associated with physical work and been seen as an all-male sector. Women have been ignored with a misconception that they are not suited to blue-collar work, as a result of which there is a considerable difference in the ratio of men working in the logistics sector to the ratio of women.

The numbers speak for themselves. Globally, in 2010, women formed only eight per cent of the logistics workforce which has steadily increased to 20 per cent in 2018. In India, specifically, this number currently stands at approximately 15 per cent and is expected to reach the current global average of 20 per cent by 2022.

With automation and technology on the rise, it is not about physical work anymore.

Things have largely remained the same even in Supply chain leadership roles as one study conducted by Gartner (*Women in Supply Chain, 2018*) revealed that women account for 37% of the average supply chain organization roles. But as we go through the different levels of leadership roles, that percentage kind of drops off. (figure 1)

2019 was different as per *Gartner*, as their results showed modest improvement across the board from women's overall participation in the supply chain workforce, to improvements in representation in most management and leadership roles. (figure 2)

WHY GENDER DIVERSITY AT WORKPLACE IS IMPORTANT?

- ✓ A Wider Talent Pool
- ✓ Different Perspectives
- ✓ Enhanced Collaboration
- ✓ Improved Staff Retention
- ✓ A Better Reflection of your Customers
- ✓ Improved Recruitment and Reputation
- ✓ Greater Profitability

Source: [Facebook Workplace blog](#)

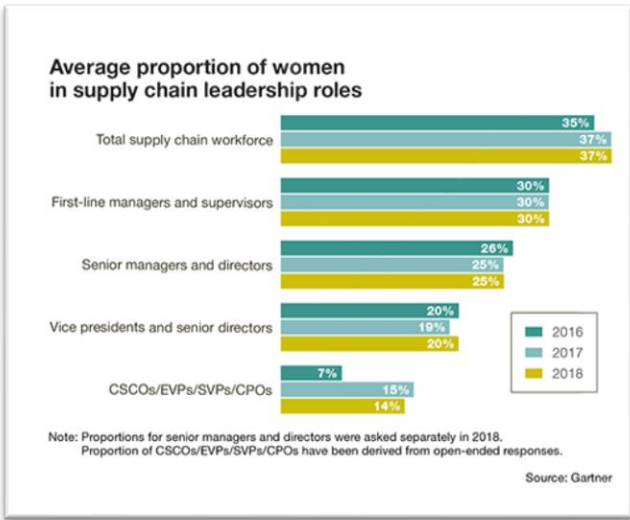


Figure 1 (SOURCE: Gartner)

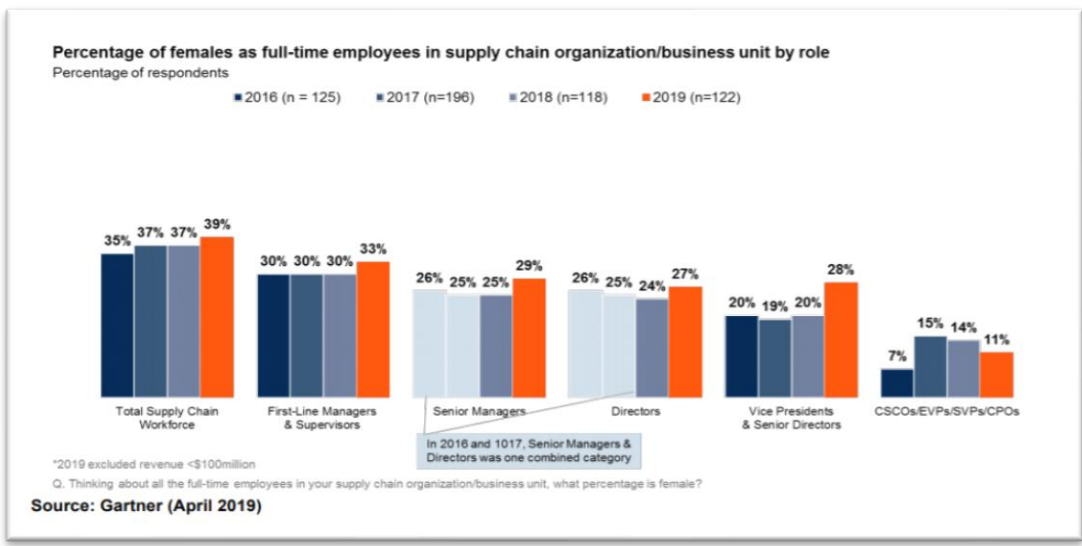


Figure 2 (SOURCE: Gartner)

While there are women being hired in various organizations, they hit a glass ceiling that does not allow them to rise beyond mid-level employees. But, is the glass ceiling slowly seeing cracks in 2020? Various Indian and multinational companies are making an effort to hire more women in blue-collared jobs which has been powered by the belief that they have the competence and attitude to manage those roles effectively.

"It is noteworthy that we have not only hired women in the support but there are great examples within the system where women have been assigned ground operational roles, from a female Cluster Head in Tinsukia district of Assam, to women in-charge of distribution centers in Sonapat (Haryana) and Kolkata (West Bengal), to a State Manager in Jharkhand who made it to the top after working as a Customer Sales Executive for two years with the company,"

-Manju Dhawan (Co-Founder, Ecom Express Pvt. Ltd.)

Industry Initiatives

1. The Chakan warehouse of **Mahindra Logistics** in Pune currently has 5 female forklift operators with plans to hire more women for this role across other warehouses pan-India.
2. **DP World**, a container terminal operator and a leading enabler of global trade, facilitated the inclusion of women with creating a talent pipeline at the entry level, and recruiting girls in operational areas like gate staff and engineering.
3. **CMA CGM**, a French worldwide shipping company, conducts various skill development and training programmes across various levels to make its women workforce more skilful and strong.
4. **Blue Dart Aviation** has women spanning roles in engineering and maintenance, materials/aircraft inventory, technical services and administration, among other functions.
5. **Mahindra logistics** has also introduced a second career programme, called *Udaan*, which is an opportunity for women, who have taken a career break due to personal reasons like starting a family or taking care of aged parents or in-laws.
6. **Ecom Express** has built a team of delivery associates comprising women in the North East who handle all the functions of a delivery centre, along with delivering packages.

Source: [ITLN blog: "Women in logistics: Breaking Barriers"](#)

THE ROAD AHEAD

More companies need to make a concerted effort at hiring women in roles traditionally reserved for men. **Training** and career enhancement programmes, specifically for women, also need to be held on a regular basis. Currently very few women can be found in senior management positions in logistics companies. Companies need to encourage and promote capable women to leadership roles and create role models to whom other women can look up to.

Change in culture is of utmost importance in organisations. Cultural change must permeate from top to bottom, where every member of an organisation understands the important role women play in the growth of their company. It is only with a greater emphasis on an inclusive culture that a systemic change can take place.

Source: [Economic Times: "Barriers no more!"](#)

Covid-19: Impact on Supply Chains

SAHIL OHRI AND ASHUTOSH ANAND

Originating in Wuhan, China, December 2019, COVID-19 has severely impacted the world in the last 3 months. China and Italy are the most severely hit countries and people around the world have no option but to self-isolate and countries to put restrictions of travel and movement of goods. The recently declared pandemic has not only put immense pressure on the scientists for developing a vaccine but also disrupted the global supply chains.

China has become the central manufacturing hub of many global business operations. Any disruption of China's output is expected to have repercussions elsewhere through regional and global value chains. As of today, about 20% of global trade in manufacturing intermediate products originates in China. Big players employing *lean* and *Just-In-Time* manufacturing process would result in shortages that will impact their production capabilities and overall exports.

Primary reported supply chain impacts include the following:

- 57 percent noted longer lead times for tier-1 China-sourced components, with average lead times more than doubling compared to the end of 2019.
- Manufacturers in China report operating at 50 percent capacity with 56 percent of normal staff.
- More than 44 percent of companies sourcing from China do not have a plan in place to address supply disruption from China. Of those, a majority (23 percent of respondents) report current disruptions.
- Of the companies expecting supply chain impacts, the severity anticipated increases after the first quarter of 2020.
- Six in 10 (62%) firms are experiencing delays in receiving orders from China.
- More than half (53%) are having difficulty getting supply chain information from China.
- Nearly one-half are experiencing delays moving goods within China (48%).
- Almost one-half (46%) report delays loading goods at Chinese ports.

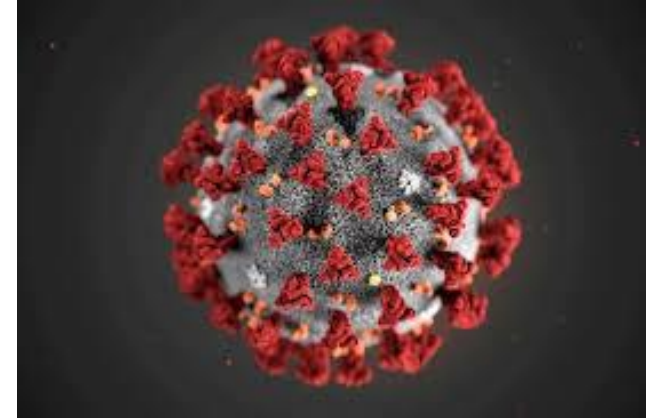
The supply chain for Indian auto, smartphone and electronics industries is primarily from few of the South-eastern countries making them the most vulnerable. Cargo vessels coming from these countries will be screened and declared 'suspect' or 'healthy' by the PHO which will result in further delay in delivery of goods

China accounts for 27% of India's auto component imports, valued at \$4.8 billion which means the impact will be more profound on auto sector with the implementation of *BS VI emission* norms couple of weeks back. Automakers are already working on a tight deadline to clear BSIV Inventories. Air freight are employed to expedite supply, but this has led to increase in logistics costs.

Chinese companies like partially state-owned *TCL Corp* and TV maker *SkyWorth* have spelt out plans for manufacturing in India. The current crisis could accelerate *Make in India*." Besides, the higher import tariffs on components and finished products

announced in Budget 2020 could boost local manufacturing.

In fact, not so long ago, local companies such as *Micromax*, *Lava* and *Karbonn* were among the leaders in the handset market, but now four of the top five players are Chinese companies and Indian companies don't even figure in the top 10. Chinese brands have cornered 70% of the market. Also, the critical components across all devices are semiconductors and chipsets. Despite four policy initiatives, India has been unable to attract semiconductor manufacturers.



Covid-19 virus long term impact on global trade.

Opportunity Awaits India

The coronavirus outbreak in China provides an opportunity for India to expand exports. "It's very hard to say how this will manifest in terms of India's trade relations with China. If we go by the experience of SARS (outbreak), India was not affected that much." said the Chief Economic Advisor *Krishnamurthy Subramanian* at a conference. The dependence on China has decreased, though only slightly, over the last five years. From importing finished products, India is now assembling products and developing the ecosystem here as well. Investments from Chinese companies are helping boost the local ecosystem.



These factors are going to be a game changer to boost India Economy

Smartphones camera modules and antennas too are made locally now. Chinese companies are also expanding their manufacturing facilities in India. *SAIC*, the company behind **MG Hector**, is planning to invest Rs 5,000 crore in India. Half a dozen new models are in the launch pipeline. Post Covid-19 arena, the top priority for china will surely be to increase its export to countries where they usually get higher margin and duty where India doesn't fall in their list

Even Chinese ecommerce player **Club Factory** is ramping up its India presence and offering incentives to attract local sellers to its platform. It's offering incentives to sellers, besides investing in local talent, warehouse, technology and marketing.

IS THE PATH THAT EASY?

Other destinations are cheaper and local governments offer more incentives than India. The glacial pace of change in India and the inability to react to market situations makes it worse. For instance, coronavirus resulted in a spike in demand from China for N95 masks, to which France responded swiftly by accelerating production and supplied 10 million masks, whereas India failed to meet due to stringent export policies.

When SARS struck in 2003, China's contribution to global GDP was just 4%, compared with around 18% now, and Chinese companies were much less integrated into global supply chains. However, China's ability to bounce back is also immense, compared with India's ability to scale up its game.

Source: [Economic Times: It's time for India Inc to create opportunities](#)

LOGI-TOONS Series #1



Illustrations by **Gaurav Ghosh** (CII-SoL, 2019-21 batch student)