

SUPPLY CHAIN OUTLOOK

Issue 13 | July 2017



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Suppliers report 434 million tonnes of emissions reductions as big buyers flex purchasing muscle

Brexit should not undermine automotive competitiveness, manufacturers and suppliers warn

New Ocean Alliance will be the largest for Asian-European trade

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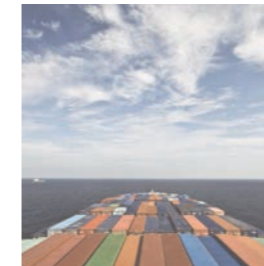
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Philip Chaganis OBE
Chairman - Strategic &
Quality Committee, IoSCM

A WORD FROM YOUR CHAIRMAN

The reintroduction of the IoSCM's e-magazine 'Supply Chain Outlook' comes at a critical time in the rapidly changing political and economic scenes around the world. New and diverse challenges are being faced in ways that demand much of the 'free thinkers' in our profession and there is no doubt that the skills and professionalism of supply chain managers world-wide are increasingly in demand.

Of course, effective supply chain management in the broadest sense of the term is based on time honoured principles and widely accepted methods which seem to make the world go round most of the time; but every now and again the challenges faced by supply chain managers are so complicated and unusual that it takes a lot more than just slavish adherence to ground rules and accepted methods in order to meet the insatiable demands of global industry and the end-users of all of its products. This is where the mental agility of the free thinkers is expected to make a big difference.

Trying to make a big difference by 'thinking outside the box' in any profession takes a great deal of nerve both on the part of the individual and the parent organisation, and this is certainly the case in the unforgiving field of logistics and supply chain management. Detailed knowledge of the ground rules and accepted methods is of course essential, and it takes time to gain the required level of understanding, but the application of 'lateral thinking' in the way new challenges are considered must be encouraged and even taught from the beginning.

In our line of business we owe it to ourselves to try and develop a broad understanding of global issues, regional developments and technical innovation relating to supply chain management, and as IoSCM members we have the great opportunity to achieve formal recognition of professionally acquired knowledge and experience which should enable us to keep on making a big difference. And in this regard the re-launching of 'Supply Chain Outlook' will be to our benefit.

Philip Chaganis OBE

IoSCM Chairman



Kevin Rumfitt, CEO,
IoSCM

A WORD FROM YOUR CEO

As we relaunch the IoSCM Magazine, exclusively available to our members, we felt it was also an appropriate opportunity to reinforce our mission and the ways in which we can help you, your business or your career.

The Institute of Supply Chain Management's mission is to offer every professional an invaluable opportunity to progress their career with unique and flexible solutions, designed for the industry, by the industry.

Our aim is to improve the performance of the supply chain through its workers. We believe in providing employees and management with the skills needed to deliver effective planning and procedures in all aspects of the supply chain.

We do so through delivering Ofqual accredited, internationally recognised qualifications as distance learning courses. Providing training and development in all sectors of the supply chain, from purchasing to manufacturing and beyond. We are responsible for the most unique and flexible qualifications on the market.

Unique, because our units and course material for each academy are designed by industry experts, entitling them as the most refined and tailored qualifications for businesses and their employees. Flexible, because of our innovative learning methods. We teach the way you learn, making our qualifications accessible to every individual.

Due to our passion for the industry and how entirely important it is to so many other sectors we offer an unrivaled support package. Ensuring that not only the learner's, but their organisation's objectives are at the forefront of our mission.

Not only do we do this through education, but we fully immerse ourselves in all aspects of the industry. Delivering this magazine to professionals, building an innovative membership package to connect members to an international network and representing the industry and it's workers in parliament are just some of the ways we ensure that we're all constantly moving forward in ways that benefit supply chain organisation's and the people we serve.

We can customise support and membership packages to suit business goals, secure promotions or develop careers. We also offer an unbeatable guarantee with all of our qualifications and a 98% pass rate.

Too good to be true? Just ask our clients.

Your journey starts with us.

Kevin Rumfitt

CEO



INDUSTRY EXPERT: LOGISTICS AND TRANSPORT

We promote our team of industry professionals quite often, after all, they are fundamental to the development of our qualifications and the delivery of your support package. Each of our academies is represented by one of our experienced experts. They lead the academy with their knowledge and skills gained from long standing, successful careers, whilst being your liaison for their specialist sector.

Introducing you to each expert and offering an overview of their achievements is important to demonstrate how intrinsic they are to IoSCM. We also think it's important that you know exactly who we are when you're dealing with us and how we can help. This quarter, our industry expert focus is on our Head of Logistics and Transport.

MEET OUR EXPERT

INDUSTRY EXPERT:

Martin Thirkell

ROLE:

Institute Industry Liaison for Logistics & Transport (Including: Warehousing, Ports & Shipping, Multi Modal, Import & Export)

PROFILE:

Martin is a highly proficient supply chain and logistics manager with over 25 years' experience in operations, warehouse management, supply chain logistics, auditing and project management from his long and successful career in the Royal Navy.

Martin is a proactive decision maker and highly skilled operations manager, with a proven track record in meeting critical deadlines. Well organised, excellent leadership

and fantastic interpersonal skills, IoSCM are proud to have Martin leading our Logistics and Transport Academy.

The Logistics and Transport Academy uses the expertise of its tutorial team to deliver exceptional results for professionals within the sector. IoSCM's unique approach gives greater flexibility in course content and learning methods than any other equivalent logistics qualification. Our Logistics and Transport courses from introductory level through to strategic management level, developing skills that are of the upmost relevance. Why? Because IoSCM was designed for the industry, by the industry.

Martin has successfully delivered IoSCM qualifications to some

incredible clients including Coca Cola, The Royal Navy, Amazon and Babcock. With his prior experience, expertise and career achievements you can have faith that whether you need an entire workforce upskilled, guidance for your next career step or industry advice for your organisation's future, Martin is an invaluable contact.

You can connect with Martin through his dedicated LinkedIn profile. Receive guidance, advice and the latest industry news from IoSCM's supply chain specialist. <https://www.linkedin.com/in/martin-thirkell-821707130/>

KEY ACHIEVEMENTS

- Successfully project managed the refitting of various destroyers and frigates during a 26 year career in the Royal Navy
- Becoming the first member of the Supply Chain department on-board HMS Queen Elizabeth
- Achieving CMI Level 7 NVQ Diploma in Management
- Gaining the CMI Level 6 Award in Management and Leadership

CAREER HISTORY

- Royal Navy - Supply Chain Compliance Manager
- Royal Navy - Supply Chain Manager
- Royal Navy - Chief Petty Officer (Supply Chain)



OUR IoSCM TEAM

The team at IoSCM are vital for not only our success, but yours too. We employ, train and develop the most talented, driven and ambitious candidates who show passion for our mission. With each magazine, we'll introduce a new member of the team to provide an insight into the work we do and why it's essential to your business and the distance learning journey.

STAFF FOCUS: MEET MEGAN

TEAM MEMBER: Megan Slater

POSITION: Senior Course Advisor

Our Course Advisors are highly trained to understand learners, businesses and the objectives of a qualification. Whether that's from a business owner's perspective or from a career development point of view. Megan is our Senior Course Advisor and has helped thousands of people identify the best study route and the significance an IoSCM course has on a career or business.

Q: What interested you about a job at IoSCM?

A: I was mostly interested in the opportunity to help people develop their careers and support them in

making an informed and beneficial decision, that would ultimately boost their careers and earning potential as well as help them personally develop. I also want to develop my knowledge in the Supply Chain industry and knew that IoSCM was the place to do so.

Q: How long have you been a Course Advisor?

A: I've recently celebrated my three year anniversary in this position. I've helped countless people achieve their goals throughout this period, as well as developed my own skills, knowledge and career.

Q: Can you give us a brief outline of your current role?

A: My role consists of advising and guiding potential students as to the suitability of the qualifications we provide, offering career advice using the knowledge I've developed of the supply chain and the qualifications we offer. What makes us different is that we take a learner's current role and previous experience into consideration - they may have never studied since school but if they have the knowledge and skills to complete a Level 5 qualification, that's where they will begin. It's all about getting to know the person on the other end of the line and making sure we're doing everything we can to help them get that promotion, grab that pay rise or secure that new job.

Q: What is the best part of working at IoSCM?

A: The nature of IoSCM is very rewarding. It's all about getting people into a better position for their career, potential earnings and development. So it's nice when you know that you're actually helping people, in other words, we don't sell students courses that they don't need, we push them to achieve.

Q: What is the atmosphere and environment like at IoSCM?

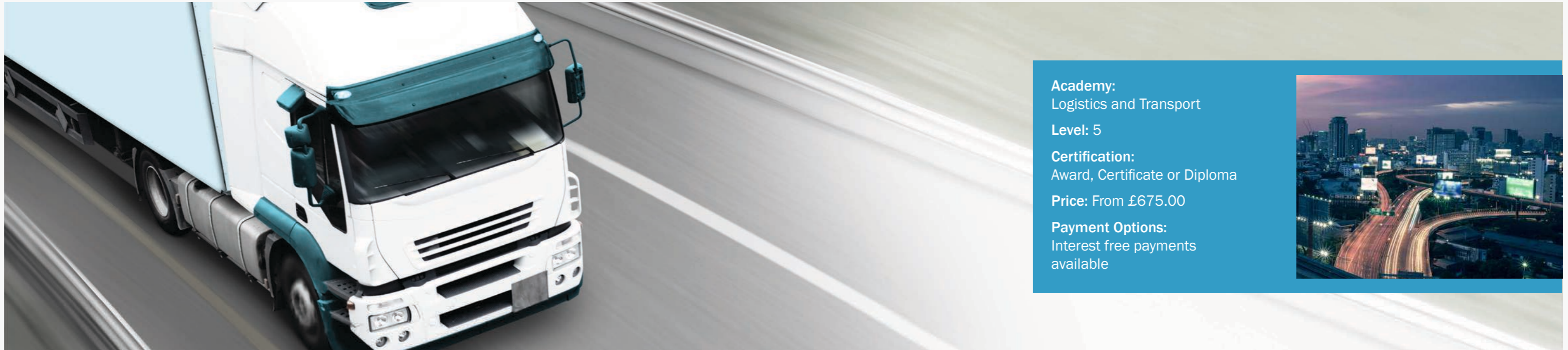
A: It's high pressure and challenging but that's what makes it so great. With the team that we have, there's always someone to speak to, to learn from and to

guide you. It's a great place to work.

Q: Are there any opportunities for training and development?

A: Of course, we're initially provided with knowledge training so that we fully understand the courses and how each qualification can help certain people, or certain job roles. Training is very important here and you are given as much as you require. Your needs as an individual are taken in to consideration in order to ensure you get the right amount of training which is going to be beneficial to you. There is also a lot of on the job training which in my opinion, is the best way to learn and develop.

COURSE FOCUS: LOGISTICS AND TRANSPORT



Academy:
Logistics and Transport

Level: 5

Certification:
Award, Certificate or Diploma

Price: From £675.00

Payment Options:
Interest free payments available



The IoSCM Logistics Academy uses the expertise of its tutorial team to deliver exceptional results for professionals in the logistics and transport sector. Our unique approach gives greater flexibility in course content and learning methods than any other equivalent logistics qualification. The IoSCM delivers logistics and transport courses from introductory level through to strategic management level, developing skills that are relevant to a wide range of industries and sectors.

Through completion of the IoSCM Level 5 Logistics and Transport qualification you will receive International certification from IoSCM and also a fully regulated UK qualification from SFEDI Awards as the Ofqual Awarding Organisation.

Course Content:

- **Logistics** - Including military logistics, procurement logistics, asset control, the aim of logistics, forecasting and optimisation as well as elements of transport,

policies and organisational requirements.

- **Movement of Goods** - You'll cover the principal and practices in relation to the movement of goods, impact on the handling of goods and the considerations that influence the flow of good including supply and demand and load planning.
- **Warehousing** - This unit will include the study of policies and legislation, requirement and design, the advances of technologies such as the implementation of management systems and also financial systems to assist with budgeting and performance.
- **Inventory** - Covering the purpose of inventory management, fixed period and quantity models, the effect of inventory management on supply chain and the modern inventory systems used for logistics, operations and customer satisfaction.

- **Port and Shipping Management** - Including international trade, the business strategy that support shipping, operations management, agile ports and the developments and emerging trends within the industry.
- **Transport Management** - For this unit you'll study the nature and purpose of transport planning, the demand within transport including travel, movement and drivers plus freight operations and environmental sustainability. We also give you the opportunity to select a wide range of units from a variety of sectors. For example, it's common for learners who work in Logistics and Transport, but some elements of their job require knowledge of purchasing, import, export or air freight. To accommodate this, you can choose whichever units are relevant to you, your role or your

business.

Optional Units:

- Road Freight Operations
- Sea Freight
- Air Freight
- Risk Management
- Military Logistics
- International Freight Management
- Finance Management
- Management Information Systems
- Purchasing Management
- Production Management
- Quality Management
- Supply Chain Management
- Operation Management Processes

You can find the full breakdown of our course units and the specific criteria needed in order to pass each element here.

IoSCM offers three study route options; which you can see briefly explained on page 13. All of the routes are designed without an exam element, it's purely an assignment based qualification.

The Level 5 qualification in Logistics and Transport Management is suitable for those currently working in, or aspiring to work in, roles like the following:

Position	Earning Potential
Operations Manager	£27,000 - £44,000
Business Operations Manager	£30,000 - £46,000
Logistics and Stores Manager	£40,000 - £45,000
Supply Chain Manager	£32,000 - £49,000
Logistics Planning Manager	£27,000 - £35,000
Logistics Manager	£25,000 - £40,000
Transport Support Manager	£25,000 - £32,000
Logistics First Line Manager	£30,000 - £ 38,000

By developing employees' knowledge and skills in logistics and transport, businesses can improve performance and efficiency of their supply chain.

Some of the business improvements the Level 5 Logistics and Transport Management qualification can help deliver include:

- By understanding re-order levels, inventory can be optimised and thereby avoiding stock outs
- Increase Inventory turnover rates and turn inventory into revenue
- Understanding how to reduce scrap levels will help minimise waste, increase production, increase quality and thereby, increase profitability
- Reduce the risk of not having the right products, in the right place at the right time
- By analysing customer fulfilment times we can ensure that the organisation maintains a high level of customer satisfaction
- Understanding the financial impact of holding inventory and increase the space utilisation and reduce inventory holding costs



NEW BUSINESSES: WELCOME TO IoSCM

Machine Operator - SOL Reneriet	Shipping & Logistics Assistant - Sophia Webster Ltd	HGV Driver - Transport Agencies	Supervisor - DBD Distribution Ltd
HGV Driver -Driving Agency for Transport & Logistics	Freight Coordinator – Dormakaba	Service Support Manager - Dreams Ltd	Driver/Warehouse - Kicking Horse
Facilities, MHE & Projects Manager - Travis Perkins	Admin/Account Assistant - Morissons Plc	Logistics Coordinator - Eskimo Ice Ltd	Lead Supply Planner - Britax Romer
Veterinary Pharmaceutical Manufacturing - Bob Martin UK Ltd	Procurement Manager - Hit Group	Logistics and Facility Superintendent – Smartflow Technologies Ltd	Warehouse Operative - RDC Warehouse
Warehouse Operative - AAH Pharmaceuticals	Customer Advisor - Vodafone	Purchasing Manager - KFC Barbados	Production Support Technician - Instro Precision
Private - Military Ministry of Defense (Regiment of Scotland)	Warehouse Front Line Manager - Morrison PLC	SAC Logistics Mover - Royal Air Force	Logistics Section Head - i2 Analytical
Distribution - Douglas Stewart EDU	Warehouse Operative - SPS Envirowall	Procurement Section Leader -NSK Bearings Europe Ltd	Accountant - Great Lakes Ports Ltd
Purchasing Assistant - Field Systems Designs	Manufacturing Supervisor - Industrial Ink Jet	Production Manager - ANTEC	Assistant Procurement Manager - Morgan Sindall
Stock Controller - Retail Vista Retail Support	Warehouse Operator - Blazers Fuels	Material Accountant - HM Forces	Planning Manager - Accolade Wines Ltd
Logistics Coordinator - Electrolux Professional Ltd	Production Planner - Gurit (UK) Ltd	Coordinator - GD Storage	Supply Chain Manager - SA Thermal Engineering
Production - John Myland	LGV Tanker Driver - Industrial Chemicals Limited	Program Support Officer – Oxfam	Director - Enstruc Procurement Ltd
Production Control - Leonardo MW	Production Manager - GK Signs & Screenprint Ltd	Planning Engineer – Thompsons	Assistant Procurement Manager - Morgan Sindall
Procurement Manager - Mac Interiors	Supply Chain Excellence - British Steel	Logistics Manager - Swann I&M Services	Delivery Supervisor - Wickes
HGV Recovery Mechanic - British Army	Operations Manager - Opterna Europe Ltd	Executive Assistant - Dow Chemicals	National Operations Manager - Sabcool
Senior Business Analyst - Adidas Hellas	Production Apprentice - Baker and Finnemore Ltd	Stores Team Member – Eurostar	Head of Production - Display Solutions
Warehouse Supervisor - ZyroFisher	Stock Technician – Allegion	Business Development Manager – Mughal Indian	Warehouse Operator – Parks London Ltd
Team Leader - Amazon UK	Customer Service Administrator - Enesco Limited	Stock Controller - Nuswift Engineering	Buyer - Hybrid Air Vehicles Limited
Commercial Manager - ECM Terminals	Logistics and Planning Coordinator - Delamode plc	Operations Manager - A-Belco	Manager - Cafe Zim
Warehouse and Logistic Coordinator - Emirates Airline	Team Leader - Bodycote	Director - Caboose13	HGV Driver - Warrens Warehousing & Distribution Ltd
Operation Officer - Can Mezzanine	Operator - Logistics & Transport DSV Road Ltd	Production Manager - West Country Glass	Business Consultant - Columbus Global
Warehouse and Logistics Supervisor - Filtronic Broadband Ltd	Materials Manager - NHS	Supply Chain Graduate - Leoni Wiring	Team Member - Mitchell and Butler
Purchaser - Clark Door Limited	Administrator - Brock Wheels & Tyres Ltd	Driver and Furniture Installer - Connect Logistics	Warehouse Manager - Greencore
Senior Product Management Controller - Thompson & Morgan	Warehouse Operative – Waitrose	Transport Supervisor - Bidvest Foodservice	Traffic Administrator - Import Services London
Assistant Logistics Manager - Sekisui Alveo UK Ltd	Analyst - Draeger Safety UK	Operations & Logistics - IDEal Boilers	Logistics Coordinator - Inmarsat
Team Manager – Welcome Break	Logistics Planner - FCO Services	Transport Planner - IDEal Boilers	Production Planning and Supply Chain Manager – Heatric, Division of Meggitt
Logistics - Mexichem Ltd	Order Management - Electrium Sales Ltd	Warehousing Administrator - ALPI UK	Planning & Logistics Coordinator - ANR Probake
	Lead Associate – Honda	Operations Supervisor - Amazon Logistics	Dispatcher - Idexx
	Warehouse Operative - Fresh Direct UK	Fulfillment Centre Operative - Fulfillment Logistics UK Ltd	Logistics Supervisor - Malcolm Enamellers ACP Ltd
		Logistics Coordinator - William Reid Ltd	
		HGV Driver - J Sainsburys	

IoSCM STUDY ROUTES, YOU CHOOSE...



Simply combine all four methods or just pick a few, talk to us today!...

#TheNewWayOfLearning

STUDY ROUTES

It can be sometimes difficult for our businesses, students and prospective learners to really grasp how flexible and customised our courses are. It almost sounds too good to be true...

The Institute of Supply Chain Management is making waves across the industry with our new approach to training and qualifications.

IoSCM is currently the leading UK institute for delivering distance learning courses in supply chain management, purchasing, manufacturing, import export, logistics and warehousing. Each qualification has been designed by industry experts, entitling them as the most refined and tailored qualifications for businesses in the field.

With an unrivalled support package and a two year guarantee attached to all of our products, it's easy to see why IoSCM certificates are becoming a must have for those

looking to develop their career. What's much more unique is our innovative learning methods...

IoSCM qualifications have been developed to be entirely customised to the learner's needs. You can choose the units you'd like to study, there are no limitations. So, if there's particular elements you need to know in order to progress or secure that promotion, you can select those.

You may be just starting out in your career, you may not be sure what you need to study. That's why IoSCM have a team of Course Advisors who are highly trained to advise and guide you on the right qualification and course units for you and your goals. You'll then embark on a traditional route of studying, researching and producing assignments.

You may have many years of experience within your field but no certificates to recognise your skills and ability. With IoSCM, you can

use examples of your previous work and evidence from your current role to pass units. This means you can receive a full UK, Ofqual accredited qualification without doing any research or study. You choose to study the units that fit your skills and that reflect work you can prove you have administered during your career.

You may also be somewhere in between. You might want to certify the skills you've already acquired during your time in the profession, but to also push yourself to learn more, move up the ladder and expand your earning potential. In this case, you can choose a variation of units that you can pass by submitting evidence, and some units that you're not too sure on or have never had experience of in order to gain new knowledge and give yourself an advantage.

Welcome to **#TheNewWayOfLearning.**



OUR CLIENTS...

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OUR CLIENT BASE

With over 3000 students in 101 countries, we've had the privilege of working with some of the world's biggest corporations. Sharing some of our client base gives you an insight into some of the industry names that you can be networking with when utilising our membership packages.

Here at IoSCM, we also feel it emphasises our status as the leading supply chain management institute, tightening your trust and verifying our ability to help you succeed. Undertaking a

professional qualification for yourself or your employees can be daunting and time-consuming but with our flexibility, pass rate and support, we have helped harvest some of the industry's finest talent.

Over 300 business clients can't be wrong. From councils across the nation and every division of the military, we've supplied distance learning qualifications to all levels, from beginners to chairmen.

With the expert team that we employ at the Institute,

organisations such as Amazon, Ministry of Defence, Network Rail and DHL have the ultimate faith that we can upskill their employees to the highest of standards. They know that we're the best choice, the only choice, for the most relevant and tailored qualifications on the market.

IoSCM was founded by supply chain specialists who had a meticulous knowledge of the industry, allowing them to design and develop qualifications that corresponded to each role within the field entirely.

Givaudan | Godreys IT Limited | GR Lane Health Products Limited | Grainger and Worrall Ltd | Greencore Grocery | Greencore Prepared Meals - Bristol | Green-tech Ltd | Guardian Industries | GW Pharmaceuticals | Hammer Plc | Hampden Supply | Haptic Networks Limited | HB Projects Limited | Highland Spring Ltd | HMD Sealless Pumps | Holt Lloyd International Ltd | Hymid Multi-Shot | IBL Cold Stores | IEC Ltd | Imperial Health Sciences | Imperial Tobacco | Independent forgings and Alloys Ltd | International Committee of Red Cross | Interserve Defense Limited | Intersnack Limited | Ironmongery Direct Limited | ISAT | ITW Engineering Polymers | ITW Thermal Filims | J Banks | James Dawson | John Brash & Company Limited | John Dewar & Sons | Jumeirah International LLC | Keith Spicer Limited | Kerry Logistics Uk Ltd | King Edward VII Memorial Hospital | Knowles UK Limited | Kongsberg Automotive | Kongsberg GeoAcoustics Ltd | Kramp UK LTD | Lansdowne Chemicals | Libra Speciality Chemicals | Lindab Limited | Linear Recruitment | Litho Supplies | Littoral 2 Customs Sector | Load-Lok Manufacturing Limited | Lucie Custance | Lukoil Overseas Ghana Limited | M & H Ellough | Magnet Limited | Mahmood saeed co.ltd | Mandarinstone | Marshalls Group | Massy Distribution (Jamaica) Limited | Meadwest Vaco Uk Ltd | Media Support | Merlin Attractions | MESM Ltd | MESM Medical Equipment Solutions | Metabrasive | MNH Sustainable Cabin Services | MNH Unit 22 | Mode Lighting Limited | Moolmans | Mother In Law | NERC | Network Rail | New Prime Bake, Bakkavor Grou | New York University - Abu Dhabi | Nissan Motor Manufacturing UK Limited | Norther Industrial Electronics | Omega Ingredients | Orolia | Owen Mumford Limited | Pal International Limited | Paladone Limited | Pan Marine International Inc | Partnership of East London | Cooperatives Ltd (PELC) | PerkinElmer | Permaban Ltd | Personna International UK Limited | Pioneer Food Company | Thai Union Group | Pipers Crisps Limited | Plan International Cameroon | Polaroid Eyewear Limited | Portmeirion Group UK Limited | Protec Ingredia Limited | QA Limited | Radius House Systems LTD | Raytec | Re Ace Funding / Welsh Government | Remet UK Limited | Rieke Dispensing | Rigid Containers | Ringtons Limited | rmsi-medicalolutions | Rosemary and Thyme Ltd | Royal Fleet Auxiliary | RWE Innogy UK Limited | S.T.I. Limited | SAAB Seaeeye Group Limited | SCCI Alphatrack Limited | Schiedel Chimney Systems Ltd | Science in Sport | Scigrip Adhesives Limited | Scopus Engineering Ltd | Seamark Enterprises Ltd | Seatel Cobham | SFK Luton Ltd | Shearline Precision Engineering Limited | Shell International | Sherwin Williams | Simply Paving Limited | Skymark Packaging International Ltd | SMEG UK | SMI Group Limited | SNOF UK / FSD Group | Southgate Packaging | Specsavers Optical Group | Spire Norwich | Sports Pursuit | St Neots Packaging Limited | Stadco Limited | Steinhoff Retail UK | Benson4Beds | Stirling Council | Stockton-on-Tees Borough Council | SubSea 7 | Sussex Transport Limited | SVP Manufacturing and | Pharmaceutical Sciences | Tata Steel Building Systems | Telescopic Healthcare T/A | Happythreads | Teva UK Limited | Thales UK | The Best Connection Group Limited | Thermal Resources Management LTD | Thomaswall Trust | Thorn Lighting LTD | Tom Tom | Tracmaster Limited | Transped Limited | Trent Barton | TTS-UK | TV One Ltd | Ugo Foods Group | Unifrax Limited | Unique Seafood Ltd | United Nations Federal Credit Funds | United Nations Population Fund - Sudan | United Wire | Drilling Fluids UK Ltd | University of Birmingham | Vallourec Mannesmann | Van Leeuwen Limited | Ventec Europe | Vericore Limited | Wardle Storey (Earby) Limited | Weir Valves + Controls UK | West Pharmaceutical Services | Wholebake Limited | World Vision DRC | Worley Parsons Europe Limited | XP Plc | Yankee Candle | Zenith Hygiene Group/Systems.

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IoSCM'S RESPONSE TO GENERAL ELECTION

Commenting on the results of the General Election, Kevin Rumfitt, chief executive of the IoSCM, the professional body for Supply Chain and related sectors, said:

“IoSCM doesn’t usually engage in political commentary. As a true global Institute, we do not and should not make exclusive comments about individual countries. However, with regards to the recent UK General Election, we’re making an exception. Due to a distinct proportion of our client base and workforce being employed in the UK, this is something that not only affects us, but that we’re passionate about.

“We deemed the recent General Election as a clear miscalculation on behalf of the existing government, however the logic behind it was sound. How many

times have we made decisions as managers and leaders that, with hindsight, may have not have been our finest? Leaders can only make informed decisions with the intelligence they are provided with at the said time. Unfortunately, the combination of a terrible manifesto and a campaign that came across as hardship versus a message of hope left much of the population very confused, especially on the back of the EU referendum. IoSCM will continue to work with the UK government, whichever party has the controlling majority. Just as we do with many other overseas governments.

“However, I believe it’s time to get behind our leaders, to support this remarkable country through uncertain times. It is time for the Great British people and the business communities across the

nation, regardless of the political and cultural backgrounds, to unite behind the government and give them the strongest hand to carry out Brexit negotiations on all of our behalf. Only then will the UK move to a position of strength and stability. The stronger the backing, the quicker the uncertainty will be removed.

“One thing that is for certain, is that the new trade deals that will present themselves on the back of the UK’s global reputation of fairness and excellence will undoubtedly be advantageous. One of the many great aspects that come with working for IoSCM, is the opportunity to hear feedback from our international partners and leaders. Their opinion and perception of the UK, is indeed a view that makes you very proud to be British.”

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BACK TO THE FUTURE: THE RESTORATION OF IRAQ AND BRITISH EXPERTISE

Written by: Ashley Goodall, Consultant IBBC
(Iraq Britain Business Council)

Image: Shutterstock.com

Iraq has been in the news for a generation and our perceptions have been coloured by conflict and the near destruction of the Middle East's most wealthy and civilised country. In the 1970's Iraq was not only a secular and relatively harmonious multi-cultural society, but highly educated, enormously wealthy and a centre for cultural tourism.

While the media is focussed on the awful impact of IS, and the conflict in Mosul is still raging, it's fair to say large swathes of the country, especially the South, have been free from conflict and are relatively peaceful. Indeed, the conduct and effectiveness of the Iraqi army has given hope to a peaceful aftermath in Mosul and Anbar province, with prospects for an end to IS and reconciliation with the Sunni groups in the west.

Today, similar conditions exist for a return to that wealth and civilisation

- as the country comes together, Daesh are being seen off, the oil price is rising, the IMF and ISF are loaning the country \$14bn for infrastructure and educated expat entrepreneurs are beginning to return home with investment and know how.

Now that the UK is going global we should consider Iraq a strong business opportunity. Iraq is open for Investment, from the most basic Infrastructure: Roads, Rail, Ports, Airports and Water to new private Housing, Schools and Universities, with Iraq's abundant Energy, Oil, Gas and Petrochemical industries, to professional services and cultural tourism. Iraq is effectively virgin territory for investors, construction, professionals, telecommunications and cultural tourism services alike - in fact, all the things the UK excels in.

The picture for British industry is even stronger when we recognise

British companies already play a leading role in the business ecology: Shell and BP are key players in the economy and offer an umbrella for British engineering companies. Eversheds, EY and PWC provide Law and accountancy services to our companies and Standard Chartered are there to service our finances. The IBBC (Iraq Britain Business Council) with its long term and trusted relationships in senior government circles can also guide and assist members on political issues and through its extended membership there is a wealth of knowledge to assist new members in doing business in Iraq.

Tawfiq Tabbaa Managing Partner of Eversheds Iraq has seen a 25% increase in business, and the prospects of acceleration as international business moves back to Iraq, including a tech sector and a requirement for professional services to service international and

local companies.

Alistair Kett, Partner PWC observes *"To the casual observer, any headlines relating to Iraq will be dominated by the ongoing defeat of Daesh and the associated albeit complex security picture. A closer look, however, reveals a country that has started a huge transformation. With significant financing available for huge infrastructure projects and many recognised organisations already embedded in their design and delivery the economic and commercial potential of this market is clearly shifting quickly."*

Mohammed Al Charchafchi, Chairman of Zain Iraq indicates that 'the Iraqi economy is recovering and is projected to grow at 7% in the next few years, one of the highest growth rates in the world, this also applies on the GDP per capita and the contribution of non-oil revenue to the GDP of the country.

The growth is mainly driven by the increased production of oil, inflow of FDI, structural reforms by the government and implementation of the IMF terms'

And IBBC new member GE have this week won a \$1.4bn electricity generation contract to build new electric power stations. Frederic Ribieras, VP Global Growth says GE just signed several new contracts worth a total of \$1.4 billion with the Iraqi Ministry of Electricity to add a further 2,000 MW via gas turbines, that drastically increases supply to Iraq's grid. Thanks to GE's global reach and relationships with various financing institutions and export credit agencies, GE also has been able to set up some \$2 billion in credit to support the projects. This will enable the Iraqi government to improve its power supply without short-circuiting its finances.

As if that is not bright enough the Chinese intend to bring the New

Silk road (OBOR) and its investment train through Northern Iraq to provide access to China and the West, for Iraq's petrochemical industries, and the Iraqis are surprisingly loyal to the UK.

So we see an immediate future where Iraq begins to re-take its place in the league of wealthier nations, keen to expand consumer and professional services, fuelled by oil and petrochemical wealth and servicing an educated and capable population with a government willing to reform and invest.

It's time to go back to the future and back to Iraq with British expertise and Investment.

The Investment Conference for Iraq: April 3rd Mansion House (with IBBC)

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NHS SUPPLY CHAIN SUPPORTS THE DEPARTMENT FOR EDUCATION TO PROVIDE DEFIBRILLATORS FOR THE UK'S SCHOOLS

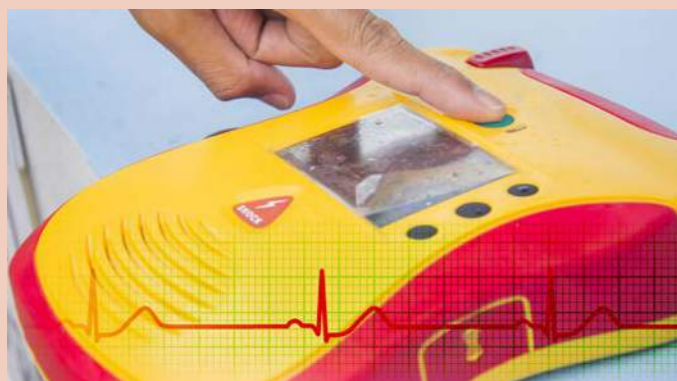
NHS Supply Chain is pleased to announce that it has entered into an innovative agreement with the Department for Education (DfE). As part of the Defibrillators for Schools project, NHS Supply Chain has been announced as the chosen route to market allowing schools across the United Kingdom to benefit from access to life saving treatment should the need arise. Up to now very few schools have defibrillators as standard and this agreement means that all state schools will soon have easy access to a vital piece of medical equipment.

The agreement will see schools across the United Kingdom offered defibrillators at a price to encourage high take up rates and prevent unnecessary losses from undetected cardiac conditions. NHS Supply Chain has engaged with defibrillator suppliers to find the most appropriate supplier and help protect school children through an e-auction. The announcement follows active engagement with the DfE in order to find the right approach to protecting school children.

Andy Brown, Managing Director, Capital Solutions, NHS Supply Chain, said: *"NHS Supply Chain is delighted to be supporting the Department for Education in this important initiative and bring its buying expertise and power to benefit schools."*

"By conducting an e-auction NHS Supply Chain is ensuring that schools can access this technology at the very best price as they benefit from NHS Supply Chain's buying power."

"I would encourage any interested schools to contact NHS Supply Chain to find out more".



LEVERAGING SUPPLY CHAIN INTELLIGENCE TO ASSESS FOOD SUPPLY CHAIN RISKS

BSI Supply Chain Services and Solutions have announced the release of its new food safety and fraud intelligence and assessment management modules. This new module was developed to help the food industry take a proactive approach to mitigate potential threats that could affect their customers, brand and bottom line. The new modules allow users to monitor and assess the threat of food contamination, food adulteration, mislabelling, recalls and otherwise deceptive food and beverage products.

BSI's web-based intelligence solution, Supply Chain Risk Exposure Evaluation Network (SCREEN), has launched two risk indicators, food safety and food fraud, that provide threat ratings for 200+ countries along with interactive risk maps and qualitative reports. SCREEN's Food Module provides insight into food safety and fraud risks as well as global security, corporate social responsibility and business continuity threats and trends that could impact the food supply chain. BSI's SCREEN Food Module provides real-time updates

regarding food-related incidents, such as contamination, food fraud, food safety, forced labour, natural disasters, theft, smuggling and more, to help users monitor and proactively manage potential supply chain exposures.

SCREEN recently reported that Brazilian authorities indicted 63 individuals for their role in a tainted meat scandal, charging agricultural inspectors, sanitary inspection agents and employees of the meat companies with corruption, the production of fraudulent food and other crimes. The indictments come as a result of a federal police investigation into the tainted meat scandal that saw multiple countries temporarily halt imports of Brazilian meat. This is an example of the type of information supply chain practitioners in the food industry will be able to access to have transparency into the risks associated with this industry. Users are able to utilise this type of information to ensure they have the preventative measures needed to protect themselves and their customers.

In addition to this robust intelligence offering, BSI has released a Supplier Compliance Manager (SCM) Food Module to help food manufacturers and retailers assess the quality, safety and security of their supply chain and business partners. SCM is BSI's web-based, automated assessment management solution that allows users to fully manage the assessment process from beginning to end. SCM provides a single solution to manage self-assessments, on-site audits, corrective actions, communications and more along with a robust dashboard to track program progress year over year. SCM provides off-the-shelf templates based on the available Food Safety Modernization Act (FSMA), Hazard Analysis and Critical Control Points (HACCP), Threat Assessment Critical Control Point/Vulnerability Assessment and Critical Control Points (TACCP/VACCP) criteria, as well as other Food Standards Agency (FSA) and Food and Drug Administration (FDA) checklists. The templates are fully customizable to allow users to tailor the assessments to meet their needs.

SCM's unique assessment method incorporates SCREEN's geographic risk intelligence into the process to provide users with a holistic, risk-based view of their business partners.

BSI's SCREEN and SCM solutions will bring the food industry unparalleled visibility into supply chain food risks equipping organisations with the knowledge needed to proactively mitigate risk throughout their entire supply chain.

These solutions are part of a broader BSI risk management suite, including global auditing and advisory services. BSI's global network of experienced auditors and subject matter experts work with clients to help them better understand their supply chain and proactively identify and address vulnerabilities. Along with food, BSI specialises in supply chain security, corporate social responsibility, business continuity intelligence and risk mitigation. Together BSI's solutions and services provide end-to-end support to help protect your supply chain, brand and reputation.

BREXIT: AVERAGE COST OF £50,000 PER EMPLOYEE TO RELOCATE FROM UK TO OTHER EUROPEAN FINANCIAL CENTRE

Synechron, a global consulting and technology innovator in the financial services industry, have announced the results of its analysis that determined it would cost banks and other financial services companies an average of £50,000 per employee to relocate parts of their UK workforce to another European city in the wake of Brexit.

The company calculated the figure using estimated relocation, hiring and redundancy costs, new building and rent costs, and other infrastructure as well as some contingency costs.

Tim Cuddeford, a London-based member of Synechron's Business Consulting Practice said: "Following the UK's decision to leave the European Union, many banks and financial services firms are having to consider where best to locate certain parts of their workforce. Financial 'passporting' is vital to the work many banks undertake across Europe and they will have to think carefully about which city within the EU their interests and their clients' interests will be best served."

"Our calculations show that it could cost these firms on average £50,000 per employee to relocate parts of their workforce out of the UK, perhaps to financial centres such as Amsterdam, Dublin, Paris and Frankfurt. Other cities may be just as competitive and worth considering as long as there is access to similar talent pool and infrastructure."



SUPPLIERS REPORT 434 MILLION TONNES OF EMISSIONS REDUCTIONS AS BIG BUYERS FLEX PURCHASING MUSCLE

As the global economy moves towards implementation of its new climate goals, the world's largest purchasing organisations are using their buying clout to drive down emissions across their supply chains.

Harnessing the power of purchasing for a sustainable future report from CDP, written in partnership with BSR and the Carbon Trust, reveals that reductions equivalent to 434 million tonnes of carbon dioxide, more than France's total greenhouse gas (GHG) emissions in 2014, were achieved by suppliers worldwide in 2016.

The reductions were disclosed to CDP, the not-for-profit global environmental data platform, at the request of 89 of the world's largest purchasing organisations including BMW, Johnson & Johnson, Microsoft and Walmart.

The Paris Agreement on climate change, now part of international law, requires global GHG emissions to be reduced to net zero well before the end of the century. With supply chains responsible for on average four times a company's direct emissions, they are a critical focus area for global corporations seeking to avoid the risks and capitalise on the opportunities presented by the low-carbon transition.

The new report also reveals the names of 29 companies awarded a position on CDP's first ever supplier engagement leader board. Selected from over 3,300 companies that were assessed, they are recognised as leaders for their work with suppliers to reduce emissions and lower climate-related risks in the supply chain. They include:

Braskem S/A: The Brazilian petrochemical company runs targeted workshops with its suppliers, which provide training and technical support on identifying opportunities to reduce emissions and lower costs.

Hewlett-Packard: The American IT company has helped its suppliers avoid 800,000 tonnes of CO2e emissions and save more than US \$65

million through development of energy-saving action plans.

Royal Philips: The Dutch technology company identifies so-called 'risk suppliers' that it targets for participation in its numerous supplier sustainability programs. It has also developed a tool to help suppliers with less experience in disclosure to quantify their carbon emissions.

Dexter Galvin, Head of Supply Chain, CDP said: "We congratulate the 29 leading companies that are using their buying clout to drive change across their supply chains. Companies have a critical role to play in delivering on the Paris Agreement, it is essential they turn their attention to risks and opportunities outsourced to their supply chain."

"By harnessing purchasing power, big buyers have the potential to deliver large-scale, rapid change needed to lead the way to our sustainable future."

Nicola Kimm, Head of Sustainability, Philips Lighting said: "We are delighted to be recognised as global leaders for our work driving down emissions and improving efficiency in our supply chain. Lower emissions in the supply chain isn't just about helping the environment, it's a business imperative which boosts our competitive advantage and builds our resilience for a low carbon future."

The report, which analyses climate and water-related data disclosed by more than 4,300 companies, also indicates that the sustainability commitments and practices of leading organisations are not being replicated downwards through the supply chain. Despite a

20% increase since 2015 in the number of big buyers requesting climate and water-related data from their suppliers, this is not translating into downstream action, with only 22% of responding companies currently engaging with their own suppliers on carbon emissions and 16% engaging with suppliers on water use.

Common barriers to engagement include companies' lack of experience in calculating and managing their own emissions, a perceived lack of leverage over business partners, costs associated with managing an engagement program and an absence of mandatory requirements from customers or regulation.

Where companies are pro-actively engaging with their suppliers, they face a serious lack of transparency, with nearly half (47%) of suppliers not responding to their customers' requests for climate and water-related disclosure.

The data also reveals that suppliers are failing to capitalise the myriad of opportunities presented by the low-carbon transition. While they reported a combined US \$12.4 billion in savings from emissions reduction projects, fewer than half (47%) have set climate targets and just 34% reported achieving a decrease in emissions last year.

Tara Norton, Managing Director, BSR, said: "Large buyers have a tremendous opportunity to catalyse supplier climate action, both through addressing the drivers of inaction

and by elevating and rewarding those suppliers that demonstrate leadership. This year's report provides practical insights on how buyers can partner with suppliers for mutual benefit, including facilitating access to tools and resources that enable emissions reductions, providing incentives for good performance, and supporting suppliers to improve climate risk management, including setting science-based targets."

The report contains a four-part framework, developed by the Carbon Trust, for companies to catalyse change within their supply chains. The framework sets out the journey to cascading sustainability throughout the supply chain, from understanding the risks and opportunities, to planning and taking action to embed sustainability within procurement processes.

Tom Delay, Chief Executive, Carbon Trust, said: "Supply chain is the next frontier in sustainability. Managing the environmental impact of your own operations is expected behaviour. But the greatest opportunities for reductions are typically outside of direct operational control, in the supply chain. While some are showing what can be done today, the majority do not yet have a clear understanding of how to measure their impact or find the value in working with suppliers. Large public and private sector organisations can deliver change at the scale and speed required to address the challenges of climate change and resource scarcity."

GOVERNMENT PUBLISHES STEEL PIPELINE AND NEW PROCUREMENT GUIDANCE

New data shows how the government plans to use 3 million tonnes of steel in infrastructure projects by 2020.

- Government publishes details of upcoming steel requirements for infrastructure projects
- Updated procurement guidance sets out how the wider public sector is covered and the £10 million threshold removed
- Changes enable UK steel manufacturers to better plan and bid for government contracts

The information is published by Business Secretary Greg Clark and Cabinet Office Minister Ben Gummer, alongside changes to government procurement guidance to make it easier than ever before for UK steel manufacturers to plan and bid for upcoming government contracts.

Under the changes, government will start publishing their indicative future steel requirements on an

annual basis, initially looking forward to 2020. It complements the new National Infrastructure and Construction Pipeline, which set out over £500 billion worth of planned private and public investment over this Parliament and beyond.

From roads to rail, defence to nuclear, the new data will show that central government infrastructure projects will need enough steel to build the equivalent of 173 Wembley stadiums - or 3 million tonnes worth of steel across 18 separate projects.

These will include the upcoming High Speed 2 rail project, the construction of Hinkley Point and for the maintenance and upgrading of the motorway system.

Business and Energy Secretary Greg Clark said:

The government has been absolutely clear that we want to do all we can to support our world-class steel industry. These changes will ensure that UK steel companies

can better plan for the long term, giving them an even greater chance of securing government contracts.

We want UK companies big and small to be bidding for and winning government contracts which is why our upcoming Industrial Strategy is so important. This strategy will ensure we make the right investments in science, research, skills and infrastructure so that British industry wins contracts by producing the best goods and services.

As well as providing greater visibility on upcoming projects needing steel, procurement guidance has also been extended to include projects below the current threshold of £10 million and those from local and health authorities.

Minister for the Cabinet Office Ben Gummer said:

We will always strive to get the best value for money for taxpayers and we are going to do so in a way that strengthens our economy and

bolsters the long-term prosperity of people across the country.

I don't want contracts going abroad if the best value for money bid is a British bid with all the social and economic benefits that brings.

By updating our procurement approach on these major infrastructure projects we are creating a level playing field for UK steel.

Director of UK Steel Gareth Stace and Deirdre Fox, Chair of the Procurement and Commercial Working Group of the Steel Council said:

This is a welcome announcement which moves the procurement process on a step further and will ensure that more UK produced steel will be used in a greater range of government funded projects.

These documents are a testament to the hard work of government, industry and trade unions, however clearly more work needs to be done to ensure returns improve in the

coming months and years, and we look forward to working with government to achieve this shared goal. The steel sector also continues to take steps with the private sector to increase the level of British steel purchased.

General Secretary of Community Roy Rickhuss said: We welcome today's change to procurement rules as another step towards a joined-up industrial strategy that supports our steel industry. Using public sector procurement to deliver for the UK's steel producers has been a key demand of our Save our Steel campaign and an issue we have consistently raised with government for many years.

The changes the government made last year were positive and showed they were starting to listen to the voices of steelworkers and their employers. Today's change is a welcome improvement, which we need to see put into practice so that UK companies are winning contracts and we can

continue down the path towards a sustainable future for our steel industry.

The latest updates to procurement guidance build on changes made in Autumn 2015, responding swiftly to the steel crisis, which ensured social, environmental and economic factors were taken into account in central government procurement decisions.

The aim of this was to level the playing field for UK companies bidding on government contracts and ensure issues such as skills and training are factored in when decisions are made.

Updates to the procurement guidance follow further work in conjunction with the joint Government and Industry Steel Council.

The procurement guidance changes will not just apply to steel but other materials as well, including ceramics, cement and aluminium.

DATA IS THE LIFEBLOOD OF ANY ORGANISATION - THESE ARE THE LOGISTICS BEHIND HOW YOU'RE GOING TO PROTECT IT

Data is the lifeblood of any organisation - These are the logistics behind how to protect it.

Two of the most critical assets in any organisation are its finances and data. Whether you are a start-up, multi-national corporation or even operating in a different part of the world, the one entity that binds them all together, is that if either of these assets were to be lost these organisations would not be able to continue operating.

As finances can be obtained for temporary relief through short-term loans, unfortunately this luxury is not available when it comes to data that has been corrupted or deleted. Unless there's been an effective backup strategy in place, once it's vanished it's gone forever. This, therefore makes data one of the single most valuable assets of any company, especially as companies' knowledge and their financial information can actually be contained within this data. If it were to be lost, it can lead to companies closing, jobs being terminated, in the case of hospital patient's data disappearing, lives could be at risk.

To put it simply - Data is the lifeblood of an organisation and must be protected. Therefore, it is imperative that data security is a primary focus of any organisation.

Data is extremely vulnerable, whether you're a small or large

organisation. It could be deleted, damaged, misplaced, stolen, corrupted, tampered with by disgruntled employees, or even affected by viruses, hackers or natural disasters that could include common water leaks and fires. In any of these circumstances the data would, most likely, no longer be accessible or recovered. Therefore it is crucial for companies to have a complex and secure data security plan in place.

This can be carried out through the strategic logistical placement of their data across the globe, which utilises various tactical operations, management facilities and a sequence of processes, which are then combined with an effective disaster recovery strategy. Using all components together ensures data can be recovered should a disaster strike and the organisation can continue to run effectively.

In order to effectively implement such complex strategies, a talented individual named Marc Cowan developed a state-of-the-art system called the **'TSS - Three Spoke System'** which has been implemented internationally across many major multi-national corporations, Fortune 500 companies and ultimately it's securing the world through these complex operations and logistics.

Mr. Cowan is known as the

'Logistical Entrepreneur', having impacted multiple sectors utilising logistics with his original developments and contributions, through his observations and unique strategic ideas. These breakthroughs stretch across Data Security and its intricate and logistical placement mentioned within this article, the distribution of consumer products, TV programs and the transportation of tropical fish around the globe.

Due to all of these significant developments and his brilliance, Mr. Cowan has now been recognised by the most challenging immigration system in the world (the USA government) as an individual of extraordinary ability, for his breakthroughs and abilities. He has also been awarded multiple fellowships in prestigious Institutes across the UK and documented across many major publications including The Huffington Post and World News for his work. As Mr. Cowan continues to change the industry as a whole, having risen to the top of his field with his creations, he's also been recognised by many influential industry experts as he transforms the world of logistics by focusing on the finer details, that others may have missed.

The intricate 'TSS - Three spoke system' utilises an efficient and extremely effective logistics model and is split up into multiple sections, which are all then combined and

connected with the initial three spoke framework. This is to ensure a constant string is created, to guarantee the upmost security of any organisations data.

These various sections are as follows:

1. The initial TSS "Onsite/Offsite /Online" core framework and its logistical placement of data across various entities.
2. Specific backup processes, reliable procedures with check points and strict procedural time frames to adhere to.
3. Analysing volumes through data tracking within the company.
4. Full Backups, differentials and incremental backups along with daily and weekly schedules.
5. Selecting the appropriate storage mediums, such as LTO's, HDD's, flash & cloud storage for centralised storage.
6. Applying the suitable methods of secure transportation for each type of storage medium to a secure management facility.
7. Creating a reliable transportation model for the journey of the physical disks across multiple routes and checkpoints.
8. Ensuring the precise temperatures and humidity controls are instigated during transportation.

9. Utilising the correct fortified facilities for the collection and storage of historical data and their longevity.
10. Cyber security and specific software installed across local workstations to ensure stability.

11. Continuity checkpoints, consistent data monitoring and verifications for stability of data.
12. Data Restoration and recovery procedures, incorporating the return and transportation of the data across various methods within a precise timeframe.

The most important rule for the logistical placement of data is to always ensure there's a copy of the data that isn't connected to the network and is located outside of the organisation at all times. The system must also be extremely efficient in an emergency, which allows for the data to be retrieved extremely quickly without any compromise of the system security.

The initial core framework of the TSS incorporates these rules above and separates the data across three key spokes, which creates an unbreakable chain ensuring that if one spoke is compromised, two more still exist. It ensures that every disaster scenario is protected against. In order for this system to be compromised, there would have to be a disaster, which affects every

spoke simultaneously, on the same day at the exact same minute. This would be extremely unlikely, however if an additional layer of security is required in extreme circumstances, these spokes can actually be multiplied by an additional layer or two in order to provide this additional security, ensuring all-encompassing protection.

The entire system is an extensive and extremely complex logistical procedure, however when your data is at risk, it's certainly not an area that should be taken lightly.

Therefore with the initial TSS plan laid out, it should enable you to start to creating the preliminary layout of your data security and disaster recovery plan, however, it's extremely important to speak with a qualified professional in order to solidify your final steps and implement other vital sections listed above. After all every company has different requirements, systems and setups and when it comes to protecting the most valuable asset of your company. It's certainly never an area which should be overlooked.

Good luck and we hope you enjoyed reading into the world of the logistics behind data security and the significant developments by Marc Cowan, which have enabled many organisations to stay secure against various disasters in this age of technology.



BREXIT SHOULD NOT UNDERMINE AUTOMOTIVE COMPETITIVENESS, MANUFACTURERS AND SUPPLIERS WARN

European automobile manufacturers and suppliers have sounded the alarm over the potential damage that Brexit could do to the competitiveness of their industry, which represents 6.5% of EU's GDP and provides employment to some 12.2 million Europeans across the continent.

Automotive manufacturing is a highly complex industry. A single vehicle part may be composed of over 30 components, and undergo over one hundred process steps to become a finished product. It may pass through 15 countries, and cross borders multiple times in its material journey. A single vehicle, in turn, consists of around 30,000 parts.

Vehicle manufacturers currently operate some 300 assembly and production plants in Europe. They often manufacture engines or transmissions in one country and assemble the final vehicle in another. The European Single Market provides for a high level of economic and regulatory

integration in this respect. This level of integration is reflected in how the automotive industry has strategically set up its business operations in terms of supply chains, production sites and distribution networks.

The EU is the UK's biggest trade partner. More than half of all the cars and 90% of all the commercial vehicles built in the UK last year were bought by customers in Europe. The other way around, the EU represents more than 80% of the UK's motor vehicle import volume, worth €42 billion. Seven out of every 10 new cars sold in the UK come from EU plants.

Addressing journalists at a press conference, Erik Jonnaert, Secretary General of the European Automobile Manufacturer's Association (ACEA) stated: *"The automotive industries of the European Union and the United Kingdom are closely integrated; from the economic, regulatory and technical points of view. Any changes to this level of integration will most certainly have*

an adverse impact on automobile manufacturers with operations in the EU or the UK, as well as on the European economy in general."

This impact would potentially be felt in a number of areas, including tariffs, customs procedures, the regulatory framework, and access to labour. Tariffs, for instance, could amount to 10% for passenger cars, 10 to 22% for commercial vehicles, and 3 to 4% on average for parts and components.

Sigrid de Vries, Secretary General, European Association of Automotive Suppliers (CLEPA): *"The EU Single Market represents a fundamental driver of global competitiveness. Vehicle manufacturers and component suppliers are entangled in a highly integrated manufacturing network spanning Europe. Tariff- and burden-free market access, as well as a stable and predictable regulatory framework, are crucial instruments to sustain the supplier industry's technology leadership and secure investments and jobs."*

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MANUFACTURING REMAINS BUOYANT ON BACK OF GLOBAL UPSWING - EEF/BDO SURVEY



New Government urged to cement momentum with bold industrial strategy.

Survey Key findings:

- Positive trends continue across UK manufacturing
- Output and orders balances remain healthy across all sectors
- Exports doing heavy lifting as demand in all major markets expands
- Recruitment and employment intentions remain strong
- Forecasts for manufacturing growth in 2017 and 2018 revised upwards

British manufacturers are continuing to enjoy a surge in performance on the back of a synchronised upswing in global markets according to the latest second quarter survey from EEF, the manufacturers' organisation and accountancy and business advisory firm BDO LLP.

Publishing the Q2 2017 manufacturing outlook survey, EEF pointed to a continued confidence that manufacturing will enjoy further expansion into the second half of this year, despite response balances

easing slightly from the results of Q1, defying any predictions that political uncertainty caused by a snap election and Brexit may impact on business confidence.

While the export performance does have a currency aspect to it, the survey showed that manufacturers' views of demand prospects in exports markets have become steadily more positive over the past year. Demand in European markets looks especially buoyant with over three-fifths of companies (61%) reporting an upturn.

The survey also showed that, in contrast to recent years, positive output balances were reported across all sectors. However, those in the capital goods sector are performing especially well as global manufacturing intentions have increased. A good pipeline of orders across the industry is pushing up demand for new employees and recruitment intentions soared to the highest level in three years, whilst investment intentions were in positive territory for the third quarter in a row.

EEF warned, however, that the current sweet spot for the sector cannot be guaranteed given the

uncertainty ahead, in particular the likely continued squeeze on household incomes and the possibility of no deal on Brexit which could damage trade. In response EEF is urging the new Government to press ahead as a matter of urgency with a bold industrial strategy to help cement long-term growth prospects for the sector.

Commenting on the survey, EEF Chief Economist, Ms Lee Hopley, said:

"Our survey marks another quarter of positive news about growth prospects for UK manufacturers. Industry is reporting that output and orders have continued to head higher in recent months and the recovery in manufacturing globally is a big part of the story. It's very encouraging that UK manufacturers have positioned themselves to capitalise on the windfall of a competitive pound and resurgent world economy."

"While growth and confidence hasn't been knocked off track by the snap election, it is not plain sailing from here. There is the continuing challenge of managing input cost increases; ensuring success in attracting and retaining

the skills that are in increasing demand and driving up investment in the sector. Whoever forms the next Government must set in stone as a matter of urgency a bold industrial strategy that will help cement the foundations for long-term growth for industry."

Tom Lawton, Partner and Head, BDO Manufacturing, said:

"The Q2 survey results present a very positive and exciting picture for manufacturing, showing increasing orders in both home and export markets. The continued growth in world markets such as Asia, North America and Europe are driving positive demand conditions. These results show yet again that manufacturing has the resilience and the qualities to form one of the foundations of a successful UK economy."

"Brexit does create uncertainty and it is important that the new government is clear that Brexit will be structured in a way that serves the best interests of business. As part of this it is vital that we remain open for business and negotiate new trade agreements with the EU and other key markets so that international markets remain open

and accessible as soon as Brexit is completed."

According to the survey, whilst output and orders balances eased slightly from Q1, they were still well above historical averages at 26% and 25% respectively (31% and 29% in Q1). The balance on export orders exceeded that of the last quarter, at 28%. This surge is expected to be maintained in the next quarter which will help compensate for an expected slight easing in domestic demand.

Looking forward, a net balance of companies expects the expansion to continue, reflecting a positive, supporting economic environment, both domestically and abroad.

This strong set of figures on burgeoning order books is reflected in a three year high balance for recruitment at 21% (17% in Q1), with balances in positive territory in all parts of the UK in the past three months. Whilst easing slightly from the two year high recorded in Q1, investment intentions remained in positive territory (7% compared to 12%).

The survey also reflects a strong performance from capital goods sectors which follows a prolonged

period of decline following the collapse in oil and gas production. As global economic output increases across the board manufacturing investment coming back to online sectors such as mechanical engineering and electronics are all benefiting significantly from this upswing, mirrored in their employment and investment balances.

Last quarter's expectations of further price increases didn't materialise as the pass through of sterling depreciation modified and the uptick in input costs eased from earlier surges. This did have an impact on manufacturers' profit margins on domestic sales which slipped further into negative territory. Similarly, profit margins on export sales were slightly negative

In response to the continued improvement in economic conditions EEF has revised its forecasts upwards. Manufacturing is now expected to expand by 1.3% in 2017 and 0.5% in 2018 (1% and 0.1% in Q1) and GDP by 1.8% and 1.3% respectively (unchanged from Q1).

The survey covered 368 responses and ran from 3rd-24th May.



SALES AND OPERATIONS PLANNING - AN ESSENTIAL PROCESS FOR BETTER SUCCESS

A perfect sales and operation plan is the road to expected success in business. Every progressive and successful organisation does this work to ensure the profit in the future. For those who don't consider it as an essential part of their business, growth always remains a question mark.

Maintaining good balance between requirements and supplies is a big challenge for any business. It is possible only if a business does proper sales and operations planning. This is a proven approach of running a profit generating business, and has been for many decades. Companies have tried and today they are the giant players of today's competitive market. Many day to day operations take place in business organisations. These operations can be performed well, if linked with well-planned business strategies. That's what experts do in S&OP.

A company faces loss in both

conditions, whether it does larger production of goods than actual demands or minimum production of goods than received orders. It is quite crucial to estimate the right value of production to prevent the company from loss. These are not only one or two aspects of the business that provide perfect estimation for production. Management needs to link many processes to form an exact plan for production.

The author is a famous blogger, who has got fame for publishing many blogs on marketing technique and online marketing strategies.

MATTHEW WILLIAM, CEO

Many marketing geniuses have failed in doing that and that's why companies need external support to meet this special requirement. Today's market conditions are quite unstable. The sales and marketing team should create plans that can work in variable market

conditions enabling the company to profit. Of course, it is not an easy task to do, but professionals perform it precisely. Many brands endorse the same product and try to draw attention of the buyers. The business takes growth when its marketing plans suit to the demands of customers. That is how prospects become leads in today's aggressive market.

By applying effective supply chain planning, a company can achieve the top spot and all of its rivals will find it difficult to match that company's level. Many things work simultaneously to provide a business top spot. It is hard work of marketing and operation planners, who apply their knowledge into improving the service and supply quality of the business. Of course, any business without S&OP cannot survive in today's market because it will not be able to satisfy their customers with its support.

Source: <http://www.adexa.com>



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MANAGERS LEARN BETTER FROM OTHERS' FAILURES THAN THEY DO FROM THEIR SUCCESSES, STUDY SUGGESTS



“If it bleeds it leads” goes an old adage in newsrooms. And journalists are hardly unique in thinking so: psychology research provides abundant evidence that bad events have more impact on people’s thinking than good ones do.

Yet, this lesson has been largely absent when it comes to the training and education of managers, according to a recent paper. As the report explains, “Best-selling managerial books and case studies, such as Jim Collins’ *Good to Great* or General Electric’s success story during Jack Welch’s reign, are expressions of a one-sided focus on other people’s successes. Although typically a manager whose organisation is facing a challenging situation that could lead to failure, virtually all of the cases turned into successes for the organisation.”

As a result, the paper contends, “current learning practices in management fall short of fully utilising the learning potential inherent in other people’s experiences. Drawing lessons from other people’s failures is a particularly effective but underused form of learning. Hence, the best practice is to focus not only on others’ best but also on their worst practice - and to share with others not only one’s success but also one’s failure stories.”

Reaching these conclusions through an experiment in a classroom setting, the authors see their findings as highly pertinent to business practice. Comments co-author Ronald Bledow of Singapore Management University, “Our findings certainly apply to informal learning on the job - for example to the reluctance managers may have about revealing past failures, even though such stories are particularly likely to be of value to workers who find themselves in similar situations.”

Adds management consultant Diana Bister, who collaborated with Prof Bledow on the research (along with Bernd Carette of KPMG Belgium and Jana Kühnel of Ulm University in Germany), “Employees should be encouraged to see errors as natural byproducts of learning that help lay the basis for further improvement. Yes, a primary aim of organisations is to avoid errors, but mistakes are inevitable, and encouraging workers to talk about them openly isn’t lax management - it’s good management.”

All the more so, the study suggests, because failure is not just a useful alternative to success as a teaching tool but a better one. “Failure stories lead to more learning transfer than success stories,” the researchers find. Why? Because ‘people respond to failure

stories with a heightened level of elaboration,’ a term that refers to the extent that people allocate cognitive resources and display self-directed learning when processing vicarious experiences.

In short, failure stories move managers to reflect harder than tales of success do.

The researchers reached this conclusion through an intricate experiment involving 50 university students in the social sciences, whose average age was about 24 and 30 of whom were women. The study consisted of sessions lasting about an hour in which up to six participants worked individually without any interaction. Participants listened to five fictional stories, each read as a first-person narrative by a different actor portraying a manager. Each story dealt with one of five important aspects of management - recognising changes, analysing a market, managing time effectively, dealing with conflict, and providing leadership. Half the participants heard five stories that ended with success, and half heard five tales of failure. The structure of the scenarios and the training content were similar for both conditions, even while differing in their positive or negative outcomes.

For example, one story was about a young man who wants to open a

bar selling unusual coffee creations and thinks the best location would be near a university. In the success scenario, he invests in a market analysis, despite a tight budget, and is advised that students are unlikely to have the money to spend on his unusual creations and that a better location would be in the city center. The result is a flourishing business. In the failure scenario, the young man is not willing to finance a market analysis and follows his inclination to set up shop near the university. With students being unable to afford his coffee creations, the business lasts only a few months.

After each of the five stories, participants were asked to write down what they could learn from it - in other words, to reflect on how it might be of use to them. The number of learning points students derived from the scenarios became measures of elaboration.

To see how these lessons would be applied to another situation - that is, for the researchers to obtain a measure of learning transfer - participants were next presented with a case study about an advertising agency and asked to respond to five management questions related to issues raised in the prior success and failure scenarios. For example, they were asked to plan a meeting where

an employee would be dismissed, a task thematically related to a prior scenario dealing with conflict. Learning transfer would be demonstrated if participants indicated they would prepare the employee for the meeting, as was done in the success scenario but not in the failure case. Two independent raters who did not know in which condition participants had been trained rated their responses by how many elements of the prior stories they applied to the transfer task.

In general, failure scenarios proved significantly more likely to result in learning transfer. In the words of the study, researchers found ‘higher elaboration and training transfer in the failure-story condition. Failure stories led to more elaboration and as a consequence to higher learning transfer.’

Experimental results notwithstanding, the authors urge that the findings ‘should not be misunderstood as a general recommendation to replace success stories with failure stories. Success stories serve as inspirational examples and can build learners’ confidence in their abilities, in particular when they see similarities between themselves and a role model. Failure stories may be particularly effective in learning contexts where learners need to

intensively elaborate a topic, to develop differential and flexible knowledge or when learners lack the motivation to elaborate on a subject because they underestimate its difficulty. Failure stories could then serve as wake-up calls.

The authors concede that managers who have experienced failure firsthand may hesitate to share failure stories to avoid being viewed as incompetent protagonists who have a history of successes, may even be viewed in a more positive and humane light if they also share their failure stories. They cite several initiatives that have successfully used failure as a learning resource, such as ‘After Event Reviews’, originally developed by the U.S. Army but now more widely used, and Fail Forward, an award-winning management consultancy.

In conclusion, they endorse a culture in which employees at all organisational levels are willing to share their erroneous actions. The top-management team of an organisation can set a powerful example by openly discussing past failures. Organisations can also institutionalise communication about failures by providing a platform for employees to share failed experiences.

DAMCO LAUNCHES 'TWILL' - A NEW DIGITAL FREIGHT FORWARDER

Damco, a global provider of innovative freight forwarding and supply chain management services, has announced the launch of the start-up Twill, a digital freight forwarder designed to simplify shipping with the customer at the helm.

The solution enables customers to book, manage and monitor shipments online at the click of a button, focusing on four key features:

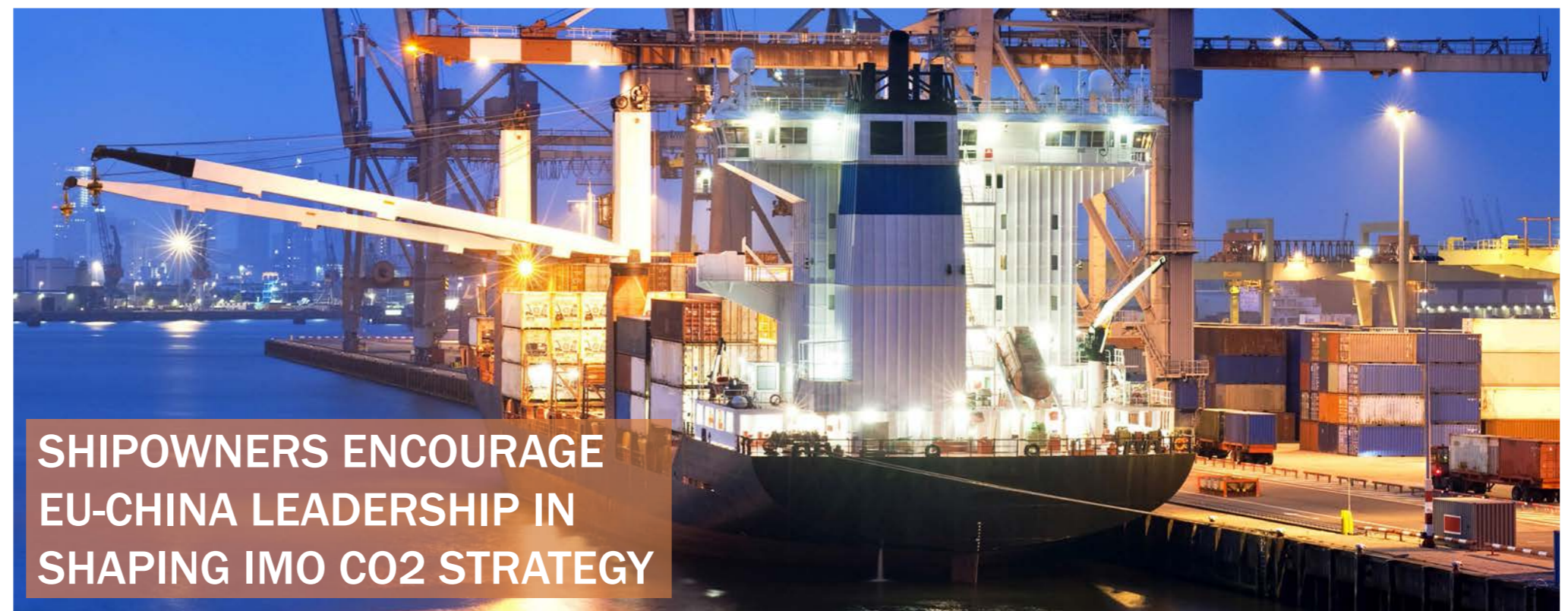
- Instant quotation
- Integrated document handling
- Milestone transparency
- Proactive exception management

Initially focused on managing ocean shipments within the China to UK trade lane, the company will grow by adding more shipping routes and products over the coming months.

Jo Southwell, Logistics Manager at Randa Accessories is already using the platform: *"We were really pleased to be involved in the early stages of Twill's development. Already the online platform is giving us improved visibility of our shipments meaning that we can see where our goods are in the supply chain at any given time. Previously, we relied on a lot of manual processes including emails back and forth with our team in China, but Twill allows us to see all information in one place and it is so simple to use."*

Troels Stovring, CEO of Twill Logistics commented: *"We understand that not everyone is a shipping expert. Twill is designed to keep the booking process of freight as simple as possible. We're taking an agile approach, developing a product for the customer with their needs as the core of everything we do. We are confident that this will simplify shipping significantly and create a great customer experience."*

If you are interested in using the freight forwarding solution of the future, sign up for more information here: www.twill-logistics.com



Following the decision of the United States to withdraw from the Paris Climate Agreement, the European Community Shipowners' Associations (ECSA) and the International Chamber of Shipping (ICS) encourage the intention of the European Union and the People's Republic of China to intensify co-operation in achieving a global climate deal for shipping.

Indications of such co-operation materialised during the 19th EU-China Summit held in Brussels on 1st-2nd June 2017. At the Summit, EU and Chinese leaders reaffirmed their commitment to implementing the Paris Agreement on climate change. EU and Chinese leaders also looked forward to co-hosting, along with Canada, a major ministerial gathering in September to advance the implementation of the Paris Agreement and accelerate the clean energy transition.

"The withdrawal of the United States from the Paris Climate Agreement should not jeopardise an ambitious global strategy to reduce the CO2 emissions of

shipping", said ECSA Secretary General Patrick Verhoeven, *"We are therefore pleased that the EU and China appear to be working towards reinforced co-operation on delivering a climate agreement for shipping at the International Maritime Organisation."*

Discussions on the IMO greenhouse gas (GHG) reduction strategy will start in a few weeks' time, at the 71st session of the IMO Marine Environment Protection Committee (MEPC). The IMO aims at establishing an initial strategy in 2018, which is to be finalised in 2023, after real-time data on CO2 emissions of global shipping have been collected and analysed. Ahead of the MEPC meeting, the global shipping industry, represented by four international shipowner organisations, submitted a proposal to keep total global CO2 emissions below 2008 levels, and then progressively cutting annual total emissions from the sector by 2050, by a percentage to be agreed by IMO.

"We call upon the EU and China,

and indeed all IMO Member States, to support the industry proposals", said ICS Secretary General Peter Hinchliffe, *"The priority of governments should be to focus on the development of alternative, fossil-free fuels and IMO should assess whether holding CO2 below 2008 levels can be achieved with technical and operational measures alone."*

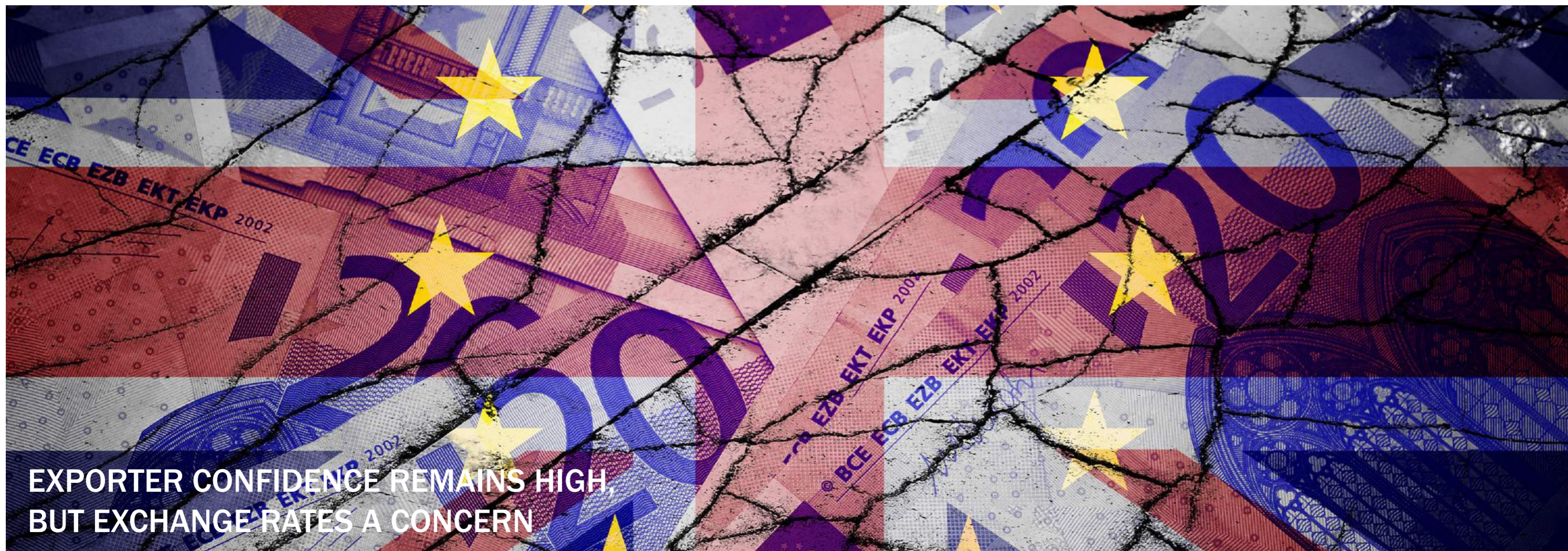
ECSA and ICS continue to express concern about unilateral measures that the EU and other regional powers may be contemplating. The European Parliament is notably pushing for the unilateral inclusion of shipping in the European Emission Trading Scheme (ETS) and the Chinese government is also considering a national ETS scheme which could eventually include shipping.

"We remain firmly opposed to a patchwork of regional schemes that would distort international shipping markets while doing little to tackle the reduction of the global industry's actual emissions", concluded Patrick Verhoeven and

Peter Hinchliffe, *"Imposing regional solutions will be counterproductive. It will anger developing nations that have agreed to participate in the IMO process despite their concerns about the implications for their economic development, making the prospect of a global agreement on truly meaningful CO2 reductions far more difficult if not impossible."*

The industry submission to IMO concerning CO2 emissions reduction from international shipping has been made jointly by ICS, BIMCO, INTERCARGO and INTERTANKO. It will be considered by IMO Member States at a meeting in London, which will commence the development of an IMO strategy on CO2 reduction by shipping in order to match ambition of the Paris Agreement.

The Membership of ECSA and ICS comprises over 40 national shipowners' associations representing all sector and trades and over 80% of the world merchant fleet.



EXPORTER CONFIDENCE REMAINS HIGH, BUT EXCHANGE RATES A CONCERN

The British Chambers of Commerce (BCC), in partnership with DHL, have published its latest Quarterly International Trade Outlook, which shows that confidence among UK exporters remains strong.

The number of businesses reporting improved export sales increased in the first quarter of 2017. Businesses in both manufacturing and services are also more confident that their turnover and profitability would increase in the coming 12 months.

The BCC/DHL Trade Confidence Index, which measures the volume of trade documentation issued by accredited Chambers of Commerce, rose by 5.5% on the quarter - and is up 9.06% from the same quarter last year - standing at its second highest level on record.

The results show that businesses

are continuing to trade despite political uncertainty, however currency fluctuations remain a concern. 52% of manufacturers and 25% of services firms say exchange rates are more of a concern to their business than three months ago.

To maintain momentum, and to help UK firms succeed beyond Brexit, the government should develop an expanded trade mission and fairs programme, help businesses build links with key trade partners and underpin deals, and expand funding for front-line assistance to exporters. Businesses will be looking for the next government to secure frictionless future trade arrangements with the EU, crucial to both importers and exporters, as well as to broker new relationships with emerging markets.

Key findings from the report:

- The BCC/DHL Trade Confidence Index, a measure of the volume of trade documentation issued nationally, rose by 5.5% on the quarter. The Index now stands at 126.55 - up 9.06% on Q1 2016 - and is the second highest level since records began in 2004
- The balance of manufacturers reporting improved export sales rose from +16% to +26%. Looking at services, the balance of firms reporting improved export sales rose from +8% to +10%
- The balance of manufacturers reporting improved export orders rose from +13 to +22 in Q4 2016, while in services it fell slightly from +6% to +5%

- Looking at expectations of turnover over the next 12 months, the balance of manufacturers confident of an increase held fairly steady, rising from +43% to +44%. In services this rose by four points from +35% to +39%
- Confidence that profitability would improve rose to +28% for services companies - up from the +21% in Q4 2016. The balance of manufacturers jumped by ten points, from +22% to +32%

Commenting on the findings, Dr Adam Marshall, BCC Director General, said:

“Confidence among exporters is strong, which is a timely reminder that businesses are doing their best to ignore the cacophony of political

noise around them and focus on the success of their own operations.

“While confidence among UK exporters is high, rising costs, recruitment difficulties, and concerns around currency fluctuations could temper their growth if allowed to continue unchecked. Alleviating the burden of upfront costs and addressing the skills gap would increase productivity, investment and growth.

“For UK exporters to succeed in the long-term, the next government must deliver not only a Brexit deal which allows for frictionless trade with Europe, but also pragmatic and practical support for businesses looking to develop lasting links with new customers and markets around the world.”

Ian Wilson, CEO DHL Express UK

and Ireland, said:

“Despite the many unanswered questions about what a post-Brexit Britain will look like, this latest Quarterly International Trade Outlook demonstrates that UK exporters remain optimistic about what the future holds.

“As a facilitator of international trade, we’ve seen our customers embrace the short term benefits that came with the fall in the value of the pound. However, this report demonstrates that whilst businesses are confident, they are not complacent - with currency fluctuations a lingering concern for exporters. In these uncertain times, there is an even greater imperative to expand the portfolio of markets businesses trade with, to help spread the risk across multiple currencies.”



NEW OCEAN ALLIANCE WILL BE THE LARGEST FOR ASIAN-EUROPEAN TRADE

Every few years, ocean carriers organise themselves in new alliances. By pooling together fleets of ships and shipping containers on behalf of each other, it is possible to cover larger geographic areas and improve the shipping services.

On April 1st 2017, Evergreen Line formed the new Ocean Alliance together with some of the world's leading ocean carriers, becoming the largest ocean alliance for Asian-European trade.

What is the new Ocean Alliance?

The new Ocean Alliance will consist of Evergreen Line, CMA CGM, Cosmo Shipping, and OOCL. In addition to the Ocean Alliance,

there are two other alliances: 2M and The Alliance. While the Ocean Alliance will represent 37% of all the Asia-Europe trades' container capacity, 2M will represent 34%, and The Alliance 29%, making the Ocean Alliance the largest for Asian-European trade. The Ocean Alliance will deploy around 350 container vessels with an estimated total carrying capacity of 3.5 million TEUs, and represent 38 percent of the entire global trade.

There are going to be 6 services connected to Asia and Europe per week in total. The Ocean Alliance will call 18 ports directly in Asia and 13 ports directly in Europe. From this year on, the Ocean Alliance will

also call ports directly in the Baltic Sea area. One of them is the Port of Gdansk in Poland, which will open up the possibility for the alliance to also extend the feeder network further in the Baltic Sea area.

How will customers benefit from the new Ocean Alliance?

With joint forces, the Ocean Alliance will be able to improve service quality and schedule reliability. Customers will benefit from a competitive selection of sailing schedules and direct port pairs, fast transit times, and a highly efficient fleet of vessels to cater to the needs of today's demanding and increasingly green global supply chains.

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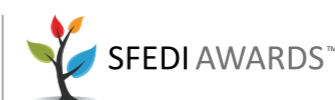
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BITA MEMBERS' MOOD RISES AS OPTIMISM AROUND ECONOMIC PROSPECTS AND ORDERS IMPROVES

The latest Forklift Truck Market Outlook for 2017, produced by Oxford Economics on behalf of BITA, reveals that member confidence has improved since the last survey in Autumn 2016 - with 85% of respondents feeling general prospects for the coming 12 months remain unchanged.

None of respondents in this latest survey said they felt 'less optimistic' for the next 12 months, compared to half of respondents who said this in the Autumn survey - and 15% felt prospects had improved.

However levels of optimism now, compared to the equivalent report in May 2016, are not as high. Taken across the last three Outlook reports, overall optimism was high in May 2016, taking a dip in the Autumn report, with optimism now returning in the current report,

albeit at a lower level.

Attitudes to sales have also improved, with 85% of respondents saying they expected sales to either 'rise modestly' or 'rise significantly'. Views on orders have also remained positive with 70% expressing that their order books are 'modestly better than normal.'

This could reflect the strong order position prior to the referendum - as now only 15% feel their order books are 'significantly better than normal', down from 50% who thought this was the case in the Autumn survey.

Concerns around pricing have eased, although the expectation continues to be that prices will rise, driven by the devaluation of sterling. Only 30% now hold the opinion that prices will 'rise significantly' in the coming 12 months, compared to

66% who thought this previously. Prices are expected to 'rise modestly' by 70% of respondents.

One area where expectation has changed significantly is 'which customer sector will show most sales in the coming 12 months'. In the Autumn survey no respondents chose 'Retail and Wholesale firms' as a key growth sector - in this survey 30% of respondents think this is the case.

Counterbalance orders have recovered a little after major falls registered last year, growing 3.6% year-on-year in Q1 2017. However it is not anticipated this will continue as investment - crucial to the performance of the Counterbalance market - struggles.

The warehouse segment has performed better, growing by 36% in the final quarter of 2016 - and

by 5% year-on-year in Q1 of 2017. However, within Classes the picture is much more mixed. Class 2 bookings fell by 20% year-on-year in Q1. Class 3 performed much better, rising 21% in Q1 - and it is the strength of Class 3 that is holding up overall warehouse orders.

The Oxford Economics forecast for growth anticipates household consumption will rise by 1.5% this year, and just 0.5% in 2018. This will be compensated for to an extent by the weak pound increasing the competitiveness of exports, meaning GDP growth is forecast to be 1.8% this year and 1.4% next.

Jeremy Leonard, Head of Industry Services for Oxford Economics, said: "Various risk factors cloud the outlook around this report, particularly of course Brexit and the outcome of the General Election.

The tone of negotiations around Brexit appear volatile - and the final outcome of negotiations will not be clear for some time.

"Market specific risks remain of secondary importance compared to Brexit, while innovation still provides grounds for optimism. Here struggling orders may create new impetus for novel product offerings or new technologies."

James Clark, Secretary-General of BITA, comments: "The previous Forklift Truck Market Outlook and members' survey showed our members' mood moderating as Brexit uncertainty continues - and forecast overall weaker economic sentiment as the industry digested the referendum.

"However this latest Outlook and survey has demonstrated a degree of confidence among our

members, with none saying they felt less optimistic for the coming 12 months. This coupled with an improved attitude to sales makes for quite an optimistic picture overall. But we shouldn't be complacent, there is still the great unknown of Brexit to come - and there are issues around investment which are affecting Counterbalance orders which are a potential cause for concern."

The Forklift Truck Market Outlook includes a detailed overview of sector by sector performance, both in terms of forklift product categories and customer business divisions. It is prepared for BITA by independent economic consultancy Oxford Economics and is available exclusively to BITA members as one of the key membership benefits. The next Outlook report will appear in Autumn 2017.



CIRRUS LOGISTICS LAUNCHES CLASS IN FRENCH AND GERMAN

Cirrus Logistics have announced the launch of its award-winning CLASS warehouse modelling and simulation tool in French and German. This follows a completely new user interface, new version release and availability in Mandarin earlier in 2016 as well as expanding the team with a dedicated French associate based in the region.

CLASS is the tool of choice for warehouses wanting to identify cost-efficiencies and as a test platform for introducing operational innovation. It is used for new builds, to test designs before the building process begins, and for the operational improvement of an existing site. By enabling businesses to test 'what-if' scenarios in a safe computer environment before any tangible investment is made, CLASS enables businesses to future-proof their operations, investment and create best-practices within their own organisation.

"We've worked hard on continually developing CLASS to ensure it uses the latest technology and warehousing methods available,"

remarked Simon Shore, managing director at Cirrus Logistics. "As it is the only tool designed specifically for a warehouse environment, it really is the preferred solution within the industry. We had a lot of interest from our customers for CLASS in different languages, our growth into France, Germany and APAC echoed this. Coupled with our own European offices, developers and partner support in APAC, we're now delighted to offer CLASS in a verity of languages."

The company is also expanding its team of warehouse specialists with a dedicated professional within France who will be appointed later this year, adding to its local certified partners operating in Germany and China.

"CLASS is truly a global brand, used by small and multi-national businesses," Shore continued. "We're dedicated to expanding and supporting our customers' needs. The new position within France as well as the selective appointment of in-region certified partners, means we can offer local support on a

global scale."

CLASS helps users create exciting, interactive visuals in the minimum amount of time, while ensuring designs are highly accurate and realistic. Version 14 builds on CLASS' visualisation capability with compelling features such as the new Sketch-Up model import function as well as adaptive light and shadow for more realistic high-definition 3D designs and easier to use 3D navigation. The result is a highly professional HD movie of the virtual warehouse showing automation and the manual processing of orders.

"We're always looking at how we can further enhance and improve CLASS. By listening to our customers' needs, we have developed a compelling offering and now with versions in French, German and Mandarin our users can work even more easily using their own language," stated Carol Chapman, CLASS Product Manager at Cirrus Logistics.

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GM WORKS TO SET SUSTAINABLE NATURAL RUBBER TYRES IN MOTION

Transforming the global rubber and tyre supply chain to create lasting, environmentally sound sustainable rubber production requires a collaborative approach. Through an industry-first commitment to sourcing sustainable natural rubber in its tyres, General Motors is helping drive the industry toward net-zero deforestation and uphold human and labour rights.

“Our supplier partners are an extension of our company,” said Steve Kiefer, GM senior vice president of Global Purchasing and Supply Chain. *“We want to encourage affordable, safer, cleaner options for our customers that drive value to both our organisation and the communities in which we work.”*

GM believes that sourcing tyres produced using sustainable natural rubber has a number of community, business and environmental benefits, including:

- Preserving and restoring primary forests, high conservation value and high carbon stock areas that are critical to addressing climate change and protecting wildlife
- Improving yield and quality for natural rubber farmers, further supporting the small businesses that contribute 85% of this material
- Mitigating business risk related to supply chain sourcing and performance, helping assure long-term availability of a key commodity

As tyre manufacturers develop sustainable natural rubber policies, automakers demand will help fuel results. GM will be working with tyre suppliers, governments, rubber industry associations and environmental NGOs to drive alignment and reduce supply chain complexity.

GM is also working with suppliers such as Bridgestone, Continental, Goodyear and Michelin to develop appropriate transparency into natural rubber and ensure its traceability throughout the supply chain. The company encourages other automakers and suppliers to join the effort to accelerate progress.

GM is committed to developing safer, simpler and better solutions that move humanity forward.

For more information, visit www.gm.com



General Motors is making an auto industry-first commitment to sourcing sustainable natural rubber for all of its tires, helping drive toward net-zero deforestation and uphold human and labor rights.



DHL TEAMS UP WITH RUGBY WORLD CUP 2019 AS OFFICIAL LOGISTICS PARTNER

IoSCM's major client, DHL was the Official Logistics Partner of Rugby World Cup 2011 in New Zealand and Rugby World Cup 2015 in England.

DHL, the world's leading express and logistics provider, and World Rugby have announced that DHL will be the Official Logistics Partner and a Worldwide Partner of Rugby World Cup 2019. The partnership will see DHL again team up with one of the biggest international sporting events, which will take place in host country Japan from 20th September to 2nd November 2019. DHL was Official Logistics Partner of Rugby World Cup 2011 in New Zealand and Rugby World Cup 2015 in England.

“We are very excited to be continuing our longstanding,

successful partnership with the game of Rugby including again being involved in the premier event of such a dynamically growing sport,” said Ken Allen, CEO, DHL Express. *“We are also thrilled that it is breaking new ground in Japan, a country with the fourth largest population of rugby players in the world and with great potential to inspire a new generation of Rugby fans with its performances both on and off the pitch. DHL has operated in Japan for forty five years and has built up an unrivalled network in the country. We can't wait to share all the passion and enjoyment that Rugby embodies with our customers, employees and the broader Rugby family in Japan and around the world over the next two and a half years.”*

World Rugby Chairman Bill

Beaumont said: *“We are delighted to be extending our long-standing and highly-successful partnership with DHL, the express and logistics global leader. More than a commercial partner, DHL is a world class logistics operator and in an event where success hinges on the details, we know that we have the best possible partner.”*

The partnership between DHL and Rugby World Cup 2019 continues a longstanding relationship between DHL and the game of Rugby. As the Official Logistics Partner of Rugby World Cup 2015, DHL was responsible for the transportation of Tournament and team equipment from around the world to England and across the country. DHL delivered over 48 tons of team freight, 1,400 official match balls, and 20 sets of uprights to the 13

match venues, and also delivered over 400,000 tickets to more than 160 countries.

Alongside its support for previous Rugby World Cup tournaments, the company also currently partners with the World Rugby Sevens Series, the New Zealand Lions Series 2017, Rugby Canada, the Irish Rugby Football Union, the German Rugby Union, Harlequins in England and the DHL Stormers in South Africa, among other grassroots support for local clubs in many locations around the world. The support ranges from logistics services, sponsorship, coaching clinics with DHL ambassadors and in-kind volunteering support from DHL employees, who commit their time to run community programs and help with administering clubs.



PROPOSED NEW EUROPEAN ROAD TRANSPORT RULES RAISE CONCERNS AT FTA

“We recognise the political pressure the European Commission was facing from some member states to amend regulations covering freight vehicles but the addition of new restrictions on van operators is an unnecessary imposition, the implementation of which will hinder business growth and bring no meaningful benefit to road safety.” James Firth, FTA Head of licensing Policy

The publication of a package of legislative proposals on road transport by the European Commission has been received with mixed feelings by the Freight Transport Association (FTA).

According to FTA, the largest membership association representing the UK logistics industry, while the range of

measures announced contains welcome elements that will cut red tape for international freight operators, it also contains a worrying attempt to increase regulation for the vans sector. FTA is particularly concerned that implementing these controls will divert the Driver Vehicle and Standards Agency (DVSA)’s staff away from the vital task of policing dangerous, badly maintained or overloaded vehicles.

“We recognise the political pressure the European Commission was facing from some member states to amend regulations covering freight vehicles,” says James Firth, FTA’s Head of Licensing Policy, *“but the addition of new restrictions on van operators is an unnecessary imposition, the implementation of which will hinder business*

growth and bring no meaningful benefit to road safety. In turn, this will take the focus of the DVSA away from enforcing existing road safety laws against operators with dangerous, badly maintained and overloaded vans. Instead, the DVSA and government should be concentrating on encouraging increased professionalism in this fast-growing sector by cracking down on unroadworthy competitors, without creating unnecessary burden for those operating within the law.”

More than four million vans are used on the UK’s roads every day, with operators using their vehicles to travel a record 48.5 billion miles across the country in 2017.

The new legislation package also contains a number of measures

which UK logistics operators have been lobbying on for some time;

“We welcome proposals to reduce the ever-increasing administrative burden that our international members have been facing when operating abroad, as a result of the so-called ‘minimum wage rules’, that have multiplied across Europe in the past months,” said Pauline Bastidon, Head of European Policy at FTA. *“The emergence of these national requirements has jeopardised the integrity of the single market, and created unnecessary costs and red tape for operators. In recent months, FTA has been relentless in asking the European Commission and national authorities to cut red tape for our members, so these proposed simplifications are most welcome. We also welcome the Commission’s*

efforts to bring greater interoperability to road charging tools, which should remove the need for multiple boxes in the cab and cut costs for international operators, as well as the proposal to introduce incentives for users of cleaner vehicles”.

“However, we also have serious concerns with crucial aspects of the package, such as the unnecessary imposition of bureaucratic rules for vans, or the move to ban drivers from taking their weekly rest in the cab. We will continue to work with all European institutions involved to ensure our concerns are addressed as a matter of urgency.”

While the proposed legislation would be unlikely to come into force before Brexit, many of the proposals contained in the EU’s

“Mobility Package” will affect the practicalities of how goods will move into and out of Europe from the UK. It may be that, in the process of negotiating an effective, frictionless trade deal, the UK government agrees to implement some or all of the proposals in the Mobility Package as part of maintaining parity with EU standards and this is an area which FTA will continue to monitor closely on behalf of its members.

“FTA is advising its members to plan ahead, as the Package - once finally agreed - could well be implemented in full in domestic legislation,” concluded James Firth. *“FTA will continue to represent its members views vigorously for the duration of the negotiations through its permanent presence in Brussels.”*



THREE IN FOUR HR PROFESSIONALS EXPECT BREXIT TO ESCALATE ‘COMPETITION FOR TALENT’

CIPD, Hays Resourcing and Talent Planning report highlights need for smarter hiring by UK organisations as competition for skills hits record levels.

New research has found that, as a result of the UK’s decision to leave the EU, nearly three-quarters of HR professionals (72%) expect the competition for well-qualified talent to increase, and nearly two-thirds (61%) predict further difficulty recruiting senior and skilled employees over the next three years.

The latest CIPD/Hays Resourcing and Talent Planning Survey of more than 1,000 HR professionals found that recruitment difficulties are already being reported by three quarters of HR professionals (75%), and nearly two-thirds (65%) agree that the skills needed for jobs in their organisation are changing. Professionals with leadership (58%), digital (54%) and commercial awareness skills (51%) are most

likely to increase in demand over the next 12 months.

However, despite a recognition of the need for smarter, more targeted recruitment, less than a fifth (16%) say their organisation currently measures the return on investment of their recruitment activity. Similarly, over half (56%) say their organisations don’t calculate the cost of people leaving the business, despite labour turnover at its highest since 2007.*

Claire McCartney, Associate Research Adviser at the CIPD, the professional body for HR and people development, comments: “Today’s research highlights mounting competition for talent and the subsequent need for organisations to sharpen their focus on strategic recruitment and effective retention, to attract and maintain the skills they need in an increasingly competitive labour market. Brexit, and its impact on the labour market, should act as a stimulus

for organisations to focus their attention on building a stronger, more productive workforce, by staying alert to potential changes in their skill needs and being agile in their response.

“However, they can’t effectively do this unless they are measuring, evaluating and then strengthening their recruitment and talent strategies, based on a real understanding of their existing talent profile. Even the simplest forms of measurement can be effective, such as tracking the turnover rate of new hires, seeking feedback from candidates on their experience and monitoring the performance of new recruits. This will give organisations the insight to attract, select and retain people with the best skills and potential for their business.”

The research also found that increasing competition for talent is highlighting the need for organisations to position

themselves as an employer of choice. Almost nine in ten (89%) organisations said they have been making efforts to improve their employer brand in the last year. However, despite this focus on attracting employees, more than two-fifths (41%) believe the length of their recruitment process has led to the loss of potential recruits in the last 12 months.

Nigel Heap, Managing Director of Hays UK & Ireland, said: “As we move towards an EU exit, organisations should consider reviewing their recruitment strategies to help them secure access to the right talent. Although we are still faced with some on-going uncertainty, most sectors remain competitive so now isn’t a time for complacency.

“Not only do employers need to evaluate how they are perceived in the marketplace so they can attract the people they need, they should also ensure they have sufficient

measures in place so they are better able to justify their decisions, continue to secure investment for recruitment and respond to any changes. Organisations need to have an integrated talent strategy in place to support a targeted and measured approach to recruitment. With the skills required for roles changing and an emphasis on strong leadership, digital and commercial awareness skills, providing professional development and training is key to improving retention and helping to fill skills gaps.”

Further highlights of the survey include:

- 61% strongly disagree or disagree that technology and automation has replaced some of the jobs in their organisation
- Over half of organisations conduct all recruitment activity in-house, but there is an increasing trend to combine

in-house and outsourced approaches (2017: 44%, 2015: 40%, 2013: 28%)

- More organisations this year are currently offering and plan to offer apprenticeships. However, nearly a third believe that the current system of education is poor at equipping young people with the skills their organisation needs
- The most popular method of selection this year is competency-based interviews, overtaking interviews based on CV/application forms in popularity
- An increasing proportion of organisations use distance interview techniques such as telephone (2017: 65%; 2015: 62%; 2013: 56%) and video/Skype (2017: 52%; 2015: 46%; 2013: 30%)

* The median rate of labour turnover now sits at 16.5%, following a steady rate of decline between 2005 and 2013.



LEADERSHIP WITHOUT LIMITS!

Written by: Ali Al-Aradi, HRD Lecturer & Writer, VTDI

Leadership without limits is a casual perspective based on an intrinsic motivational model that incorporates vision, hope, meaning, and altruistic care. Organisation development and transformation with this perspective has the potential to kick start the evolution of positive organisations where employee well-being and performance can not only exist, but can be elevated.

The purpose of this leadership concept is to tap into the fundamental needs of both the leader and follower for survival through calling and membership. Creating shared vision and value across the team, and organisation levels and, ultimately, to foster higher levels of commitment and productivity.

Operationally, the leadership without limits perspective process comprises the values, attitudes, and behaviours that are necessary to inherently motivate one's self and others so they have a sense of survival through calling and membership.

This entails:

1. Creating a shared vision through which leaders and followers experience a sense of calling in that their life has a meaning and that makes a difference;
2. Establishing a social culture based on the values of trust whereby leaders and followers have a sense of membership, feel understood and appreciated, and have genuine care, concern, and appreciation for both self and others.

This process explores the concept of the ethical well-being which is defined here as authentically living one's values, attitudes, and behaviour, creating an essential leadership. It also discovers the greatness of self in search of a vision and purpose in service to key stakeholders to satisfy one's need for calling and membership.

Individuals who practice this perspective at a personal level have more peace, serenity and overall work satisfaction. Not only will their psychological well-being be greater, but they will experience better physical health. More specifically, they will have a higher regard for their self and their colleagues, quality relationships with stakeholders, a sense of meaning at work. They will also have the ability to effectively manage their

opportunities, the capacity to follow inner convictions and a sense of continuing personal development.

In a contemporary business context, performance excellence has established the need to go beyond reporting financial metrics to include non-financial predictors of financial performance such as customer satisfaction, organisational outputs such as quality and delivery, processes or internal operating measures, and employee commitment and growth. Moreover, key performance indicators are reported in those areas that have been derived from the firm's strategic plan and for which quantifiable performance objectives have been established. Of these performance categories, employee commitment is the central and leading indicator

of the other performance categories; in other words, a high degree of practising leadership without limits, is the driver of commitment and productivity and is therefore essential to optimising performance.

The strategic management process begins with the development of a vision and mission, followed by an internal and external analysis, which results in plans and objectives. These objectives provide the basis for strategy implementation and for determining key performance indicators and outcomes. Furthermore, performance indicators may either be leading or lagging measures. For example, a firm's outputs which include quality service or product and on-time delivery are leading indicators of customer satisfaction,

which in turn, impact financial performance. Internal processes in an organisation, such as best practices, determine whether the outputs are excellent. Internal processes are affected by inputs e.g. late delivery from a supplier can result in a late delivery to the customers as well as employee well-being and commitment.

In the end, the combination of the strategic model of performance excellence and having the perspective of leadership without limits will ultimately provide customer satisfaction and improved financial performance. Fostering this development of motivation and leadership will drive both human well-being and excellent operational performance.



EMPLOYMENT REMAINS AT RECORD HIGH RATE OF 74.6%

Employment remains at record high rate of 74.6%

There are 31.84 million people in work, as well as a record high 767,000 vacancies in the economy.

Official figures released on 12th April 2017 show that the employment rate is at 74.6%, with 31.84 million people in work - an increase of 312,000 on the year and the joint highest rate since records began in 1971.

The Office for National Statistics has also announced that the unemployment rate remains low at 4.7%. It has not been lower since 1975.

Full-time work continues to be the driving force behind the rise in employment. Average weekly wages

grew by 2.3% including bonuses over the last year. Wage growth has remained above 2% every month since the beginning of 2016.

Secretary of State Damian Green said:

“This is yet another strong set of figures, with unemployment at a rate that hasn’t been beaten since the 1970s and more vacancies than ever before.

“More people are finding full-time jobs and average wages have grown yet again, meaning more families have the security of a regular wage.

“However, there is always more to do. That’s why we’re creating a welfare system that rewards work through Universal Credit, which helps claimants keep more of the

money they earn.”

Today’s figures also show:

- there are 1.56 million unemployed people, 141,000 fewer than this time last year
- the number of people in full-time employment grew by 146,000 in the last 3 months
- the unemployment rate of 16 to 24 year olds who have left full-time education is 10.9% - a decrease of 1.3% from last year
- long-term unemployment is at 389,000 - the lowest since 2008

Separate figures out today show 1.1 million claims have been made to Universal Credit. Of the 490,000 people now claiming Universal Credit, nearly 40% are in work.

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*Please note: Complimentary membership benefits vary. Please speak to a member of our team to find out your eligibility or to upgrade.

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– Julie Davies, Supervisor

WHAT'S ON - GLOBAL EVENTS

Across the world, significant events take place throughout the year. Conferences, seminars and ceremonies that celebrate all aspects of the supply chain, bring together some of the most influential and innovative leaders of our time. With new theories, ideas and practices, they are fantastic opportunities to stay up to date on topical issues and ahead of your competitors.

Gartner Supply Chain Executive Conference 2017

20th-21st September 2017 | London, UK

About: The world's most important gathering of supply chain leaders. Disruptions large and small confront today's supply chains on a daily basis. Organisational survival depends on the ability to anticipate, adapt and transform supply chains to deliver reliability and performance.

More Information & Booking: www.gartner.com/events/na/supply-chain

Supply Chain Operations & Compliance in Pharma Summit

25th-27th July 2017 | Philadelphia, USA

About: Bullet-proof your supply chain operations to ensure seamless collaboration with your 3PLs and quality drugs to your patients.

More Information & Booking: www.supplychain-pharma-summit.com

IBBC Second Autumn Conference

12th November 2017 | Dubai

About: With rising oil prices, an IMF loan and increasing security, the opportunity for new business in Iraq is clear.

IBBC has convened a number of top decision makers from the Government of Iraq and key sectors, who will come together to discuss the dynamic energy and financial landscape, as well as key opportunities to be seized.

More Information & Booking: www.webuildiraq.org/events/2017-2/

Retail Delivery Connect 2017

21st-23rd August 2017 | New York, USA

About: Retail Delivery Connect is an exclusive event from Worldwide Business Research (WBR) where senior Supply Chain, Logistics and Transportation leaders come together to discuss how to improve their delivery strategy, optimise supply chain capabilities and improve global logistics.

More Information: retaildeliveryconnect.wbresearch.com

UN Procurement Company Mission

10th October 2017 | Geneva, Switzerland and Copenhagen, Denmark

About: This company mission offers you an excellent opportunity to meet procurement officers from the key organisations in Geneva and Copenhagen: WHO; UNHCR; IFRC; ILO; UNOG; UNDP; UNFPA; UNICEF.

More Information: www.exportbritain.org.uk/events/20

The Digital Manufacturing Show 2017

Date: 15th-16th Nov 2017 | Liverpool, UK

About: Be part of the largest community of industry leaders discussing digital transformation and innovation. Meet the people who can support your businesses future growth and collaborate with experts and innovators to help drive your business in the age of industrial digitisation.

More Information & Booking: <https://themanufacturerleadersconference.com>

The Digital Manufacturing Show 2017

Date: 15th-16th Nov 2017 | Liverpool, UK

About: Your toolkit for a successful digital transformation. Smart Factory Expo, run by The Manufacturer magazine, is the UK's biggest showcase for the Fourth Industrial Revolution (4IR) - a revolution in manufacturing agility, innovation and thinking.

More Information & Booking: www.tmsmartfactoryexpo.com

Kick start your global growth

20th July 2017 | Stoke-on-Trent, UK

About: Hosted by an International Trade Adviser who specialises in working with companies who are in the early stages of formulating an export plan. You will also have the benefit of in depth experience and know-how to encourage and support you in thinking about why you should take the first steps in selling overseas.

More Information: www.eventbrite.co.uk/e/kick-start-your-global-growth-tickets-34659945831

UKWA Annual Awards 2017

Date: 5th July 2017 | London, UK

About: The UKWA Awards recognise excellence in the supply chain industry. Around five hundred professionals from the logistics industry are expected to attend the event - which has come to be regarded as one of the most important networking occasions in the logistics industry's calendar. This years special VIP guest is Gerald Ratner

More Information & Booking: www.ukwa.org.uk/events/ukwa-events/2017/01/ukwa-annual-lunch-awards-2017/



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<p>Head of Supply Chain and Contracts Location: Luton Salary: £70k - 90k + Benefits</p> <p style="text-align: center;">View Job</p>	<p>Head of Supply Chain Transformation, Interim Contract Location: West Midlands Salary: £500 to £800 per day</p> <p style="text-align: center;">View Job</p>	<p>Senior Analyst - Supply Chain Location: London Salary: £50k - £55k</p> <p style="text-align: center;">View Job</p>
<p>FM Procurement and Supply Chain Director Location: Surrey Salary: £70k - 90k</p> <p style="text-align: center;">View Job</p>	<p>Senior Supply Chain Manager Location: Stevenage Salary: £55k - £65k + benefits</p> <p style="text-align: center;">View Job</p>	<p>Head of Supply Chain and Procurement Location: Waltham Abbey Salary: £80k - £90k</p> <p style="text-align: center;">View Job</p>
<p>Director - Global Supply Chain Operations Location: California, US Salary: Excellent</p> <p style="text-align: center;">View Job</p>	<p>Supply Chain IT ERP Lead Location: Merseyside Salary: £80k - £85k</p> <p style="text-align: center;">View Job</p>	<p>Supply Chain Account Manager Location: Nottinghamshire Salary: £45k - £49k</p> <p style="text-align: center;">View Job</p>
<p>Supply Chain Operations Manager Location: Rugby Salary: £50k - £70k</p> <p style="text-align: center;">View Job</p>	<p>Senior Supply Chain Audit and Compliance Manager Location: London Salary: £65k - £75k + Benefits</p> <p style="text-align: center;">View Job</p>	<p>Supply Chain Planning Manager Location: New York, US Salary: Excellent</p> <p style="text-align: center;">View Job</p>

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Supply Chain Graduate/Trainee Buyer, Wales, £16k - £18k + Benefits	View Job
Supply Chain - Analyst, Broxbourne, £23k - £30k + Benefits	View Job
Supply Chain Manager, Slough, £55k	View Job
Production & Supply Chain Analyst, Hardwick, £25k - £30k + Benefits	View Job
Supply Chain Project Manager, East Midlands, £400 per day	View Job
Supply and Logistics Planner, Glasgow, Salary Negotiable	View Job
Supply Chain Intern, New Jersey US, Salary Negotiable	View Job
Supply Chain/Inventory Manager, Hampshire, £30k to £40k	View Job
Supply Planner, Yorkshire & Humber, £24k to £27k	View Job
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<p>Senior Buyer Location: North Lincolnshire Salary: £55k - £65k</p> <p style="text-align: center;">View Job</p>	<p>Strategic Category Buyer - Purchasing / Procurement Location: Stoke-On-Trent Salary: Up To £50k + Benefits</p> <p style="text-align: center;">View Job</p>	<p>Head of Procurement Location: Devon + Homebased Salary: £65k - £75k + Benefits + annual bonus</p> <p style="text-align: center;">View Job</p>
<p>Purchasing Manager Location: West Midlands Salary: £50k - £65k</p> <p style="text-align: center;">View Job</p>	<p>Global Procurement Manager Location: Watford Salary: £55k - £65k + Benefits and Car</p> <p style="text-align: center;">View Job</p>	<p>Senior Strategic Buyer Location: Warwick Salary: £40k - £48k</p> <p style="text-align: center;">View Job</p>
<p>Head of Procurement Location: Birmingham Salary: £75k - £80k + Benefits</p> <p style="text-align: center;">View Job</p>	<p>Strategic Procurement Category Manager Location: New Jersey US Salary: \$120-\$150pa + Benefits</p> <p style="text-align: center;">View Job</p>	<p>Procurement Manager Location: West Midlands Salary: £50k - £70k</p> <p style="text-align: center;">View Job</p>

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Purchasing Graduate, Caerphilly, Salary Negotiable	View Job
Assistant Buyer, Blackburn, £20k - £25k	View Job
Purchasing Assistant, Chorley, £17k - £20k	View Job
Procurement Officer, St Albans, £23k - £26k	View Job
Interim Senior Buyer, Leicestershire, £25k - £42k	View Job
Senior Purchasing Specialist, Bristol, £31k - £41k	View Job
Indirect Procurement Manager, Bristol, £45k - £50k	View Job
Buyer, Basingstoke, £25k - £30k	View Job
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Buyer (German Speaking), North West, £30k - £40k	View Job
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Indirect Purchasing Site Lead, Leighton Buzzard, Competitive Salary	View Job
Purchasing Administrator, Birmingham, £8.25 - £9.25 per hour	View Job
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Procurement Specialist/Supply Chain Manager, Oxford, £35k - £50k	View Job
Sourcing Analyst - Procurement, London, £300 - £330 per day	View Job
Senior Buyer, Fareham UK, £35k - £40k	View Job

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<p>Master Scheduler Location: Livingston Salary: £40k - £42k</p> <p>View Job</p>	<p>Operations Manager (Manufacturing) Location: County Durham Salary: £35k to £42k</p> <p>View Job</p>	<p>Manufacturing Manager Location: Stockport Salary: £40k - £45k</p> <p>View Job</p>
<p>Senior Global Director of Operations Location: Europe Salary: Up to £160k</p> <p>View Job</p>	<p>Production Manager / Manufacturing Leader Location: Cambridge Salary: £40k - £50k</p> <p>View Job</p>	<p>Quality Manager Location: Sleaford Salary: £42k</p> <p>View Job</p>
<p>Master Scheduler Location: Sydney, AU Salary: £70k - £87k</p> <p>View Job</p>	<p>Material Control Manager Location: Newton Aycliffe Salary: £50k + Benefits</p> <p>View Job</p>	<p>Materials Scheduler Location: Darlington Salary: Excellent</p> <p>View Job</p>
<p>Manufacturing Manager Location: Sheffield Salary: £45k - £55k</p> <p>View Job</p>	<p>Quality Manager Location: Newcastle upon Tyne Salary: £50k</p> <p>View Job</p>	<p>Manufacturing Quality Engineer Location: Seattle, US Salary: Negotiable</p> <p>View Job</p>

Other Job vacancies in this sector...

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<p>Master Production Scheduler, Ammanford, Up to £24k</p> <p>View Job</p>
<p>Production Team Leader, Llandovery, Salary Negotiable</p> <p>View Job</p>
<p>Manufacturing Technology Engineer, New York, US, Salary Negotiable</p> <p>View Job</p>
<p>Operations Manager, South Yorkshire, Salary Negotiable</p> <p>View Job</p>
<p>Project Engineer - Composite Manufacturing, Oxfordshire, £30k - £35k</p> <p>View Job</p>
<p>Manufacturing Team Leader Upstream Processing, Europe, €87k - €94k</p> <p>View Job</p>
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<p>Production Operative, Oxford, £19k - £22k</p> <p>View Job</p>
<p>Production Operative, Buckinghamshire, £18k - £20k</p> <p>View Job</p>
<p>Assembly Operator, West Berkshire, Salary - Depending On Experience</p> <p>View Job</p>
<p>Assembly Flow Line Team Leader, Cheltenham, Salary Negotiable</p> <p>View Job</p>
<p>Production Controller, Newton Aycliffe, £26k - £29k</p> <p>View Job</p>
<p>Quality Assurance Technician, St. Leonards-On-Sea, £16k - £19k</p> <p>View Job</p>
<p>Operations Supervisor, Leicester, £24k - £26k</p> <p>View Job</p>
<p>Production Controller, Redditch, £20k - £25k</p> <p>View Job</p>
<p>Workshop Controller/Production Manager, Workington, Salary Negotiable</p> <p>View Job</p>
<p>Modular Assembly Operator, Bradford, £7.60 - £9.60/hour</p> <p>View Job</p>

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Logistics and Transport Jobs Board

Our Logistics and Transport clients are recruiting for the following positions:

TOP POSTS

<p>Head of Supply Chain & Logistics Location: Sheffield Salary: £55k - £65k</p> <p>View Job</p>	<p>European Logistics Manager Location: Scotland Very Competitive Salary</p> <p>View Job</p>	<p>Logistics and Supply Chain Manager Location: Bradford Salary: £45k - £55k</p> <p>View Job</p>
<p>Logistics Director Location: Leeds Salary: £75k - £95k + Benefits</p> <p>View Job</p>	<p>Head of Distribution / Logistics Director Location: High Wycombe Salary: Unspecified</p> <p>View Job</p>	<p>Stock & Logistics Finance Analyst Location: London Salary: £30k - £35k</p> <p>View Job</p>
<p>Senior Transport Planner Location: London Salary: £38k - £44k + Benefits</p> <p>View Job</p>	<p>Transport Planning Director Location: Bristol Salary: £70k - £120k</p> <p>View Job</p>	<p>Interim Director of Transport / Freight Nationwide Salary: £750 - £900/day</p> <p>View Job</p>
<p>Principal Transport Planner Location: Hampshire Salary: £45k - £50k + Benefits</p> <p>View Job</p>	<p>Operations Manager (Logistics / Transport) Location: Hounslow Salary: up to £60k</p> <p>View Job</p>	<p>Operations Director - Logistics Location: Manchester Salary: £105k - £115k</p> <p>View Job</p>
<p>Logistics General Manager Location: Dartford Salary: up to £60k</p> <p>View Job</p>	<p>Assistant Logistics Manager Location: London Salary: £34k</p> <p>View Job</p>	<p>Courier Logistics Manager Location: Stockport Salary: up to £100k</p> <p>View Job</p>

Other Job vacancies in this sector...

Logistics Administrator, Bridgend, £18k to £20k	View Job
Transport Planner, Bristol, £22k - £25k	View Job
Logistics Supervisor, Glastonbury, £25k - £32k	View Job
Logistics Coordinator, London, £19k - £21k	View Job
Logistics Manager, London, £18 - £23 per hour	View Job
Logistics Foreman, Isles Of Scilly, £25k - £28k	View Job
UK Lubricants Transport/Logistics Manager, Kent, Negotiable	View Job
Logistics Admin Supervisor, Kent, £Negotiable	View Job
Courier Logistics Manager, UK Wide, up to £100k	View Job
Logistics Administrator, Ashby-De-La-Zouch, up to £20k - £22k	View Job
Logistics Coordinator/Administrator, Desford, £8.50 per hour	View Job
Transport Manager/Logistics Supervisor, Bath, £35k - £40k	View Job
Transport Coordinator, Bristol, £25k - £35k	View Job
Route Manager, Bristol, £40k - £44k	View Job
Material Management Coordinator, Southam, £23k	View Job
European Road Freight Coordinator, St Albans, £25k - £30k	View Job
European Road Freight Administrator, Manchester, £16k - £18k	View Job
Road Freight Planner, St Albans, £25k - £30k	View Job
Import Coordinator - Road & Sea Freight, Dartford, £22k - £25k	View Job
Transport Planner - Freight Forwarding, West Midlands, £20k - £25k	View Job

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Shipping, Imports and Export Jobs Board

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<p>Operations Manager - Project Forwarding Location: Sydney AU Salary: Competitive Package</p> <p>View Job</p>	<p>Airfreight Manager Location: London Salary: £30k - £40k</p> <p>View Job</p>	<p>Air & Sea freight Sales & Business Development Location: Central England Salary: £35k - £45k</p> <p>View Job</p>
<p>Ocean Freight Manager Location: Milton Keynes Salary: £40k to £45k</p> <p>View Job</p>	<p>Shipping Co-ordinator Location: Coleford Salary: £20k - £28k</p> <p>View Job</p>	<p>Client Account Manager - Import, freight, retail, shipping Location: Ilford Salary: £25k - £30k</p> <p>View Job</p>
<p>Seafreight Operator Location: Sutton Coldfield Salary: up to £25k</p> <p>View Job</p>	<p>Ocean Import Operator Location: Manchester Salary: up to £27k</p> <p>View Job</p>	<p>Stock Controller/ Shipping Coordinator Location: Cambridge Salary: £27k to £31k</p> <p>View Job</p>
<p>Shipping Documentation Coordinator Location: North West Salary: up to £24k</p> <p>View Job</p>	<p>Logistics & Shipping Coordinator Location: Reading Salary: up to £28k</p> <p>View Job</p>	<p>Export Controller Location: Twickenham Salary: £28k to £32k</p> <p>View Job</p>
<p>Documentation and Exports Controller Location: Wellingborough Salary Negotiable</p> <p>View Job</p>	<p>French and German Export Customer Service Coordinator Location: Devon Salary Negotiable</p> <p>View Job</p>	<p>Trainer - Customs & Freight Procedures Location: Hounslow Salary: £35k to £37k</p> <p>View Job</p>

Other Job vacancies in this sector...

Exports Administrator, Northern Ireland, £17k - £18k	View Job
Shipping Coordinator, Hertfordshire, £24k - £29k	View Job
Import/Export Coordinator, Halifax, £20k - £28k	View Job
Shipping Clerk/Transport Administrator, Portsmouth, £18k - £21k	View Job
Shipping/Marine, London, £Negotiable	View Job
Shipping and Transport Supervisor, Royston, £32k - £33k	View Job
Shipping Clerk, Hull, £Competitive	View Job
Airfreight Coordinator Imports/Exports, Manchester, £18k - £21k	View Job
Ocean Export Clerk, Manchester, £28k	View Job
Export Freight Clerk - Air & Sea, UK, £18k - £22k	View Job
Customs Clerk - Shipping, Portsmouth, £Negotiable	View Job
Sea Freight Operator, Warwickshire, £18k - £25k	View Job
Sea-Freight Logistics Trainee, Wilmslow, £15k - £18k	View Job
Exports Logistics Controller, Berkshire, £25k - £28k	View Job
Deep Sea Export Clerk, Suffolk, £25k - £30k	View Job
Shipping Analyst, Manchester, £22k - £26k	View Job
Import/Export Compliance Officer, Belfast NI, up to £28k	View Job
Airfreight Operations (Imports/Exports), Slough, £25k - £26k	View Job
Import/Export Administrator, Hertfordshire, £30k - £35k	View Job
Import & Export Executive, Smethwick, £22k - £27k	View Job

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Warehousing Jobs Board

Our Warehousing clients are recruiting for the following positions:

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<p>Warehouse Manager Location: Devon Salary: £40k - £45k</p> <p>View Job</p>	<p>Transport Planner/ Warehouse Manager Location: Lincolnshire Salary Negotiable</p> <p>View Job</p>	<p>Associate Director, Distribution Center Location: Lindam Salary Negotiable</p> <p>View Job</p>
<p>ERP Implementation Project Manager Location: West Midlands Salary: £60k - £65k</p> <p>View Job</p>	<p>Distribution Director Location: Dundee, Angus Salary Negotiable</p> <p>View Job</p>	<p>Operations Director Location: Manchester Salary: £105 - £115k</p> <p>View Job</p>
<p>Warehouse Supervisor Location: Stone Salary: £20k - £22k</p> <p>View Job</p>	<p>Group Warehouse Controller Location: Europe Salary: £65 - £70k</p> <p>View Job</p>	<p>Warehouse Operations Manager Location: Harlow Salary: £40k</p> <p>View Job</p>
<p>Warehouse & Transport Manager Location: Wrexham Salary: £32k - £35k</p> <p>View Job</p>	<p>Director of Distribution Location: Birmingham Salary: £80k - £100k</p> <p>View Job</p>	<p>General Manager - Leading 3PL Location: Cambridge Salary: £70k - £80k + Benefits</p> <p>View Job</p>
<p>Warehouse Operations Manager Location: West Yorkshire Salary: £60k</p> <p>View Job</p>	<p>First Line Manager Location: Nottinghamshire Salary: Up to £27k</p> <p>View Job</p>	<p>Warehouse Planning and Systems First Line Manager Location: Bristol Salary: £27k</p> <p>View Job</p>

Other Job vacancies in this sector...

Team Manager - Warehousing, North Tyneside, Negotiable	View Job
Warehouse Operative, Cheltenham, Negotiable	View Job
Warehouse Supervisor, South Yorkshire, £23k - £25k	View Job
Night Shift Manager, West Midlands, £29k - £31k	View Job
Warehouse Operations Supervisor, Wiltshire, £25k - £30k	View Job
Warehouse Shift Manager, London, £28k - £33k	View Job
Picker Packer, Bristol, £9.32/hour	View Job
Warehouse Assistant, Marlow, £18k - £20k	View Job
Stores/Warehouse Assistant, Bridgnorth, £8 to £10 per hour	View Job
Warehouse Team Manager, South East, £30k	View Job
Interim Warehouse Manager, Wimbledon, £170 to £210 per day	View Job
Operations Controller, Cheshire, £25k	View Job
Warehouse Administrator, Kingsbury, £8 per hour	View Job
Returns Warehouse Administrator, Northampton, £8.50 to £9.50 per hour	View Job
Stock Control Supervisor (3PL), Lutterworth, £24k	View Job
Warehouse Team Leaders - Leading 3PL, Harlow, £26k - £30k	View Job
Traineeship in Warehousing, Hampshire, Apprenticeship	View Job
Customer Service and Warehouse Coordinator, Southampton, £18k - £21k	View Job
Customer Service/Warehouse Assistant, Cambridgeshire, £17k	View Job
Goods In/Stock Controller, Huntingdon, £8 per hour	View Job

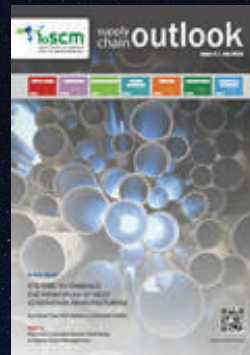
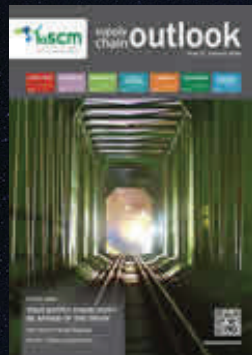


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