

CILT HAS MOVED TO THE NEXT LEVEL....

DCM Kayode Olagunju, Ph.D, mni, FCILT.



....."The Institute should improve on data management and wipe out quacks parading as professionals."

In our effort to disseminate professional activities of the prestigious Institute (CILT) in the Country, we have succeeded in this edition of having an audience with Kayode Olagunju, Ph.D, mni, FCILT, FCAI, FIPON, FABE, Rtd, a retired deputy Corps Marshal of the Federal Road Safety Corps, who now serves as the Chairman, Board of Governing Council, the Polytechnic Iresi, and a Member of the Institute's Board of Directors. In this interview, the academician, Transport & Logistics player, and a successful Federal Road Safety officer bears his professional knowledge on so many areas, few among were on challenges facing the logistics and Transport, AI, Data analytics, Automation, Cyber security, Transformation of SC and Transport, Logistics Performance Index in the Country, and counseling advice the young professional colleagues in the Institute.

Let me state it is my pleasure and with great appreciation to be featured in this maiden interview with the Professionals segment of the Newsletter of our esteemed Organization, the Chartered Institute of Logistics and Transport (CILT). I must also acknowledge the giant strides of Madam President, Barrister Mfom Usoro, FCILT as she and her team have really moved the Institute to the next level. I appreciate the editorial team for your wonderful contributions. I call on all our great professionals to continue to lend their support as we jointly move the CILT Nigeria to the next level.



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**The Chartered
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About Retired Deputy Corps Marshal, Kayode Olagunju, PhD, mni, FCILT, FISPON, FCAI, FABE



Kayode OLAGUNJU, was born on the 13th of March 1963 in Ilesa, Osun State, Nigeria. He graduated from the University of Ife (now Obafemi Awolowo University), Ile Ife in 1987 and later acquired a Master of Science Degree in Transportation Studies from the Olabisi Onabanjo University, Ago Iwoye, Ogun State in 1995 and Doctor of Philosophy (PhD) in Transport Geography from the University of Lagos, Lagos in 2009. His educational pursuits also took him to Harvard University and Massachusetts Institute of Technology (MIT), both in the USA. He was also at the California Highway Patrol Academy, Sacramento, USA and attended several other Courses, Workshops and Conferences globally. He attended the National Institute for Policy and Strategic Studies (NIPSS) and became Member, National Institute (mni) in 2018. Olagunju was one of the Corps members who started the Federal Road Safety Corps, Nigeria in 1988. His appointments in FRSC included Sector Commander in charge of some states such as (Lagos, twice; Kogi, Adamawa, Rivers) and was also in charge of Sokoto Zonal Command comprising of Sokoto, Kebbi and Zamfara States and the Jos Zonal Command of Plateau, Benue and Nasarawa States. He was the Pioneer Corps Transport Standardization Officer saddled with certification of Transport Fleet Operators nationwide. He also served as the Commandant of the FRSC Academy. He was the Head of Department of Planning, Research and Statistics and a member of the FRSC Management for about 20 years. His numerous assignments took him to all the States of Nigeria and numerous countries worldwide. Kayode Olagunju has over 36 years of experience in Law Enforcement, Transport Management/Administration, Safety and Logistics.

He has travelled to all continents of the World, participating actively in road safety and transport activities. He is also an Adjunct and Senior Lecturer in Universities as he helps develop a new generation of transportation, logistics, and road safety practitioners. He is a Fellow, member of the Board of Trustees, and the Chairman of, Board Governance Committee of the Chartered Institute of Logistics and Transport, CILT. He is also the Chairman, Governing Council, The Polytechnic, Iresi.

Olagunju was the National Data Coordinator for Nigeria for the WHO Global Road Safety Reports for 2015 and 2018. In 2017. He was appointed a member of the Federal Government Committee to review the Draft National Transport Policy in 2017.

He provided an expertise review of the Nigeria Land Transport Policy and made public presentation at the Stakeholders Validation of the Policy in March, 2024. He coordinated the emergence of the first Nigeria Road Safety Strategy (NRSS) and also on the Technical Working Committee of the Strategy. He represented the Chartered Institute of Logistics and Transport (CILT) as an expert and made presentation at the public hearing of the Senate Committee on Marine Transport on Nigerian Maritime Administration and Safety Agency (NIMASA) Act, 2007 (Repeal & Enactment) Bill, 2024 on Thursday 18 July, 2024.

He was a delegate to World Trade Organizations for the review of Nigerian Trade Policy and a member of the Federal Government of Nigeria Task Force on Trade Facilitation. Represented Nigeria on the International Traffic Safety Data and Analysis Group (IRTAD) and also the West African Road Safety Organization (WARSO), among other international organizations. He belongs to many professional groups and received several awards and recognitions. He won the Corps Marshal Merit Awards, and as the HOD PRS, he won the Best Head of Department Award three consecutive times and also three Gold Merit Awards of the Corps. He is also a recipient of the FRSC Road Safety Meritorious Award and Corps Marshal Award of Excellence for Excellence and Exemplary/Excellent Service to the Corps. His latest award being the "Distinguished Leadership Award" of the Chartered Institute of Logistics and Transport in October, 2024. He is a recipient of several other awards and commendations. He has also authored some books and other publications, including "Nigeria Road Safety Strategy: An Evaluation of the Implementation"

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What are the biggest challenges currently facing the logistics and transportation industry?



There are multi- faceted challenges and picking the biggest as required poses its own challenge. There are Regulatory, Technological, Operational, Human, Environmental, Funding and Political Challenges, among others. Multitudinal constraints affecting the growth of the industry especially in developing economies like Nigeria. Let me start with Human. There exist competence gaps as the industry is seen as an all-comers affair in Nigeria. That anybody can be engaged in the industry. There are quacks pretending to be professionals. The few skilled hands are not really in charge. So, apart from the shortage of competent hands, the few available experts are not engaged in areas where their professional impacts could be positively felt. CILT must step forward to address this. That takes me to the issue of Regulatory Challenges entail compliance to the standards and other regulations. There are regulations in areas like Customs, Safety, Security, Environmental, Professional qualifications, trade policies, that are loosely adhered to in the industry. There are also other Operational Challenges like Infrastructure issues like inadequate roads, not fully efficient ports, traffic management challenges, climate change constraints affecting schedules, low infrastructural capacity, all which lead to raised costs and low revenue. Another major challenge is low Technological adoption.

Many countries of the world have deployed huge technology in the industry. This is still very low in Africa. We need to go into adoption of digital technologies such as Transportation Management Systems (TMS), Internet of Things (IoT), Electronic Logging Devices (ELDs), Artificial Intelligence (AI), among others. We must also improve in our Data Management, collection and analysis, deploying analytics and other tools. We also need to enhance our Cybersecurity. There are also environmental challenges in terms of waste management, emission issues, fueling among others

Another major challenge is Funding. Finance is a key constraint. Operational costs such as fueling, maintenance, labor, licenses, investment in technology are on the high side which have effects on revenue and further influence on profitability. There are also Political Challenges. Governments remain the greatest players in the industry. Policy summersault, loose regulations and enforcement, corruption, over taxation, high tariffs all pose serious challenges in the industry. There are many constraints but since you asked for the 'biggest challenges', I think these will do for now.

These challenges, among others make survival in the industry difficult as the operating environment is harsh. We need to develop strategies/innovations to tackle these challenges. We also need to go into huge investments in the adoption of relevant technologies. Government and stakeholders must invest more in infrastructure. There should be political will on the part of government in putting in place and implementing policies and regulations that will enhance growth of the industry. All must collaborate too.

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What innovations do you believe will transform supply chain and transport operations, especially in Nigeria and Africa in general?

Here, we are dealing with innovations that will aid the chain of activities, resources, and Stakeholders engaged in the production, packaging, Logistics (transporting, warehousing, and distribution), and delivery to customers, retailers, or wholesalers of products and services. We must identify what we intend to achieve. Quality production at reduced costs that will enhance customer satisfaction, delivered safely and efficiently with minimal costs. That is the objective. I can say without hesitation that I will cast my vote here on technology. We must move from our traditional ways of doing things and embrace technological innovations. Where we have started, we must gradually transition and further enhance our innovations to meet our current needs. We have to address the bulk of our emerging challenges with innovative technological adoptions. Some key technologies include Automation and Artificial Intelligence/Robotics, Blockchain, Internet of Things (IoT), Electric Vehicles, Autonomous vehicles where practicable, CNG vehicles, among others. Many of the processes in the supply and transport chains should be digitalized to enhance production and service delivery. I had the benefit of a tour of Volvo Cars' factory in Torsland, Gothenburg, Sweden as far back as 2009, as part of the International Motor Vehicle Inspection Committee (CITA) team and I saw huge technological developments. The company was then producing about 1000 Volvo cars daily, made possible by huge technological developments. I had the privilege of driving on their range of 22 models of Volvo cars with all sorts of innovations such as radar and camera-based technology to alert and even mitigate crashes. The vehicles were fitted with Collision Warning with Auto Brake (CWAB), Lane Departure Warning (LDW), and some with

Dynamic Stability and Traction Control (DSTC) for safer driving on slippery surfaces. There were also Driver Alert Control (DAC), Blind Spot Information System (BLIS), and Adaptive Cruise Control (ACC), among others, all to enhance safer mobility. We were wowed with the "MARRIAGE POINT" in the production chain, where the bodies of the cars were lowered over the driving package after both units had gone through several assemblages. The two units became one and all 41 bolts were tightened automatically in like few seconds and we had a complete Volvo car. That would have taken several hours if they were to be fixed by men. That was about 15 years ago! Where are we? We must key into technology to increase our efficiency, increase good quality production, reduce costs, improve monitoring and evaluation, enhance customer satisfaction, and of course, raise revenue.

How do you see AI, data analytics, and automation making an impact in the transport and logistics industry?

Some aspects of these issues had been addressed earlier. There is no doubt about it, technology is the way to go. Adopting these technological innovations will transform the industry. They will lead to a reduction of production/Operational costs, mitigate risks, and enhance customer satisfaction. Improved customer satisfaction will raise demands, provoke more supply, and lead to more revenue/profits. Deploying AI for predictive maintenance, for example, promotes a maintenance culture, reduces vehicle breakdown, reduces downtime, and increases vehicle utilization. Fleet management is better handled and this impacts efficiency and costs. Adoption of data analytics and AI could also result in route optimization. The 'best' route is selected, reducing fuel consumption, helping in reducing security threats, reducing emissions

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and negative impacts on the environment, reducing driver stress, and improving delivery time. Some of these innovations like the advanced data analytics and algorithms, can be used for demand forecasting. This could help in Supply Chain Planning. Warehousing Management can also benefit from automation technologies. Robotics and Conveyor systems, for example, will improve efficiency and save costs. Tracking is another key benefit of the technological tool; data analytics can enhance the real-time tracking of goods, which will improve consumer/customer satisfaction. AI- powered autonomous vehicles as well as sensor technologies, just like those experienced and explained earlier with Volvo cars in Sweden, will enhance safe transport. What stops Nigeria as a country from deploying some of these tools in our university campus environment, which could at least be described as control? The impact of these tools in the transport and Logistics industry is enormous. The associated benefits such as improved efficiency, cost reduction, improved safety and security, Data- driven better decision making, and raised customer experience will drive further innovation and growth in the industry

What is your view on the logistics performance index for Nigeria and how can it be improved?

The Logistics Performance Index (LPI), is a tool deployed by the World Bank to appraise the logistics situation of a country. This benchmarking tool helps in identifying the challenges and opportunities in the trade logistics performance. Six key parameters are evaluated. They are the Customs efficiency process, Quality of trade and transport infrastructure, Ease of arrangements of competitively priced shipments, Competence and quality of logistics services, Ability to track and trace consignments, and lastly Timeliness of shipments in reaching the destination. The rating is on a scale of 1 to 5 with a higher

score indicating better performance. 4 is better than 2 in the ranking. Nigeria presently has a score of 2.3 and is placed 88th out of 141 countries rated. The government has been tackling the trade and logistics challenges through the Ease of Doing Business initiative and other activities. I was a member of the Federal Government Enlarged National Focal Point on Trade Matters and also the Task Force on Trade Facilitation, which was active between 2009 and 2011. In fact, I was part of the Nigerian delegation to the World Trade Organization in Geneva for the World Trade Policy Review on Nigeria, in June 2011. I can attest to the efforts of the government to improve trade facilitation. Nigeria moved from 91st position in 2022 to the present position which I believe will still come down further based on several initiatives of the government and activities of many Stakeholders.

However, I believe we still need to change certain orientations. Custom Services are basically either for revenue generation or trade facilitation. In Nigeria, we lean towards revenue generation. We want to use customs revenue to fund our budgets. I think we should refocus. Let the Customs aid trades which will definitely in turn stimulate more revenue to the government rather than relying on what the Agency (Nigeria Customs Service) is generating annually. Apart from retuning Customs to facilitate trade rather than revenue generation, we also need to improve on the infrastructure, provide more friendly environment for shipping, raise the competence and quality of the logistics services, improve our tracking and tracing of consignments and generally engage in transformative reforms that will eliminate corruption, impunity and enhance our ease of doing business. Nigeria must improve its competitiveness globally. Our LPI must go up while we should also do better on the global ranking



What practical projects would you recommend for CILT young professionals to improve in their careers?

The young shall grow (Laughs)....
 They have to be involved in impactful projects. They must ask themselves what they intend to achieve. What gaps in knowledge or industry contribution do they intend to fill or make? If you evaluate the number of butterflies that perch on a flower in a particular period in an area, how will that help the industry or even improve their career development? They can embark on research focusing on the relationship between road and urban development. Impacts of transport on the development of a location. They can also evaluate public transport agencies like NPA, FRSC, NIMASA focusing on funding, revenue, training, empowerment, service delivery, etc.



They can be involved in Fleet Management Systems focusing on operation, fuel management, maintenance, etc What about appraising the internal logistics process of a particular company or organization? They can be involved in the Supply Chain analysis and offering solutions or strategies for improvement. They can embark on looking into strategies to reduce operational costs generally or limit themselves to cost-saving strategies. They can help identify training needs.

They can design/develop Transport and Logistics Management Systems with implementation strategies. They can evaluate government policies and initiatives in the industry. Several ways they can be engaged and also improve their career development. I wish them the best.

Thanks for the Opportunity.



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