



## IN THIS ISSUE:

### DRINKABLE FOODS?

The secret to Amazon's success

Body Language in Business

The Fight Against Fakery - The Horse Meat Scandal - 3 years on



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## Institute

- 05 A word from the Chairman**  
Philip Chaganis OBE shares his thoughts
- 06 News from the Regions**  
Keep up to date with international news from the sectors
- 48 Members Bulletin**  
Company cars: A necessity or benefit?
- 54 Events**  
Worldwide industry events for your diary

## Training & Recruitment

- 44 Professional Development**  
Body language in business
- 52 Jobs Board**

## Expertise

- 12 Supply Chain**  
Indoor Farming
- 18 Purchasing**  
Shoppers: Digital migrants vs Digital natives
- 22 Manufacturing**  
Drinkable Superfood?
- 28 Freight Transport**  
SDV leading the way in pharma certification
- 32 Shipping**  
Container communication revolutionised
- 34 Warehousing**  
US warehouses facing packaging increase
- 40 Logistics & Transport**  
Logistics staff appointed to help McClaren





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## A WORD FROM THE CHAIRMAN



Philip Chaganis OBE  
Chairman - Strategic and Quality Committee, IoSCM

The topics and subjects covered in this edition of the IoSCM's quarterly 'Outlook' again serve to remind us of the depth and breadth of our profession. The range of content in this issue of our e-magazine for members, indicates how much skill and dedication is constantly required of us in order to maintain and develop those supply chains that are essential for commercial success.

Supply chain managers operating in today's complex economic environment need to be knowledgeable, well informed and both highly reactive and confidently proactive in dealing with steady state and new supply chain operations. This means that the thoroughly modern supply chain manager has to be up to speed and on top of his or her game at all times - and that is why a strong and continuous thread of professional development is so important to us in what we do for the businesses and organisations we support. It also means that any commercial enterprise - old or new, big or small, international, regional or local - must value the role and purpose of its professional supply chain specialists, and in a way that fosters mutual trust and respect.

Nowadays, supply chain management must never be seen merely as work done on the side line by someone who has no feel for the importance of the task; nor must it be regarded as work that can be done by other managers as something of secondary importance. Any industry or commercial organisation falling into this trap in the 21st century race to survive and prosper is unlikely to get going again.

Supply chain management has got to be an item on the 'top table' business agenda at all times, because there cannot be a time in anyone's commercial or business activities when the risks of losing sight of the logistic imperatives are worth taking - and, in my opinion, this applies equally to public and private sectors.

Apart from having a broad 'outlook' on what is going on in the world, the professional supply chain manager has to develop a 'sixth sense' that is highly attuned to the likely effect of what is going on in the world. Part of any logistic and, of course, business planning process has to be the assessment of what is anticipated as having an impact on operations - and by this I mean the sort of impact that could delay, divert or in the worst case halt the supply chain process, or indeed the sort of impact that could actually boost operations. This ability to anticipate cleverly what is likely to happen is a professional skill worth developing because it is a skill that is a lot more than just having an ill-informed ability to make simple predictions. It is all about being constantly aware and properly informed of business intentions and, all the while, trying to see what is coming over the horizon so that things can be discussed and dealt with beforehand.

So, what is coming over your horizon that is likely to impact one way or another on your supply chain operations? Likely impacts could be coming up in all directions - locally, regionally, nationally or, quite possibly, internationally - and your ability to anticipate what is coming and make informed decisions as to what adjustments need to be made will single you out as the supply chain manager from heaven, irrespective of your actual position in the organisation.

Of course you can further develop these essential skills at any stage in your career but, frankly, it is best to start early. Continuous professional development in the company of good people engaged in good business can be achieved in different ways. Willingness on the part of senior management to encourage and support the professional development of others in an organisation is crucial and must always extend to the provision of meaningful training opportunities aligned with a good level of challenge and excitement in the workplace.

As usual, this quarterly edition of 'Outlook' covers a wide range of topical issues that are relevant to the challenges we face as supply chain managers. It also provides interesting information on what some of the big players in the industry are doing right now - and if you wish to 'spotlight' your own organisation in a future edition you should contact our team as soon as you can spare the time.

Philip Chaganis OBE, Chairman IoSCM



# NEWS

## A MOVE TO CAGE FREE EGGS

According to trade group, United Egg producers, less than 9% of hens in the US are raised in a cage free environment but things are about to change.

Governments in the US, activists and big brands such as McDonald's are increasing the pressure to raise 'cage free' hens.

McDonald's, Dunkin Donuts, Nestle and General Mills have agreed to switch to cage free eggs. This comes after five states in the US, including California, have passed laws to ban wire cage eggs as well as the amounting pressure from consumers who are switching to cage free and organic eggs in the supermarkets.

Further pressure spans from animal welfare groups such as the Humane Society of the United States (HSUS). They successfully won a battle in 2008 when Californian voters passed a ballot requiring egg-laying hens raised by the state by 2015 to be able to turn around and extend their wings, in comparison to the previous 80 square inches hens had to move.

Josh Balk, Director of food policy at HSUS said: "It was at that point that the egg industry realised that the status quo was not sustainable."

Since the passing of the law, Michigan, Ohio, Oregon and Washington now have laws in place banning or restricting the use of wire caging. A ballot in Massachusetts is currently in discussion and will be decided sometime later this year.

The HSUS however has managed to persuade more than 100 large companies including, Sodexo and Compass Group to phase out caged eggs and most impressively McDonald's promised in September 2015 to switch to cage free eggs in North America over the next decade. This will have a massive input as they buy more than 2.1bn eggs a year.



This is all well and good; however there are still potential problems. For instance, the labelling on packaging could be misleading customers. In fact a report from the Wisconsin based Cornucopia Institute which promotes organic food policy and farming, claims that eggs labelled organic or cage free could in fact be produced in industrial sized barns.

Mark Kastel, Cornucopia's co-founder explains how factory farms could be misleading consumers using organic labelling: "They are inconsistent with what consumers expect in terms of the humane treatment of animals, environmental standards and support for family farmers."

To help consumers, the Cornucopia Institute report has ranked 136 named brands and private egg producers, helping consumers searching for certification from independent non-profits such as Animal Welfare Approved and Certified Humane products.

The changes could also impact smaller companies such as, The Happy Egg Co who pride themselves on being organic and cage free, however they will now have to compete with larger companies claiming something which was once their USP. One way in which this could be managed is by changing their marketing from free range to pastured, meaning their chickens live outdoors.

Another disadvantage of the changes could be an increase in price of cage free eggs. Chad Gregory, President of United Egg Producers states: "You are increasing the cost of high quality protein significantly, sometimes doubling or tripling it."

A supermarket in Washington DC have been selling Pete & Gerry's organic free range eggs for \$5.79 a dozen compared to the conventional eggs priced at \$2.99. With Americans eating around 265 eggs per person annually, according to the American Egg Board, the move to cage free could improve the lives of nine in 10 hens that lay eggs in confined spaces. Surely, consumers can compensate a higher price for a better life for these hens?

The lingo:

Cage free - hens are not kept in cages

Organic - farmers use organic feed and hens have access to the outdoors

Pastured - Living outdoors

## SFEDI EXECUTIVE CHAIR RECEIVES MBE

IoSCM would like to congratulate SFEDI's Executive Chair, Ruth Lowbridge for receiving her MBE earlier this year.

Ruth was presented with her MBE for her services to Entrepreneurs and UK business. This is a fantastic achievement and well deserved recognition for a woman who strives to help entrepreneurs reach their dreams.

She said: "I feel very honoured to receive this award in recognition of my work, which I couldn't possibly have done or continued to do without the support of my wonderful family and the whole of the SFEDI team. Inspired by my mother, I have always strived to encourage new and existing small and micro business owners to make the most of themselves by developing their enterprising skills."

Her early career began within some of the UK's most deprived communities to promote and improve skills training amongst young people. She's also worked with prisoners before their release to increase their potential for success when re-entry society through training and employment.

It's clear to see that Ruth has followed in her mother's footsteps. Ruth's mother, Mary Pattie ran a successful boarding school for ten years and established her own baby linen and wool shop. Surrounded by such business minded and strong role models whilst growing up, it's no wonder Ruth took the Executive Chair position at SFEDI more than a decade ago.

But as someone from a modest background, growing up in Hartlepool Ruth is clearly very humbled and honoured to receive her much deserved MBE. She said: "I'm extremely proud and humbled in this way. When I received the

offer letter, I actually thought they must have mistaken me for someone much more important! However, it does prove that with the right support and determination anything is possible-who could have guessed that the girl with the school report that always said 'could do better' actually would!"

Ruth has been instrumental in developing enterprise skills on a regional, national and international level. She has also delivered new and innovative ways of delivery accredited skills training.

Throughout her varied career, Ruth has had a number of successful enterprises herself including a bistro, conference centre, software company and training consultancy.

Due to her wealth of knowledge and entrepreneurial spirit Ruth is now part of the IOEE's (Institute of enterprise and entrepreneurs) Meet a Mentor initiative.

She states: "I am looking forward to sharing the work of our SFEDI and IOEE family with many more business owners, helping them to start up, strive, thrive and feel good about themselves and their futures progress."

IoSCM is a member of the SFEDI Awards approved partner network and operates under SFEDI's Awards delivery and quality assurance requirements. This partnership allows us to present our students with certificates featuring the SFEDI awards logo along with being officially titled in the Ofqual Register under SFEDI Awards.

Congratulations once again Ruth!



## PIRACY STILL A THREAT ON THE HIGH SEAS

According to the International Chamber of Commerce (ICC) International Maritime Bureau's (IMB) annual piracy report, there are suggestions that even though the number of hijacks has fallen, piracy rates are similar to those in 2014.

There were a total of 246 recorded incidents last year (one more than in 2014). This included an increase of 11% which equated to 203 in total. It also discovered that one seafarer was killed by pirates and at least 14 were injured.

Another startling finding was that kidnappings and ransoms rose from 9 in 2014 to 19 in 2015 as a result of five attacks off the coast of Nigeria.

However, there is some good news. The number of vessels hijacked decreased from 21 in the previous year to 15. There was also a reduced number of hostages; 271 hostages were held on ships compared to 442 in 2014. It's also worth noting that no hijacks were reported in the last quarter of 2015.

The IMB has monitored piracy since 1991 and states that a key factor for the global reduction was a drop in attacks against small fuel tankers around the coast of South East Asia. It believes that this is due to the actions of the Indonesian and Malaysian authorities arresting and prosecuting two tanker hijack gangs. However, it has urged shipmasters to remain vigilant and to maintain their strict anti-piracy checks.

Even though there has been a reduction in attacks around South East Asia, the area still accounts for most of the world's incidents. For instance, 55% of the region's incidents involved attacks on moving vessels in 2015 in comparison to 37% in 2014.

To tackle such issues, the IMB Piracy Reporting Centre continues to work closely with the Indonesian Marine Police and other Indonesian authorities. Reports have found that in the 11 places where ships can anchor, only Belawan and Nipah in the area have experienced an increase in attempted threats (26 in total compared to 15 in 2014).

Other areas have seen big increases in attacks, such as Vietnam, which saw an increase from 7 incidents to 27 in 2015. The IMB suggests that this is due to low level theft from anchored vessels, which saw 15 incidents around the port of Vung Tau.

China has also surprisingly seen an increase, with 4 incidents recorded in December in 2015, the first for a long time. This included 3 thefts of bunker diesel oil from large carriers as well as one failed attempt of a similar crime.

On a positive note, incidents in Bangladesh dropped from 21 in 2014 to only 11 in 2015.

The report also found that the piracy hotspot for violence and armed robbery is Nigeria. It reported 14 incidents in total but many reports are believed to go unreported, meaning the statistics don't reflect the true piracy levels in this part of the world.

In one Nigerian incident, 10 armed pirates hijacked a tanker and took 9 crew members hostage whilst they transferred oil into another vessel.

Another important finding was that there were no Somali based attacks in 2015; however the IMB has warned that those on vessels crossing the Gulf of Aden and the Indian Ocean should remain vigilant.

Pottengal Mukundan, IMB Director warned: "Somalia remains a fragile state and the potential for an attack remains high. It will only take one successful hijacking to undo all that has been done, and rekindle this criminal activity."

### HISTORICAL PIRACY CASES

#### 2009

On April 8th 2009, four Somali pirates boarded the Maersk Alabama. On board was a crew of 20 and 17,000 metric tons of cargo, 5,000 of which were relief supplies bound for Kenya, Somalia and Uganda.

As pirates boarded the ship, crew members locked themselves away in the engine room. The crew captured one of the pirates and tied him up for twelve hours hoping to exchange him for Captain Philips, however this was not the case.

Philips was held captive for 5 days and rescued after Navy marksmen killed three of the pirates. The fourth, was arrested and pleaded guilty to charges of, hijacking, kidnapping and hostage taking and was sentenced to 33 years in prison.

**Fact:** The story of Captain Philips and his crew was turned into a film which was released in 2013.

#### 2012

A Kenyan court sentenced seven Somali to 20 years in jail for piracy in 2012.

The group were arrested by Danish naval forces after they attempted to hijack a Sri Lankan fishing trawler off the Gulf of Aden. They were handed over to Kenyan authorities and held in prison for 3 years from 2009 until their trial in 2012.

**Fact:** The first group of seven Somali pirates to be tried in Kenya were sentenced to five years each in 2006.



## MORRISONS LENDS A HELPING HAND TO AMAZON

A new deal will see Morrisons supplying UK Amazon customers with groceries.

The deal will see Morrisons supply products to both Amazon Prime Now and Amazon Pantry services.

The Pantry service was launched in the UK only last year and is in fierce competition with the big four supermarkets, however its one major downfall is that it does not offer fresh product; until now.

This is all set to change with its deal with the supermarket giant who will supply fresh, frozen and non-perishable goods to Amazon customers.

But this is not the only deal Morrisons currently has in place. In fact they have a 25 year agreement with online supermarket, Ocado to run its online delivery service. It also hopes to expand Morrison's geographical coverage by using its distribution centre in south east London.

Ocado has also agreed to provide logistics services to Morrisons by arranging online orders to be picked and delivered locally from Morrison's stores in the North of England.

Tim Steiner of Ocado stated: "We are delighted to have reached an in principle agreement with Morrisons. This is a win-win arrangement which allows both of us to grow faster and more profitable."

However, Morrisons warned that the deal was not 'set in stone': "This amended agreement is subject to detailed terms being agreed and will only proceed if it enables Morrisons to achieve profitable growth online. There can be no certainty that an agreement will be concluded."

Amazon's move to online groceries will no doubt start to make the likes of Tesco sweat, who owns over 40% of the online delivery market, whereas due to Morrison's late emergence into the sector - it currently only holds 3% of the market; it's a great opportunity to expand.

Morrisons will also gain a new channel for its food manufacturing business and could potentially make it a food wholesaler to Amazon.

David Potts, Chief Executive of Morrisons stated: "This is a low risk and high capital wholesale supply arrangement that demonstrates the opportunity we have to become a broader business. We look forward to working with Amazon to develop and grow this partnership over the coming months."

But there are suspicions that this new deal with Amazon could damage the relationship between Morrisons and Ocado.

The deal with Amazon will be available in the next few months; so until then, watch this space.



## TOMATOES HELP PRODUCE ELECTRICITY

Scientists are examining if rotten tomatoes could help produce electricity.

A project in Florida is testing the theory using leftovers from a major US tomato producer. Namita Shrestha, who is responsible for carrying out the research stated: "We have found that spoiled and damaged tomatoes left over from harvest can be a particularly powerful source of energy when used in a biological or microbial electrochemical cell."

This electrical cell uses tomato paste to generate an electrical current. It works via oxidation; when the bacteria and tomato react with each other, electrons are released. These electrons are captured in the electrical cell and form a source of electricity.

Shrestha explains, "Microbial electrochemical cells use bacteria to break down and oxidize organic material in defective tomatoes."

The project has been running for several years, after concerns that little was being done to create an environmentally friendly waste process and reduce the use of landfills.

Venkataramana Gadhamshetty, research supervisor explains: "We wanted to find a better way to treat this waste that when dumped in landfills can produce methane, a powerful greenhouse gas and when dumped in water bodies, can create major water treatment problems."

Gadhamshetty added: "Our research is to investigate the fundamental electron transfer mechanisms and the interaction between the solid tomato waste and microbes."

During the research, the team found that 10 milligrams of tomatoes generates around 0.3 megawatts of electricity, which is very minimal.

However, as the state of Florida generates 396,000 tons of tomato waste each year, the research team states that this could power Disney World for 90 days using the biological fuel cell.

The research team received funding from the National Science Foundation, National Aeronautics and Space Administration, Electric Power Research Institute and the Office of Research & Graduate Studies at the Florida Gulf Coast University.

The team plan to investigate further which parts of the cell are resisting the flow of electricity and will then replace or tweak the part accordingly.

As the world tries to find more sustainable ways of producing energy, perhaps the everyday tomato could be the answer?...

Source - <http://www.acs.org/content/acs/en/pressroom/newsreleases/2016/march/tomato-waste.html>



## INDOOR FARMING

Japan plans to unleash the world's first fully automated vegetable farm in 2017. So does this mean that indoor farming is the way of the future?

Agricultural company, 'Spread' have created their 'vegetable farm' and aims to produce approximately 30,000 heads of lettuce per day, which equates to 100 times more per square foot than traditional methods.

Every single step will be automated, apart from the seeding process. By producing vegetables in this way the company claims that it can reduce the cost of labour used in farming by 50%.

One of the reasons the company focused on automated farm technology was due to the company's desire to reduce water consumption and tackle food shortages.

The company recently stated in a press release: "There are water and food shortages due to extreme weather events accompanied by the increasing global population.

Amid these problems, Spread has been working to lay the foundation for a more secure and sustainable society."

Mirai, the indoor farming company was started by Shigeharu Shimamura in 2004 after the Tohoku earthquake and tsunami devastated Japan.

He was motivated by seeing the food shortages Japan experienced after the Fukushima nuclear disaster and ultimately added to his urgency of producing indoor farms.

The advantages of indoor factories is that they remove many risks often encountered in the outside world such as; light exposure, temperature, humidity and watering level. In fact the company believe they can recycle 98% of the water used in their factory, making it more sustainable to the outdoor alternative.

The farm is laid out in a vertical arrangement which utilises the use of artificial lighting which optimises the growing conditions of the crops. This design also makes use of the energy efficient LED lights and air conditioning in order to save costs. But it's not the first indoor farming factory in the world, in fact there's one in Chicago. Shimamura states: "Finally, we are about to start the real agricultural industrialisation."

As agriculture has such an impact on the environment, it's possible that indoor farming could eliminate some of these problems, land conservation and habitat loss as well as wasteful water consumption, soil erosion and degradation.

The partnership between GE (General Electric) and Miria has made this all possible. GE and Miria have developed LED lights which generate light in waves which increases plant growth, whilst reducing the electric power consumption by 40% compared to fluorescent lighting and increases the harvest by 50%.

Many of you will be aware of the expense of artificial lighting but as Mirai has discovered a way of growing the plants twice as fast with 80% less food waste and 98% water usage, this was not an issue. They were confident in recovering the initial cost of the LED lights and the cost of artificial lighting.

Currently the factory is only half automated as various tasks such as harvesting is still done by hand. However, it's predicted that the introduction of harvest robots, which can seed, transplant, package and of course harvest the products will emerge in the future.

Mirai, currently has two smaller factories in Mongolia where the long, harsh winters have proven difficult for Mongolians who were left without fresh fruit and vegetables for many months.

To get around this problem, Shimamura produced these factories to allow the country to grow them domestically rather than importing the produce from Europe. He also hopes to expand this process to Hong Kong and Russia and eventually around the globe.

Shimamura also hopes to grow other crops besides lettuce: "I believe that at least technically, we can produce almost any kind of plant in a factory. But what makes most economic sense is to produce fast growing vegetables that can be sent to the market quickly. That means leaf vegetables for us now. In the future, though we would like to expand to a wider variety of produce."

This could become a reality, in a world which is facing more and more extreme weather due to climate change, our agriculture will face a drastic future.

The GE team in Japan believe that indoor farming could be the key to solving food shortages around the world, as they harness technology and combine biomass from light and water and nutrients to produce food.

As the farm is in its early stages of production, it could be a while until we see the full extent of the benefits of indoor farming.

Watch this space.



HEATHROW'S SIX POINT PLAN

Heathrow CPO Ian Ballentine has a six point plan to transform Heathrow's supply chain in the wake of a proposed third runway.

His six point plan to transforming procurement is as follows:

- 1) Develop the capabilities of his team
- 2) Engage the wider business with procurement
- 3) Identify long-term market strategies and shaping contracts accordingly
- 4) Engage strategic suppliers in mutually beneficial relationships
- 5) Improve day to day contract management processes
- 6) Ensure the team itself has the right back office set up to run effectively

Ballentine has a wealth of experience within procurement from his time at Thames Water heading the procurement function to becoming their engineering programme director. He was also programme director at Network Rail, leading a project for 18 months and saving £3.1 billion.

After this wealth of experience he joined Heathrow in late 2012 seeing through the demolition and rebuilding of Terminal 2. In 2013 he was appointed to the organisation's executive committee helping to put procurement at the centre of the business and how this function can impact customers and staff.

He states: "If you're spending several billion pounds with the supply chain each year, there's a huge amount of opportunity to drive great values but it's not just on price, but the value in terms of performance and whether or not the people in our terminals are smiling and engaging with passengers, rather than looking down at the floor."

Procurement is helping to lay foundations for if or when the planned third runway will get the go-ahead. He states: "We've already put out a tender bid for the work for our client partners...If we're getting positive messages, we can move to having a dedicated team here and bring in the client partners at the speed in which we need to."

Ballentine's team of 65, hoping to grow to 77 if the third runway plans go ahead have been engaging with suppliers and encouraging them to publicly back the proposed project whilst making provisions for how it would deliver the £16bn programme.

One possible challenge supply chain partners could face is that there is currently an influx of high profile engineering and construction projects requiring highly skilled construction companies at the same time to complete them such as, HS2 and Thames Tideway.

However, Ballentine already has a possible solution for such a challenge. He believes the answer lies with the Northern Powerhouse and Scotland where Heathrow Airport would look at coordinating a supply chain to construct semi-finished products which could then be completed on site.

He explains how he can reduce the on-site workforce from 15,000 to 10,000: "Doing a lot of sub-assembly off-site means we only need around 10,000 on-site. We're working with the supply chain to see what different skills are required."

If the project is to go ahead this could create around 180,000 jobs which would generate around £211bn for the UK economy according to the Airports Commission.

The project hopes to bring together smaller suppliers and larger first or second-tier partners at regional events in Scotland and Leeds to encourage different ways of thinking. This involves regular conferences with Heathrow's top 50 suppliers who account for 80% of spending and an awards ceremony recognising top performance within six major areas within the airport such as, air traffic control and baggage systems.

Ballentine is clearly excited at the prospect of the new runway and is gearing his team for the go-ahead: "I've got sponsors for these six areas, and project leads taking on all the different elements of change. My team are doing it all and finding the headroom to put in place this change because it's creating an exciting future for them."

No matter if the project goes ahead, Ballentine has a strong six point plan to transform the procurement side of the UK's largest airport.



## FIGHT AGAINST FAKERY: THE HORSE MEAT SCANDAL: 3 YEARS ON

It seems like only yesterday, the headlines were littered with stories of horsemeat and how it made its way into our beef burgers and ready meals in the UK. However, three years have passed and the good news? There have been many changes to avoid such a scandal occurring in the future.

In this feature we're examining how the food industry has changed since 2013 and how the scandal may have begun.

Elizabeth Dowler, professor of food and social policy at the University of Warwick stated, as the news broke, that food had become an international industry and that profits were the main concern not the quality of the produce: "Food is treated as a commodity. It is not seen as something that contributes to well-being."

Another possible reason for the scandal going unnoticed for such a long time could be due to the complexity of the supply chain.

Michael Walker, a science and food law consultant to British food-testing and analysis company LGC believed that due to budget cuts regulators could not afford DNA testing which help catch offenders.

But these explanations were released as the scandal broke and since then an independent inquiry has taken place.

The UK government finally agreed to an independent enquiry after weeks of bad publicity and public outcry. Heading the investigation was Professor Chris Elliot, an experienced food safety specialist whose conclusions stated that there was "a huge incentive for the criminal to pursue food crime."

### SO WHAT HAS CHANGED SINCE THE NEWS BROKE?

Muddy Boots' Greenlight Quality Control system tested over three million fresh produce items in 2015 which is an increase of 150% since the scandal broke.

This quality control system enables all members of the supply chain to easily access, update and share information instantly and is used by around 70% of the UK's fresh produce within the supply chain.

Mark Powell, Product Development Manager at Muddy Boots states how the new system helps the supply chain work together: "Traditionally, produce would arrive at the supermarket depot and at that point the retailer either accepts and sells the goods or rejects and discards it. This is a risky and costly approach that makes working efficiently and sustainably a real challenge."

"However, when all members of your supply chain are accessing the same data via Greenlight QC everyone is clear on the required specification from the get-go; the supplier, and even his suppliers, have confidence that the produce is the appropriate quality for the customer before it's shipped, and the retailer has confidence that all produce about to arrive at the depot is fit for purpose."

This system works as an early warning to suppliers, allowing them to identify any produce that the retailer could potentially reject before it's shipped, therefore the goods could be redistributed to another customer.

This dramatically reduces the amount of waste produced, increases efficiency and builds stronger

supply chain relationship due to delivering high quality produce.

But this is not the only way the supply chain is fighting against any further scandals. Elliot states: "There's now much more effort from people to understand their supply chains, where they're trying to get their materials from and what the risks from fraudulent activity might be." This is because companies are savvy at identifying potential criminal activity.

Before the horsemeat scandal, many criminal networks working within the supply chain went under the radar, however today is a different story. Food crime is now a big focus for many companies and the EU since the scandal broke.

Today the Food Standards Agency has a newly formed Food Crime Unit, which works with police forces across the country, with Europol and alongside the Food Fraud Network which networks food safety authorities across Europe.

However, depending where consumers buy their goods they may not be any safer even due to the above regulations and systems in place. This is because smaller food and retail businesses simply do not have the time to map out their supply chains to the same extent as larger companies, therefore the risk to the consumer may not have necessarily been reduced.

All in all, it's safe to say that there have been great improvements since 2013 and it seems that the supply chain is equipped with more ways than ever to detect criminal behaviour which will hopefully strengthen its reputation and avoid any such standards in the future.

### WHAT'S REALLY HIDDEN IN OUR FOOD?

These unusual ingredients hidden in our everyday grocery supplies may not cause as big of a scandal as the one seen in 2013 but they may surprise you.

#### Guacamole:

As avocado is an expensive fruit, you may find your shop bought mixture diluted with other lower priced fruits such as apples or pears.

#### Oregano:

Your dry herbs could in fact contain dried olive leaves. Professor Chris Elliot and his team tested products on sale in the UK and found that 25% contained something other than oregano. He states: "If you sniffed it, it still smelt of oregano because maybe half or two-thirds was oregano but the rest was waste material."

#### Cocoa:

Cocoa is an expensive commodity and is in short supply due to poor harvests as well as other factors. Given its expense the amount used in chocolate could be less than stated and replaced by cheaper ingredients.

Another potential fraud is that some may be passing themselves off as Fairtrade, organic or from a specific region. There have even been allegations that a US company melted down

## SHOPPERS: DIGITAL MIGRANTS vs DIGITAL NATIVES

The growth of ecommerce has created two different types of shoppers; the digital migrants and the digital native. Here we will explore the differences and how the purchasing world must adapt to keep both customers happy.

A digital native is confident exploring the web, using social media and accessing sites such as eBay. They grew up with the internet and are happy to scour the web for the best deals.

In comparison, the digital migrant is usually of an older generation, who did not grow up in the 'internet age' and are less likely to browse online stores, preferring the bricks and mortar high street alternative.

Therefore, this creates a conundrum for online retailers who must find a way to please both shoppers. The challenge is to meet the demands of both groups whilst delivering exceptional customer service. Research from YouGov explained the importance of getting it right for both parties. It found that as a result of a poor shopping experience, 71% of UK adults would be likely to switch to an alternative retailer when shopping for future products online.

But what are the characteristics of both shoppers which retailers must understand? The digital native relies heavily on online shopping and purchasing many items online with various delivery speeds from a wide range of retailers, basically they like to shop around.

In comparison, digital migrants feel more comfortable shopping instore and seem to only venture online for specific items. They also appear to hold quality over quantity and shop with well-known trusted brands.

With this in mind, it's clear to see that to please both shoppers, retailers must have a flexible delivery network to meet the needs of both customer.

One way in which they can achieve this is by providing a choice of delivery options, which allows each shopper to choose the one which best suits them.

The digital native looks for speed over convenience and may be swayed by next day or same day delivery, whereas the digital migrants may prefer a specific window of time to expect their delivery.

It's also good to note, that digital migrants tend to purchase less often and tend to buy higher priced products. Therefore, they appreciate the added extras when purchasing such as being able to track their order online.

They also tend to prefer tracking their order from retailers rather than a third party logistics company which they have no relationship.

Another challenge which retailers face is maintaining their reputation within the marketplace.

Both the digital migrant and digital native expect to receive a high quality service. Therefore, retailers must continue to engage with their customers from the initial purchase up to delivery to ensure they deliver the best brand experience and secure future purchases.

But it's not only the delivery service that retailers have to consider, customers now expect the same flexibility when it comes to their returns process. According to YouGov, 63% of UK adults consider the ease of returning their products when choosing which online retailer to buy from.

This is evident within the digital native group. They typically order multiple products with the view of being able to return them without any fuss. This is especially true of those buying clothing online, where they choose multiple colours and sizes before deciding which is the best fit, before returning the others.

In comparison, digital migrants tend to return fewer items as they choose to purchase higher value items, rather than large quantities of cheaper items. However, this does not suggest that digital migrants never return items, of course they do, which is why retailers must cater for both types of shopper to maintain customer loyalty between the two groups.

As you can see, due to the surge in ecommerce, two types of shoppers have been created. This means that retailers can no longer afford to tailor their delivery and return service to only one sector of the market. To retain and increase their customer base they must effectively cater to both the digital migrants and digital natives of the world.

### RETAILERS ON SOCIAL NETWORK

Interestingly, another YouGov report\* found that retailers having a social media presence makes shoppers trust them less.

- 55% of online shoppers stated that a retailer having a social networking page made them trust them less
- 27% of online shoppers stated it made them trust the retailer more
- 39% stated that they wanted to keep their online shopping and social media activity separate
- 42% believed that Facebook and Twitter was to connect with friends rather than retailers

\*E-commerce: Trust in Online Transactions report (2014)  
<https://yougov.co.uk/news/2014/02/26/consumers-cool-social-networks-online-shopping/?nh=find-solutions,sectors,consumer>

## THE SECRET TO AMAZON'S SUCCESS

It was once stated that at some point in the future 85% of the world's products will be available on Amazon. This in fact could be true, as amongst its 200 million products online you'll find 3.4m books, waffle makers and it now has its own TV and film production. But how has Amazon been so successful in the e-commerce world?

Ben Schachter a retail analyst at American investment bank Macquarie, suggests that 26 cents from every dollar spent online in the US in 2015 went into Amazon's pockets and if you delve even further, it was claimed that for every American dollar spent online in 2015 (compared to 2014) 51 cents was given to Amazon rather than any other online retailer.

One reason for this could be that 25% of American households are Amazon Prime members and Schachter predicts by 2020 at least 50% of American households will have join their premium scheme.

Findings from Consumer Intelligence Research Partners suggest that Prime members in the US

spend on average \$1,500 a year with Amazon compared to non-Prime members who spend \$625. Schachter states: "Until five years ago, there was nothing savvy or innovative about Amazon's pitch to customers. Although the company pioneered online shopping, the core proposition was broadly 'pile em high and sell em' cheap." This is great at attracting customers but not so great if you want to make money, so Amazon did two things.

Firstly, it attempted to become an Apple style brand by creating its own e-book reader Kindle and a Kindle Fire smartphone which wasn't the success they were hoping for. However, by developing exclusive TV shows and films for their Amazon Prime members they have encouraged millions to join and helped Amazon profit customer by customer.

Secondly, they decided to invest, spending billions on infrastructure and technology such as their recent improvements on delivery by using drones which are designed to deliver packages in 30 minutes.

Amazon has also launched 'Dash', an electronic wand which scans barcodes and records voice commands ensuring your cupboards remain full with help from Amazon Fresh.

In fact, Amazon have also recently trialled Amazon Pantry, offering its Prime members around 4,000 grocery and household products from top brands but no fresh product unlike its Amazon Fresh marketplace.

However, they do face competition in the form of Chinese e-tailer Alibaba and have decided to invest \$20m in their fresh food store Yummy77.

Not only are they investing in drones and online groceries, they now have over 100 warehouses in the US and are constantly advancing their delivery services. For instance, they have invested in an army of 30,000 robots and claim to deliver your goods, on the evening of the day you made your order.

It seems there's no stopping Amazon. It also hopes to expand logistics beyond the warehouse

and direct to doors in the US as it seeks to slash its shipping costs (which reached \$1.2bn in the third quarter of 2015). It's unknown whether they are planning to go head to head with logistics leaders such as UPS and FedEx or if they simply wish to negotiate.

But Walmart is hot on their heels. The retail giant has invested billions to attempt to narrow the gap, but so far they don't seem to be catching up. For instance, Amazon's online sales were up 20% in 2015 compared to 10% for Walmart, meaning they must be doing something right.

As you can see, there are many reasons for Amazon's growing success within the e-commerce world, by dipping its toe into supply chain with its grocery projects and logistics improvements but how long will adapting to the marketplace last?

Paul Vogelme Reatil Analyst at Barclays states: "The thing about retail is the consumer has near-perfect information. It's selection. It's service. It's convenience. It's how easy it is to use their interface. And Amazon's got all this stuff already."

### AMAZON'S INVESTMENTS

Amazon has invested in or owns these companies:

- Acquia (US)
- Drupal content management
- BankBazaae (India)
- Comixology (US)
- Dragon Innovation (US)
- Internet Movie Database
- Teachstreet (US)
- Yummy77 (China)
- KivaSystems (US)
- Invoxia (France)



## DRINKABLE SUPERFOOD?

Two companies are leading the way in drinkable food as a low cost alternative and sustainable way to feed and sustain the world we live in. But is it just a fad?

Simon Suoheimo, co-founder of Finnish start up Ambronite states: "We believe food as a system is broken and ripe for distribution. Up to 40% of food in the US is wasted on its way from the farm to the fork and half of the population is pre-diabetic or diabetic."

The company claims that one bag of Ambronite is designed specifically to provide the nutrients you would find in a full meal, including 500 calories, vitamins, proteins and carbohydrates. Suoheimo states that reducing a meal to powder makes environmental sense due to its minimal environmental impact, long shelf life and reduced food waste.

Ingredients for Ambronite are sourced from a number of countries including; brazil nuts from Bolivia, coconut flour from the Philippines, almonds from Spain and their berries are handpicked in Finland. They also claim that when possible, they buy from organic farmers and producers.

Similarly to Ambronite, powdered food company Huel produces vegan food to avoid the environmental impact of meat products on the planet.

Huel's ingredients include brown rice, pea protein, flaxseed and MCT, a fatty acid commonly used by athletes. In comparison, Ambronite's products are a mixture of fruit, nuts and seeds.

However, the difference between the two companies could be a deal breaker for some well; the taste at least. Ambronite has a rich, earthy flavour, whereas Huel's is more neutral and recommend that customers add syrups or blended fruits to suit their palates.

James Collier, Co-founder of Huel, accepts that powdered food may not be for everyone but states the many benefits: "Home-cooked wholesome food is great for taste and texture, but some people don't like the extra work of creating a meal plan, shopping, preparing, cooking and washing up."

He also adds that it's a healthier alternative to dieting: "Normal food can, of course be good but creating a well-balanced meal that contains all the right elements in the right amount isn't easy. Huel can supply everything the body needs without the rubbish that's in most diets."

He also acknowledges that the current processes which are in place to improve the nation's health aren't effective: "The current strategies designed to improve health are wrong. They focus on getting people to look at food labels and this can be misleading - it leads to (purchases) based on low fat content for example, rather than what will provide the best nutrition. We should be encouraging people to improve their food choices, which is not just a case of reducing their salt and sugar intake."

Currently there are no academic studies which explore the sustainability of powdered food and there are those who don't believe it's a positive way of substituting meals.

One such sceptic is Tim Benton, a professor in population ecology at Leeds University: "Food is a daily necessity, providing fuel and for people on the go. It's perfectly possible that powdered food will prove useful but for most of us, most of the time, food provides a large variety of other functions, whether cooking for enjoyment, sharing with friends and family, cultural celebrations or even just to savour the flavours. These can't be easily replaced by a quick fix. We need real food and the social interactions around it, to remain human."

Dr Joanne Kershaw agrees: "Food is much more than just nutrition." She accepts that powdered food could be useful in the cases of those who find it difficult to chew or swallow, managing their weight and when on expeditions but she states that they don't "replicate the pleasure of eating."

But Co-Founder of Ambronite, Suoheimo doesn't want to replace traditional food altogether: "It's to create a real option of enjoying a full meal where people typically resort to poor fast food, snack bars, skipping meals and synthetic options, like sports supplements that come nowhere near the nutritional completeness of real food."

But will this powdered alternative be cost effective? Huel claims that they can provide enough calories a day for £6 and predicts that those who buy their product will replace 50% - 80% of their food intake. In comparison, Ambronite charges £22 for a 2,000 calorie diet, which includes 10 of its super meals.

In conclusion, it's easy to see the benefits of powdered food during expeditions, and for those with difficulty swallowing or unable to consume a 'normal' diet, but without the scientific studies to confirm these benefits, it's perhaps not the start of the powdered food revolution after all...



## SMART GLASS

A revolutionary form of smart window is currently in development by University College London and has the potential of cutting window cleaning costs and heating bills.

Project leader, UCL's Dr Ioannis Papakonstantinou explained: "This is the first time that a nanostructure has been combined with a thermochromic coating. The bio-inspired nanostructure amplifies the thermochromic properties of the coating and the net result is a self-cleaning, highly performing smart window."

The team at UCL calculate that the windows could result in up to a 40% reduction in heating bills, depending on the latitude of the building and could benefit high rise office buildings dramatically. An electron microscope photograph shows the pyramid-like nanostructures engraved onto the glass which is 100 times smaller than a human hair.

Papakonstantinou explains how the glass could reduce the spend of cleaning high rise buildings: "It's currently estimated that because of the obvious difficulties involved, the cost of cleaning skyscraper's windows in its first five year is the same as the original cost of installing them. Our glass could drastically cut this expenditure, quite apart from the appeal of lower energy bills and improved occupant productivity thanks to less glare. As the trend in architecture continues towards the inclusions of more glass, it's vital that windows are as low-maintenance as possible."

Discussions are now underway with UK glass manufacturers to develop this new smart window on a commercial scale. The team are developing ways of increasing their nano-manufacturing methods that they have been specifically developed to produce the glass and the vanadium dioxide coating process which gives it its energy saving benefits.

They also hope to develop a 'smart film' that incorporates the nanostructures and can be added to domestic, office, factory and other windows to deliver the triple benefit of low energy use, reduction in light reflection and self-cleaning.

Professor Philip Nelson, Chief Executive EPSRC stated: "This project is an example of how investing in excellent research drives innovation to produce tangible benefits. In this case the new technique could deliver both energy savings and cost reductions."

The team are hoping to secure industrial interest and start designing smart windows in around 3-5 years.

### THE BENEFITS OF THE SMART WINDOW

Prototypes have confirmed the glass has the following three benefits:

**Self-cleaning** – The pencil like, conical design of the nano-structure, traps the air and ensure that only a tiny amount of water comes into contact with the surface.

This is in comparison to normal glass where the raindrops slowly make its way down the glass leaving marks behind in its path. This new glass is ultra-resistant to water, meaning the rain hitting the surface forms spherical droplets that roll easily over the surface, collecting dust and dirt and carrying them away.

**Energy saving** – The thin layer of vanadium dioxide stops thermal radiation from escaping during cold spells and prevents heat loss during hot periods as it prevents infrared radiation from the sun entering the building.

The vanadium dioxide provides the glass with more cost effect and sustainable benefits in comparison to the silver and gold based coatings currently used on energy saving windows.

**Anti-glare** - The nanostructures work on similar principles found in the eyes of moths and other creatures which have anti-reflective properties.

It works by cutting the light reflected internally to less than 5% compared to 20%-30% achieved by other vanadium dioxide coated windows.

### ELECTRONICALLY CHARGED GLASS

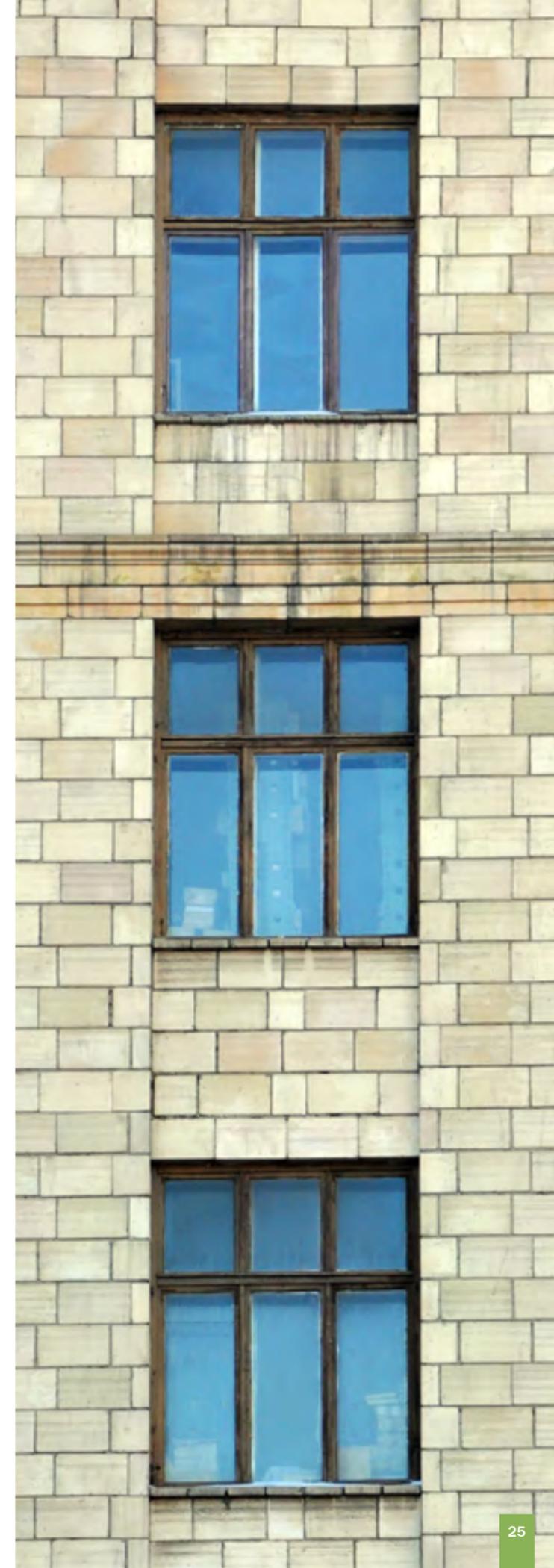
A new electrochromic glass has been developed which reacts to an electrical charge.

#### How does it work?

- A framework of nanocrystals made of an electrically conductive material is embedded in the glassy material.
- These nanocrystals and glass like material have distinct optical properties and change when materials are electronically charged or discharged.
- These nanocrystals either block near infrared light or allow it to pass through, whilst the glassy material can transition between a transparent state and a one which blocks light.
- When the glass receives a longer charge the glassy material will darken, however when the charge is reduced the material will return to its original transparent state.

#### When will it be available?

Heliotrope, the company behind the glass hopes to bring its first products to the market in 2017.



## PACKAGING POWERHOUSE

WestRock is a \$16 billion packaging powerhouse and America's second largest packaging company, but where did it all start? Here we discover the history of the company.

The two historic packaging companies, MeadWestvaco Corporation (MWV) and Rock-Tenn Company had both been operating in some form or another for over a century and when they decided to merge in July 2015, they created a company with greater leadership positions than ever before within the global corrugated packaging market.

Ariel Winton, Supply Chain Manager at WestRock states: "Rock-Tenn and MWV have a heritage in paper board and the creation in WestRock represents a historic milestone in our industry."

However, they've never forgotten their routes in Australia and New Zealand as Winton stated: "We're local to Australia and New Zealand, so understanding our customer's unique requirements in this part of the world is central to our value proposition."

The company designs and manufactures a wide variety of customisable packaging for food and beverage companies due to their round the clock engineer support. Winton explains: "We manage the logistics, the installation and the engineering around these machines in order to make it as easy as possible for the customers. This allows us to have a level of control that ensures quality, reliability and the machine's performance."

The company currently has 275 operating and business locations and holds over 2,000 packaging patents.

Winton claims that to pit itself against the rest of the global networks by supplying their customers with a unique service tailored to their needs: "Everyone here, not just the customer service department is focused on the customers. We all understand and strive to continuously improve." Winton said.

This is perhaps why within only a few months of their merger, WestRock have won some prestigious awards. In October 2015, a mere 4 months after its conception they won the Lion New Zealand, Acting with Integrity Award for exceptional performance key metrics and dedication to continuous improvement.

But this is only the start. They also won the 2015 Value Excellence Supplier award from SC Johnson due to their focus on continuous operational improvement.

The newly created company also have a strong focus on their environmental footprint on the planet. The company has outlined many ways of ensuring its sustainable forestry practices including, sustainable forestry certifications and its landowner outreach and research programs.

It also has 23 recycling facilities and is one of the largest recyclers in the world through recovering, processing and selling around 7million tons of recycled products annually, as well as providing comprehensive recycling and waste solutions for their customers.

Not only are they conscious of their environmental impact, but they aim to collaborate with their customers to deliver low-cost, high value packaging and marketing solutions, as Winton explains: "In our industry, personalization has gathered a lot of growing interest and it's something we're actively looking at. It's something that hasn't been attempted in our sector but as innovators, it's something we're looking to achieve it's really an example of ideas driving execution."

It may be early days for this merger but so far the results speak for itself.

## SUSTAINABLE ALTERNATIVE TO CASHMERE

A more sustainable alternative to cashmere has been launched in the UK in the form of yak yarn.

Social enterprise and London based clothing brand Tengri has been sourcing Mongolian yak yarn since 2014 but is now using UK mills to produce a more refined yak yarn fibre.

The company is hoping to supply the cashmere alternative to other labels whilst using the yarn in its own clothing products. Tengri state that the Khangai Noble Yarns Collection would provide the yak yarns with properties similar to luxury wools such as cashmere.

They believe that the UK production will offer manufacturers more sustainable and ethically produced fibres along with a traceable supply chain from start to finish, whilst maintaining the craftsmanship and heritage of UK mills.

One reason for the move to a more sustainable fibre is due to cashmere being under threat from the effects of climate change. This is causing a reduced amount of land available to graze the cashmere goats and other livestock across the Tibetan plateau in Mongolia and Northern India.

Tengri founder Nancy Johnston stated: "The fashion industry is experiencing, first-hand, the detrimental impact that economic and environmental challenges are having on the root source of much of its premium yarns. This can be seen in the supply and quality of the world's cashmere produce. The current landscape is unsustainable and we must make a change."

Johnston launched the brand after living in Mongolia with herder families and identifying an opportunity for a collective blend of fashion, ethics, business, environmental activism and individual customer choice.

In light of this, Tengri aims to source hand-combed fibres from indigenous and semi-wild noble yak from the Khangai Mountains Mongolian herders co-operatives.

Furthermore, the company has established a 'fair share' business model with the co-operatives involving over 1,500 nomadic herder families in the grasslands of Mongolia to supply Tengri with the yak fibres.

"While supporting the livelihoods of herder families, our collaboration also provides the industry with a unique premium product while regenerating its source, the communities and land that bear these precious fruits." said Johnston. Not only are Tengri supporting local herders, they are also importing all waste fibres from the hand combing process to the UK and are working with textile technologists to reuse the fibres. They are using green technologies, closed loop systems and waterless and toxic-free dyes made from locally sourced plants to produce more sustainable products.

This may be one small step to creating a more sustainable way of producing luxury fibres but it's one small step in the right direction.



## SDV LEADING THE WAY IN PHARMA CERTIFICATION

SDV are leading the way in implementing the IATA CEIV Pharma certification across 16 worldwide airports.

A subsidiary of the Bolloré Logistics, it is a global leader within supply chain management and ranks amongst the top 10 of the world's transport and logistics companies with a network of 612 offices in 102 countries.

Not only that, it is a leader in the global supply chain management of pharmaceutical products, a sector which has seen a dramatic increase in sanitary controls. Bearing this in mind, SDV has revealed that it plans to become the first company in the international transport and logistics industry to implement the IATA CEIV Pharma certification program worldwide.

The CEIV (Centre of Excellence for Independent Validators) Pharma certification program aims to become a globally recognised standard for handling pharmaceutical goods in the following areas: infrastructure improvement, staff training levels and standards of control worldwide. But it needs a little help to get there...

Glyn Hughes, Head of Cargo at IATA (International Air Transport Association) states how the new guidelines are helping to ship pharmaceutical goods safely: "Air freight handlers today require specific capabilities to manage pharmaceutical products compared to products from other types of industries. The CEIV Pharma program aims to

implement a global standard across the air cargo and supply chain by addressing the challenges of each stakeholder, including the latest achievements in the pharmaceutical product transportation."

He adds: "This program is proof that the air cargo industry is taking the challenges and concerns of the pharma shippers seriously to ensure that pharmaceutical products get to their destination swiftly and safely."

SDV was amongst the first eleven companies to participate in the 2014 BRUcargo pharma certification program. Based on the positive feedback and the benefits discovered from the community approach at Brussels airport, SDV decided to certify 16 air stations across Europe, Asia, North America and South Africa.

In fact, Brussels airport was awarded the status of Centre of Excellence in Pharmaceutical Logistics in 2014. Arnaud Feist, CEO of Brussels Airport Company stated: "This acknowledgement allows Brussels Airport and its cargo community stakeholders to consolidate its prominent position in the world and to confirm its level of competence as leading transport hub in Europe."

There are many reasons why air freight is the chosen transportation choice of many pharma manufacturers. For instance, it helps to maintain the quality of the product and its active ingredients throughout the logistics chain.

It also ensures the quickest route possible to its final destination without breaking the cold chain, therefore making for the best possible solution all round.

SDV Europe Healthcare Director, Brice Bellin states: "The certification will help us demonstrate to clients and prospects SDV's strong expertise in handling pharmaceutical products, especially through our quality management system and the rigorous training of our commercial and operational teams. It will increase security across major trade lanes from origin to destination and optimize the cold chain flow."

SDV designs comprehensive solutions for all areas of transport and logistics within the pharmaceutical industry and rely on a multitude of factors for their success. For instance, they have a network of specialists and hubs located near to main production areas of pharmaceutical

products, especially in biotechnologies and generic products.

They also enforce a strict regime of safety and security rules for all cargos and have a rigorous cold chain management system.

Finally, they have a robust management flow of relief aid to countries especially in Africa due to their established presence in the continent.

SDV has stated that they support the CEIV Pharma Certification program and will continue to work closely with IATA and its working group, the Time and Temperature Task Force to improve, develop and implement the standards of the program.

Due to SDV's strong understanding of the strict enforcement of cargo safety and security, it's clear to see why it chose to rollout the CEIV pharma certification across 16 worldwide airports. Of course, CEIV will be hoping that others within the pharma industry follow suit but for now it's a waiting game.

<http://www.brusselsairport.be/en/cargo/pharma/pharmacertification/>



## COULD CHINA'S NEW SILK ROAD TRANSFORM THE WORLD?

Officially called the One Belt, One Road (OBOR) this new Silk Road will include an enormous railway and maritime routes but it's not without its challenges.

More than 2,000 years ago the original Silk Road was opened which consisted of a network of trade routes linking China and Europe and dramatically change the way trade was completed.

The new route hopes to fill the region's annual £550m gap which was recently identified by the Asian Central Bank. Projects which are underway are already priced at £560m and aims to bring the global economy more tightly to China's economy.

If the project is successful, it hopes to reshape the trade across an area of the globe that covers two thirds of the world's population. Estimates on the return investment are priced at a £1.6 trillion boost in trade.

This could be due to the size of the project. It comprises of more than 900 individual projects including, new sea ports, continental highways and rail networks through the west of Asia to central Asia as well as the Middle East and Russia, connecting with Western Europe.

The new routes explained above, hope to lower transport costs for those using them, as well as providing faster freight times, more reliable transit links and new trading opportunities.

However, not every project has been finalised and many of the projects may have already began without the One Belt, One Road scheme.

The overland Silk Road Economic Belt includes several routes passing through China to Europe through Central Asia. It will also be used as a rail freight link from Chongqing in Xinjiang towards central Asia to Europe but these may incur a lot of challenges due to border crossings.

Dr Tim Summer, Senior Consulting fellow on the Asia programme at Chatham House states: "Some containers have to stop at border points and go onto new wheels. There are also cost issues. It is several times more expensive to ship a container by land on rail than via maritime routes."

He adds: "It's difficult to find goods to bring back the other way, there are customs problems in moving through many countries and there are practical issues of railway gauge which vary between countries."

However, it is a lot quicker to transport goods in this manner than by sea, in fact it takes half the time. On average it takes 15 days to Europe by rail and 30 by sea, but if the volumes grow and costs decrease then exporting goods from China could become more viable, in turn boosting China's inland cities.

Other plans include new pipelines across Pakistan and Burma and port constructions in Sri Lanka, Bangladesh and beyond.

The new maritime Silk Road will include a series of upgraded ports improving links to Southeast Asia, the Middle East and Africa's East Coast.

This hopes to improve growth in south-south trade between developing economies. Summers states: "It's not just about trade; it's also cultural and political. It's about China being open and wanting to engage with other cultures."

Not only would it benefit the relationship between regions, it could give China's currency a higher profile. Daniel Campbell, a partner at free-trade think tank The Channel Group states: "OBOR will increase the use of renminbi for infrastructure investment, emphasising the Chinese currency's role as a vehicle to raise overseas capital."

Another benefit is energy security. The oil pipeline through Myanmar will reduce the distance oil must travel from the Middle East to China by up to 9,000km, in turn improving energy security by freeing imported oil from strategic points within tight shipping lanes of Southeast Asia such as, the Strait of Malacca.

Of course, with positives come negatives. The American Enterprise Institute estimates that failure on such projects similar to OBOR is around 25%.

Campbell states that one way in tackling this is to get more support from countries involved to see a significant return: "China needs to do more to delegate to local bodies. This localisation will drive development along the route rather than seeing projects completed in isolation and with no wider benefit to the countries involved."

The plan has already faced other problems too. For example, Sri Lanka has suspended a \$1.4bn plan funded by China to build a city on reclaimed land near Colombo after concerns over the way approvals were granted. Also, Kazakhstan's plans to lease farmland to China in order to lay pipelines and railways were scrapped due to public protests in 2009.

But there is no doubt that the world of trade will benefit as Campbell states: "There is a strong case that world trade will benefit but it will not change trade between China and Europe dramatically. In terms of trade volumes into countries like the UK it will not make much difference. The port of Piraeus, in Greece, could benefit as could Poland, which has several cities linked by train to China."

The original Silk Road dramatically changed the way trading was handled between China and Europe and with many projects still yet to go ahead, it will be a long time before we see if it was as successful as it's predecessor.

## CONTAINER COMMUNICATION REVOLUTIONISED

New technology created by Traxens has allowed the French shipping giant CMA CGM to equip its flag ship vessel Bougainville with a state of the art tracking device.

The world leading group, CMA CGM which operates in 160 countries via its network of more than 655 agencies has formed an alliance with technology firm Traxens and was even given the seal of approval by French President Hollande.

The new technology, transforms standard containers into a multimodal transportation systems which transfers vital data back to its control centre. For example, this means that the containers on board the 18,000teu Bougainville are able to communicate with each other via the ships communication infrastructure using its built in relay antennas. This allows even the most hidden container on board ship to be connected.

This data is then collected and transferred to CMA CGM's headquarters via Traxen's data centres. Jacques Saade, Chairman and Chief Executive Officer of CMA CGM Group stated: "With this technology, CMA CGM brings the shipping industry into a new era. We can offer new services to our customers and take a step ahead of our competitors."

One of the many advantages of the new system is that it collects real-time data throughout the containers voyage on land or sea. This is particularly valuable for customers, insurers and customs as it delivers a vast range of data relating to; location, temperature, vessel impacts, attempted burglaries, customs, clearance and much more, which is then gathered and transmitted back to the CMA CGM Group.

With over 12 million containers transported by CMA CGM this means that a vast amount of information will be collected and analysed with the vested interest to improve services provided to customers.

Traxen also claims that due to the capacity to monitor temperature, the device gives added value to refrigerated containers which transport perishable goods. This is because the device allows them to remotely control and adjust the temperature of the containers.

The technology company undertook a three year research and development programme to develop specific technology which would produce cost effective, durable and independent devices for container data capture and real-time transmissions of data around the world.

Michel Fallah, Traxen's Founder and Chief Executive Officer stated: "We have created cutting edge technology. Our radio communications device penetrates several layers of containers by relying on automatic radio meshing."

He adds: "The containers are an intermodal transport unit handled by numerous operators who don't have any contact with each other. The idea is to send information extremely securely along the whole transport chain regarding the condition of the cargo and on the legal status of the container."

Fallah hopes that the device will help in the fight against false declarations through customs and counterfeits, whilst ensuring an efficient passage through the ports.

## NEW DIRECT SHIPPING LINE TO OMAN

Iran recently launched a direct shipping route to Oman in hopes of helping to diversify access to international exports for the Islamic Republic.

The route was launched back in February between the Iranian port of Shahid Rajaei and the Omani port of Sohar and will be operated by private Iranian company Khedri Jahan Darya for 12 months, according to Trade Promotion Organization of Iran (TPO).

The Iranian firm will conduct trips between Shahid Rajaei and Sohar initially twice a month and are looking to increase this to once every 10 days in the second half of 2016.

The TPO stated that the route will accommodate 96TEU ships which will transport agricultural products and perishable goods between the two countries.

The launch was first discussed last April when an agreement was signed by a large Omani business delegation was to establish the new route during a visit to Tehran.

Iran's President, Hassan Rouhani told the media during a visit to Ashgabat last March that Iran and Turkmenistan are looking to produce a south-north economic corridor starting with Oman and passing through Iran and leading to Uzbekistan via Turkmenistan.

Iran is also preparing for a comeback of its IRISL shipping lines (Islamic Republic of Iran Shipping Lines) to Europe and has HDS lines ready to launch full container services connecting Iran with Northern Europe and the Mediterranean.

This new service is expected to start from Bandar Abbas and to call at a small number of Northern European ports, including Antwerp and Hamburg before extending to larger ports in the future with up to 6,500 teu ships deployed.

There are hopes that this new route turns Oman into a hub for re-exporting Iranian goods in the region and overtaking trade between Iran and the UAE.

### KEYS FACTS ABOUT IRISL

- The Islamic Republic of Iran Shipping Lines was established in 1967.
- It operates commercially via two home trade vessels and four large ocean vessels.
- By employing a diverse range of vessels, allows IRISL to meet the demands of its markets within international
- Shipping routes and allocates its tonnage efficiently via door to door services, as well as to major global ports.
- In order to acquire the appropriate share of the international trade, IRISL has established various shipping lines including the Persian Gulf, South Mediterranean sea, South Africa and African ports.

## US WAREHOUSES FACING PACKAGING INCREASE

A study by The Freedonia Groups suggests that as online purchasing increases, warehouses in the USA will experience an increased demand for packaging. But what alternatives are there to 'void fill' packaging?

According to analyst Katie Wieser, growth rates from 2009-2014 were around 6.3% per year which was due to recovering from the economic downturn. In comparison, on average the annual growth rate from 2001 - 2007 was around 5.5%.

This continuing development of e-commerce will remain the main development of growth for protective packaging products such as air pillows and protective mailers. Protective packaging has also been impacted by those looking to reduce their empty space and securing their products in transit.

Wieser states: "For delicate items or those that really do need a great deal of protection, things haven't changed much. However there are a lot of products that were just packaged with bulky void fill, to avoid having to stock a larger assortment of shipping boxes. In this, we've seen companies adopting and customized shipping containers or stocking a wider variety of sizes just because they've found it to be more cost effective than using the same box for all their products."

Such protective solutions come in the form of paper fill, which is much more cost effective, flexible and uses less space than its inflatable counterpart. This is commonly used when packaging books, which don't need much protection and can be wrapped in corrugated cardboard or a mailer without any additional padding.

The study found that some large online retailers use automated packing machines which use inflated air pillows as a void fill material, whilst small businesses and entrepreneurs, who have limited access to large distribution and shipping facilities choose protective mailers, as a more cost effective alternative to rigid boxes.

It was also discovered that as companies are becoming more environmentally aware, there has been a decline in the use of foam as a packaging method. In fact, the study found that between

2010 and 2014 its share percentage decreased from 37.1% to 36.8%.

With this in mind Weiser was shocked to discovered that the decline was so small over the 5 year period: "I was surprised to see that foam wasn't declining more, especially as environmentally friendly alternatives are much more widely available than they were five years ago."

However, the study also found that there could be a number of reasons why the decline hasn't been as rapid as first thought. One reason is due to the high demand for insulated shipping solutions which are usually foam based, and the other is that foam is more cost effective on a larger scale in comparison to other packaging solutions.

Weiser states: "More often firms introduce new parts and components integrating green materials. This has led to a slower shift away from foam than one would expect".

Weiser explains that there are a number of environmental alternatives that are in the early stages of development which could replace foam in the future. But in the meantime, foam loose fill is being supplemented by air pillows and paper fill products.

In addition, there has also been a move towards customized packaging, specific to its product in transit. This is an effective way of reducing packaging weight and excess bulk, as well as cost of over packing.

In conclusion, Weiser and the study has revealed that flexible packaging products such as; protective mailers, air pillows and paper fill to name a few seem to be the popular choice due to being more cost effective and versatile. Whereas, it appears that foam packaging could be in decline due to increased environmental awareness by companies.

Source: The Freedonia industry analyses the \$5.4million US protective packaging industry. The study looked at company market share and profiled 44 industry players including Sealed Air, Sonoco Products and Pregis.

## THE POTENTIALS OF MOBILE DEVICES WITHIN THE WAREHOUSE

There's a rise in mobile technology being used within the warehouse, however not to its full potential.

Here we discuss the reasons behind the low uptake rates of such technology and the benefits to managers if they were to invest.

It has been stated that by using shock resistant, hard wearing mobile devices and ADC components (Analog to digital converter) such as hand held barcode readers, allows companies increased accuracy, improved productivity and informed decision making but why are so many companies wary to invest?

David Krebs, president of enterprise mobility and connected devices at VDC Research states: "Logistics organisations continue to drive investments in mobile solutions and represent some of the most sophisticated end users of mobile technologies."

According to VDC's most recent research, they found that the main reasons warehouses choose to invest in mobile technology is due to improving service quality, boosting workforce productivity and cost efficiency. According to Krebs, three out of four transportation and logistics organisations agree that mobility is more critical to their organisation than it was last year. He also adds that budgets within logistics are now taking into account mobility spending.

However, it seems that many companies are simply waiting until their existing technology becomes obsolete before upgrading, which is one of the reasons why the uptake of such technology is slow.

But one technological development which has appeared within the logistics sector is the improvement of Window OS – Windows Mobile and Windows CE which is common on hand held devices.

This improvement in technology is allowing shippers to replace their Windows OS supported platforms with a more up to date and modern option. This up to date improvement comes in the form of Android with increased OEM support.

This support could be a big selling point for many when deciding whether to switch to mobile devices as they are provided with a direct link to Microsoft support engineers and technical experts when needed.

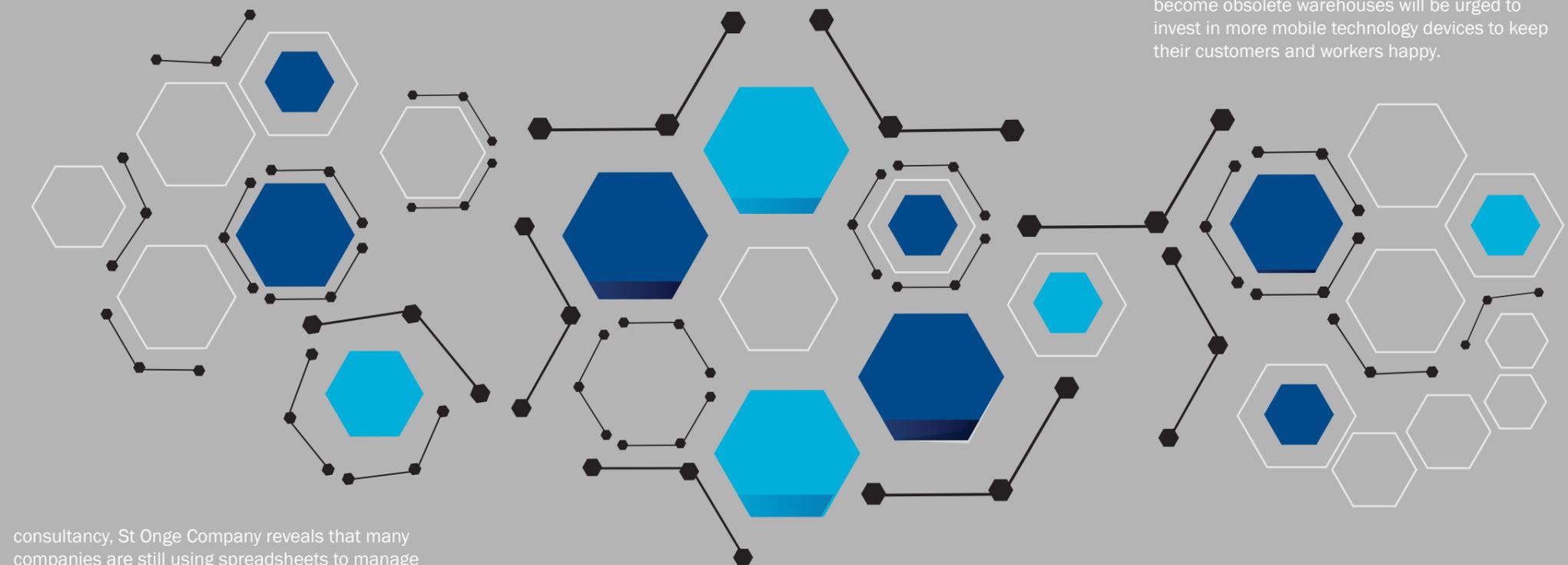
One way in which companies are trying to use the latest technology is by using mobile applications which interact with other applications and respond

to its surrounding data.

These applications allow logistics managers to seamlessly integrate workflow and applications across multiple channels via smart alerts and prompts, which hopes to improve customer service.

Clint Reiser, research analyst with ARC Advisory Group states: "We see vendors making 'vocal vests' that incorporate smartphones for smart picking and data collection. Compromising a vest and a microphone, these vests provide a lower-cost solution for warehouses looking to integrated more mobility."

Even with the possibility of using this technology, Norm Saenz, managing director at supply chain



consultancy, St Onge Company reveals that many companies are still using spreadsheets to manage their workload. He stated: "We're talking about a huge distribution industry with tons of warehouses, some of which still operate with paper based solution."

Another reason which could be holding back companies in investing in new mobile devices is due to habit and familiarity. For instance, if a company has used radio frequency technology for many years they may not see the need to invest in this new technology.

Tammy Bishop, Principal at Capgemini USA states: "If a company has already made an investment in RF devices, and if those systems are working then they really don't see the need to invest in smartphones and tablets. As a result, the adoption of mobility in the warehouse isn't nearly

as high as we would have expected."

Bishop also discovered that even when companies use mobility tools many of these devices are limited to supervisory or management levels.

Examples of this is when they are being used by senior managers to review KPI's (key performances indicators) and dashboards whilst on the warehouse floor via their tablet device.

Bishop makes the valid point that many of these devices are simply not rugged enough or hardworking to be used on the warehouse floor, especially on forklifts, meaning they are used for non-manual and office based roles, such as the managerial and supervisory roles stated above.

In addition, Dwight Klappich, research vice president for Gartner explains the potential cost savings to companies when using these devices in the warehouse: "The companies using the iPhone or Android device for barcode scanning are doing it for a fraction of the cost of what it would pay for a traditional, ruggedized device. Knowing this we're seeing a lot of shippers testing these out. However, I've yet to see anyone pull the trigger on rolling out customer-grade devices on a larger scale."

Another way in which these mobile devices may become more prevalent in the years to come is due to the interest in the Internet of Things (IoT) which enables the collection and sharing of data.

Reiser states: "When you have technology that's providing information faster and more accurately on products coming in and out of order status, both inventory flow and inventory management improve."

He adds: "Under IoT, the mobility-enabled warehouse data can be captured, integrated with WCS and WMS and work in more of a 'sense and respond' atmosphere. This dovetails with the shorter time horizons and other requirements like higher cost per order, higher pro forma cost and the next day delivery associated with ecommerce."

We have discovered many reasons why companies decide not to invest in mobile technology and the benefits of doing so, however as technology improves and as older versions become obsolete warehouses will be urged to invest in more mobile technology devices to keep their customers and workers happy.

## AN INNOVATIVE WAY OF SOLVING STORAGE PROBLEMS

A new website has been launched making it easier to find much needed warehousing space.

Zupplychain is a new business to business website matching warehousing space with pallets looking for storage.

The site allows providers to register their available pallet space and gives customers the ability to search according to their specific requirements.

Chris Hopkinson, Zupplychain's founder states: "We think there is a significant opportunity for a market maker in the storage sector. We have launched a website that is quick and easy to use for both providers and customers, with instant listings of the best matches."

Inspiration for creating Zupplychain came from its founder's experience of running manufacturing and distribution businesses. They found that space and stock often fluctuated and there was pressure from the emergence of companies such as Airb2b and Uber.

Martin Elgood, Managing Director of Zupplychain explains the issues he faced before he created the b2b site: "Much as we tried, we often didn't have the stock and levels we predicted: either our customers sold more than expected or less; add in stock builds for supplier, annual shutdowns and customer promotions and large range changes and we were often in need of additional third party warehousing. We were growing fast and it made little sense to take on a long lease for a new warehouse until we were clearer on our long term requirements."

Zupplychain allows customers to choose the exact quantity they want and for how long without being drawn into contracts.

It allows third party logistics providers an opportunity to have access to customers who don't usually use third party warehousing.

These organisations can be easily found by customers and are then able to quote them and deal with them via the Zupplychain portal.

This eliminates the need for meetings, manually generated emails and phone calls.

It also has the ability to price differently at quiet and busy periods, meaning the customer will always get a competitive price.

The benefits for customers is that it provides them with the opportunity to search the local market in any area for the best provider to solve their warehousing problems, without having to lease or build an additional warehouse.

The database which allows the customer to source their perfect match with ease was created in house by the Zupplychain team using the enterprise software SAP. Elgood states: "As well as a database and algorithm to best match storage providers and customers, we also provide full communication channels between the parties online and most importantly, manage the relationship operationally afterwards."

It's great to see how a simple idea builds and becomes an innovative method to solve a problem that many within the supply chain will face at some point in time.

[www.zupplychain.com](http://www.zupplychain.com)



## LOGISTICS STAFF APPOINTED TO HELP MCCLAREN

The well-known luxury car manufacturer has sought the help of logistics staff to ensure their production centre in Woking meets demand.

Typically associated with motor racing, McLaren has been expanding its sales of non-motor racing vehicles, and last year delivered a record of 1,654 cars.

In fact, April 2015 saw McLaren Automotive launch five new models and introduced a new three tier product – Sports Series, Super Series and Ultimate Series at the New York Autoshow.

Mike Flewitt, Chief Executive Officer at McLaren Automotive stated: “The launch of the new Sports Series is a step change for McLaren Automotive. It opens the company up to new markets, new customers and consequently, new sales volumes.”

He adds: “The reception to the new Sports Series and the levels of customer orders tells us that now is the time to invest in the second shift and 250 new production team members to ensure that we are able to reach our assembly objectives once the full model range is available.”

The Sports Series is hoping to be completed by 2017. The range will include two further body styles and is expected to account for two thirds of the total annual sales volume.

This need for logistics staff is due to a total of 250 new roles being created in the production, quality and logistics department of the company. This equates to 200 workers in production, 30 in quality and 20 in logistics.

This second shift started in February and hopes to dramatically raise production rates from 14 cars per day to 20 by mid-2016 due to over six months worth of orders for the Sports Series cars.

Whilst visiting the McLaren Technology Centre in February, Business Secretary Sajid Javid: “News that it is creating 250 new jobs is a sign that the UK auto industry continues to thrive. I was particularly impressed to hear that over half of all the components and parts that go into their cars are manufactured here in the UK and this is creating countless more jobs in the supply chain.”

So next time you think of McLaren you may be inclined to remember that even though they specialise in luxury and formula 1 cars, they are also branching out to meet the needs of the ‘average Joe’.

Click here to find out more about the McLaren Sport Series - <http://cars.mclaren.com/sports-series-overview-1>

## THE NEXT GENERATION OF 3G CAMERAS

An affordable technology solution which aids road safety has been created to support the logistics and transport sector against fraudulent claims.

The VisionTrack VT2000 3G vehicle camera is the latest HD 1080p camera with built in 3G M2M Module, GPS and GLONASS product from the in-vehicle CCTV company; Vision Track.

The 3G gadget streams footage easily using advanced technology which reduces the amount of data needed to send a video. The USP is that it sends a ten second clip in under 350kB, therefore Fleet Managers benefit from an increase in driving footage, which helps them to monitor their employees driving as well as gaining insight into those who may need extra training. Perhaps most importantly, it gives employers quick access to data in the event of an accident.

If this was to occur, Fleet Managers receive the data in a matter of seconds, helping them identify whether they need to make a claim in the future. This First Notification of Loss (FNOL) is provided by the camera and is important to fleet managers to provide their insurer with first notification of the incident.

VisionTrack’s Managing Director, Simon Marsh explains that how 3G cameras are not a new addition to the transport sector: “3G cameras are not new but because of the size of the video files, which in some cases can be as large as 12,000kB for a ten second clip, transmitting and storing footage has up to now, been cost prohibitive for mass deployment.”

He adds: “In the event of an incident, fleet managers receive First Notification of Loss through our cameras, with a ten second 350kB snapshot clip sent in as little as five seconds and have the option to instantly request full HD footage to give them complete visibility of the event.”

Another improvement to the 3G vehicle cameras is that they remain live for five minutes even if the ignition is off. This helps to prevent claims from ‘ghost passengers’ and also adds peace of mind to the fleet managers by protecting them and their employees against fraudulent and exaggerated claims.

In addition to the quick transfer times, the camera also works in areas with poor 3G coverage due to the smaller size of its files. At one time, fleet managers would only be able to receive the files in a larger capacity, which takes considerably longer to upload, especially in weak signal areas and is more costly.

Not only does the VT2000 transmit HD quality footage and transfer files quicker, also it generates multiple reports on vehicle location, speed, impact force and driving style which is vital information to record when assessing driver’s styles and incidents.

Drivers can also be additionally supported via the cameras real time audible notifications, speed warnings and of any erratic behaviour, allowing them to alter their driving and making for a safer experience for all.

Marsh concludes: “With the continual prevalence of crash for cash and 180,000 reported casualties on the road in Great Britain for June 2014 to June 2015 alone, the need for a robust and scalable vehicle camera and tracking solution is clear. We truly are at the forefront of our industry and are in a strong position to meet this need, effectively combining both elements to provide invaluable insight into fleet operations and enables total visibility of activities and driving standards.”

It may be a small gadget but as Marsh described there is massive potential for this new 3G camera, especially when it comes to fighting fraudulent claims.

## YODEL SUPER CENTRES

Independent courier Yodel invested in three new super centres for the Christmas rush but this is just the start!

Three new strategically positioned permanent super service centres were opened in Livingston, Waltham Cross and Southwark to support Yodel's delivery of up to 4.9m parcels a week in the run up to Christmas 2015.

The Livingston and Southwark sites opened in October and Waltham Cross began its operations in early November. These new sites form part of Yodel's £30m investment programme which includes IT upgrades, mechanical handling, user friendly parcel tracking and training, as well as new sites.

Dick Stead, Executive Chairman of Yodel explained: "These recent investments form part of our structured plan to increase not only capacity but also the quality of Yodel's service centre infrastructure. With our long term goals focussed on providing excellent customer service, these developments demonstrate the on-going commitment Yodel has to consumers."

Over the past year the company has extended its service centres by opening larger centres in Northampton, Selby, Farborough and Aferton which has dramatically strengthen Yodel's network across the UK.

Not only has it strengthened Yodel's network but it has also boosted Yodel's final mile capacity by 22%, which reduced the need for temporary sites during the Christmas period.

Yodel also acquired 200 additional HGVs and 500 additional trailers to its transport operations to export parcels from retailer's warehouses to its central sorts in Shaw, Wednesbury and Hatfield, before moving onto its local service centres and onto delivery.

The three new sites were chosen for specific reasons. For instance, due to their proximity to motorways and town centres, allowing Yodel to streamline its delivery during one of their busiest periods and providing efficient access to regional towns.

These decisions were overseen by Yodel's Chief Operating Officer, Keith Basnett who stated: "These recent site openings strengthen our stamp on the industry, as we continually explore new ways to streamline the delivery process and ensure we can provide stop quality service to our clients and their customers."

Stead concluded: "More locations are being investigated to further optimise our network and we expect to open more centres in 2016."

Even though Christmas was many months ago, it's clear to see that the investments made during peak times can be rolled out and made permanent for the year to come.



## FREE EBOOK TO HELP THE PHARMA INDUSTRY

A new free ebook has been created to share the success of Pharma Logistics professionals in hopes to transform the logistics sector.

Vision Pharma Logistics 2020: Insights and Practical Advice published by Schiphol Cargo is a result of interviews from seven experts in the pharma and pharma logistics sector including; Rinus Govers (uniQuire), Judith Schut (Konica Minolta Medical), Rene Tjong Tai (Dyzle), Nina Heinz (LifeConEx/DHL Global Forwarding), Ryan Viegas (Actavis), Renate de Walle (Air France & KLM & Martinair) and Antoinette van Kempen (SGS Netherlands).

The book recognises the ever changing conditions and regulations which affect pharmaceutical manufacturers when shipping their products globally. It hopes to inform pharma managers of the opportunities, as well as warn them of the potential hazards of international transportation and provide expert advice on effectively supporting their supply chain until 2020.

The company behind the publishing of the ebook, Schiphol Cargo is a cargo department at Amsterdam Airport, Schiphol and has a history of proactively supporting the pharma industry.

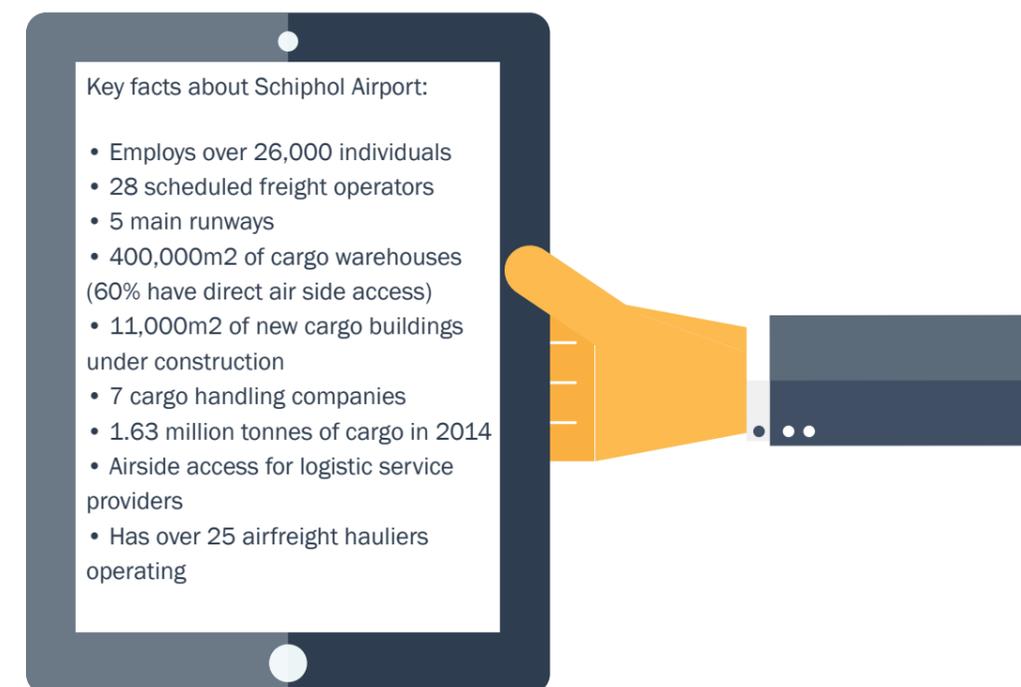
In 2012 it launched the Pharma and Life science Logistics Steering Group, which brought together representatives of pharma manufacturers and provided them with its own logistics community, government and regulatory body to enable the group to share and solve problems.

The group has also held pharma sector roadshows in India and the USA as well as organising pharma shipping forums at international logistics conferences.

The Schiphol airport is Europe's third largest cargo airport and is an important European gateway for pharma traffic due to both its value and volume. The airport delivers safe and efficient pharma transportation via airfreight and several of their forwards facilities are GDP accredited.

Bart Pouwels Schiphol's Cargo Business Development Director and Pharma Logistics Experts explained: "Today's pharma logistics professionals face a market in the midst of major change and innovation. Pharma supply chains have grown highly complex due to multiple factors, including market expansion on both the supply and demand sides and more stringent product quality requirements."

To download the free ebook please click here: <https://schipholcargoworld.com/pharmaceuticals/vision-pharma-logistics-2020-insights-and-practical-advice/>



## BODY LANGUAGE IN BUSINESS

Numerous behavioural studies have shown that when we communicate only 7% of what we mean is conveyed by words and a massive 55% is via our body language. Therefore whether you're in the boardroom or the office, learning a little more about how we are perceived by others is a vital skill to learn.

According to Body Language Expert Robert Phipps, many of us forget about our body language within 3 minutes of meeting others: "They remember at the outset, when walking up to someone and shaking hands but about 90% of people have completely forgotten about their body language within three minutes."

He adds: "The reason is they're too busy talking. Speaking is a conscious activity and as we devote mental energy to getting our words right, we forget to pay attention to what our body is doing."

But this is not restricted to everyday life. In fact, an analysis of 108 studies and more than 15,000 individuals found that those perceived to be professionals in detecting liars such as, police officers or judges fared no better in the results compared to the average civilian. But why? This is because reading body language needs to be practised; it's not a skill that comes easily.

So we've decided to find the best tips around from experts in the field to help make you a pro in body language and to help you secure that business deal you've been toying with the past few weeks.

### HOW TO CATCH A LIAR

Mentalist and TV regular Derren Brown is known for reading signs to get the results he wants on stage and screen but how exactly does he do it? Brown states he looks for: "Tiny, unconscious clues that betray their thoughts. I tend to see it as a game."

He goes on to explain a few of his secrets such as how to spot a liar. He suggests to look out for nodding when people are talking about their products; it's an example of 'over-proving' and is a sign of attempting to reinforce a lie.

This also compliments the research by North Eastern University which stated the following was an indication of deception; hand touching, face touching, crossed arms and leaning away.

Phipps also adds that hand to face movements increase when someone is lying: "As we speak we gesture and our hands give away the true meaning. For example, hand to face movements increase more than five-fold when someone's lying. It's as if the hand is trying to cover up the mouth to stop the lie getting out."

### EYE CONTACT

We all know that eye contact is key but did you know about good eye movement? Eye movement communicates involvement and interest in what the other person is saying.

Another great skill to develop is to maintain eye contact and nodding or making positive noises, this indicates that you are actively listening. It's also important to note that a lack of eye contact can indicate uncertainty and insecurity.



### POSTURE IS KEY

Research from Harvard and Columbia Business School indicates that presenting your body in 'high power' poses such as, standing tall with your shoulders back, increase testosterone levels and lowers the stress hormone cortisol.

As well as this, being hunched over indicates a lack of confidence and has the opposite scientific effect to the above.

Phipps also claims that you should focus on your, breathing and head position as well as your posture: "The first and most important thing is try to keep your shoulders back and chest open because this allows you to breathe. The second is to get your posture right. The easiest way to think of it is as if there was a little thread running along your spine and through the top of your head. And the third is head position. Keeping your head straight and level both vertically and horizontally will make you feel better, because it automatically releases endorphins in the body."

### OVERCOME DIFFICULT TASKS WITH A SMILE

Charles Garfield, author of 'Peak Performance' and also once coached the Russian Olympic weight-lifting team found that when his team struggled to complete more reps in training, after encouraging them to smile, they were able to do an extra 2-3 more reps.

The science behind this suggest that when you frown, you are sending the brain a negative message to stop what you are doing, in turn it responds by sending stress chemicals into your bloodstream. In comparison, with a smile your brain is encouraged and does not send such messages.



### ALLOW PEOPLE TO 'OPEN UP'

When you first meet someone, use this technique to avoid resistance and allowing the time to close their body language.

The key here is to change their positioning before they have chance to cross their arms and close themselves off to you.

You can do this by offering them a cup of tea (they can't fold their arms holding a cup) or pass out your business cards or brochures.

If you're dealing with more than one individual ask them a question which allows them to raise their hand.

### FIRST IMPRESSIONS

If you're an extrovert you may wish to tone down your movements when attempting to portray a level of authority. By minimising your movements you present a calmer and contained individual which makes you appear more powerful.

A confident and firm handshake is an appropriate expression of touch in many situations. They can help to break down barriers but avoid being too limp or aggressive!

Just remember, these skills won't evolve overnight as Phipps explains: "You have to give it time – your existing body language habits have been integrated since you were a baby. But everyone can learn how to improve their body language. It's like any other business skill."



## HAVE YOU REACHED YOUR MANAGERIAL CAREER PEAK?

New data from XpertHR, Professional Manager has identified 'career peak' periods which many managers enjoy such as, high salaries, bonus expectations and impressive performance ratings but what are career peaks?

Career Peaks are when you should be pushing yourself from the very beginning. Mark Crail, content director at XpertHR advises: "If someone offers you a team leader role when you've only been in the job for six months, take it!"

For more experienced managers, career peaks regularly arise when reviewing their career. They feel it's often necessary to reinvent themselves by gaining new skills and expertise. Evidence that you're constantly investing in your professional development and skills will demonstrate that you're committed to improving yourself within your chosen sector.

In the digital age, data handling, modelling and architecting are some of the most in demand skills organisations are looking for. As most information about organisations is widely accessible this means that salespeople have data from vast CRM systems at a push of a button, customer service teams can track market trends and finance teams have real-time management numbers. This is why organisations now look for employees who can use such information to their advantage.

A report by XpertHR looked at 40,000 IT workers. Their pay increase and their promotions peaked at the beginning of their careers and it was also revealed that by the age of 50, 7% of IT workers receive an annual promotion.

Further research by XpertHR from the National Management Salary Survey in October 2015 looked at the expected peaks in management positions. It found that between the ages of 40-45 years old, most managers' careers have started to peak. For instance the data showed, 42% of managers will receive a bonus around the age of 40, 28% will achieve their highest performance rating and 24% will receive a company car or car allowance. Also, at 45 years of age 22.6% of managers will have reached their most senior position within their organisation.

In addition, the research also found that gender plays a big part. Men and women enjoy different career peaks at different ages. The majority of female managers peak between the ages of 30 and 40 in comparison to their male counterparts at the age of 35.

Another striking find is the length of time female managers receive bonuses and other additional benefits. The majority of female managers only receive such benefits when in a managerial role at the age of 50, in comparison to men at the age of 35-40.

However, it's not just gender which plays a part in reaching career peaks; the industry also has a big effect. For instance, in manufacturing, managers reach their highest performance rates at the age of 25, yet don't receive a bonus until around the age of 40.

Whereas, in public and non for profit sector, you are least likely to experience a large career peak until the age of 60.

The report also showed how pay differentiates between management levels. For example, the move from a professional level 4 position to a section manager could increase from £45,000 to £56,000.

Also in high end careers, it found that there's almost a 50% rise in the value of total basic and bonus package. Only 47% of managers with a professional level 4 do not reach section manager level.

David Dumeresque, partner executive search firm Tyzack states: "Around the age of 40, you'll have been in the workforce for about 20 years and should know what you're doing. However, this isn't the time to start coasting. To maintain, and then extend your relevance through to 60 or 65, this is the time to be focussing on your professional and personal development."

Huw Morris, Director of Skills, Higher Education and Lifelong learning within the Welsh government, states that the best way to prepare for the next 'leg' in your career is via a professional qualification. He suggests learning transferable skills which "suit your career, not just

your company."

Experts believe this shows commitment to your own professional development and taking control of your career journey.

Morris also provides a warning that modern careers in management could lead to geographical changes. "Most organisations are small, and there's no guarantee they'll be based near where you live."

There are many different factors to consider when aiming for your career peak; gender, industry sector and age are just a few but if you have the expertise and qualifications they, could allow you to be front of the line when the opportunities are handed out.



## COMPANY CARS: A NECESSITY OR PERK?

The Lex Auto lease Report on Company Motoring found that as employment rates rose in 2015, a third of drivers claimed that they felt more secure in their job than they did in the 12 months previous, but how does this affect the use of company cars?

In this feature we'll analyse the report's data and examine the relationship between economic growth and company car use.

The improved economic situation has resulted in a month on month rise in new car sales, over the past three years. This is significant as new car sales are often seen as a measurement of the wider economy.

This economic growth has also resulted in a growth within the company car market. For example, 38% of Fleet Managers reported an increase in the number of company cars in their fleet.

One reason for this may be that employees feel that a car is a necessity. Results showed that 59% of company car drivers and 20% of those who had their own private car stated that a car was essential for their job.

Other findings stated that 45% of company car drivers saw their car as an extension of their workplace and 41% said that it was a haven from the outside world.

This was also confirmed by the fact that only 5% of those who have a company car and 38% of those with their own car, stated that they never use their car for business; therefore the majority use their car for the daily commute.

The report also found that some would prefer a cash alternative if given a choice, in particular younger drivers. Those aged 17 - 34 stated that they saw a car as a mark of achievement (42%) but would rather receive a cash alternative if given the option.

### BENEFIT PACKAGE

The report also found that even though a company car can be an important part of an employee's benefit package, people would like more choice from their package and cars.

But this does not dissuade those who view a company car as an important element when choosing a career. In fact 64% stated that receiving a company car would be a deal breaker when deciding whether or not to take a job.

It seems that Fleet Managers also agree, 43% stated that company cars are becoming more important in recruiting and retaining employees.

### COMPANY CARS OF THE FUTURE

As technology evolves, there's no doubt that monitoring company cars and their drivers will become common practice, however at the moment, this is not the case.

Results showed that only 9% of drivers stated they had driver monitoring technology in their company car and only 2% have cameras installed to record incidents.

Nearly half of company drivers asked, were happy for their fuel consumption and mileage to be recorded, however fewer were happy to have cameras installed (36%) or telematics in their vehicle (23%).

Results also indicated that younger drivers were less happy to have such devices installed compared to older drivers.

In addition, results also found that Fleet Managers who are not currently installing such systems hope to do so in the next two years.

This is because 18% of Fleet Managers strongly believe that installing telematics devices would improve safety and driver behaviour, with a further 37% agreeing.

### AUTOMATION ON VEHICLES

We've all heard of the driverless Google car and with the UK government agreeing that the UK is a great destination to trial such technology, it may not be long before we start seeing them on the roads within the next two to five years.

However, in the meantime drivers were asked how they felt about the levels of automation on cars currently and the findings were surprising.

85% supported the introduction of warning systems which detect when the driver is losing attention, 75% supported the use of automatic braking systems and 68% supported the use of automatic steering systems which prevent cars veering into the other lane.

However there was less support for more fully automated vehicles such as 'road trains' where the car takes over from the driver once in designated lanes or fully automated, driverless cars.

The report found that only 38% supported the 'road train' idea and 25% supported fully automated vehicles, similar to the Google self-drive.

In conclusion, the report raises many questions as to whether the company car is a luxury that some expect for a 'good job well done' or if one day, our cars will be fully automated, resulting in a more enjoyable daily commute.' It's perhaps too early to tell but it's interesting to see where drivers currently stand on such issues.

### COMPANY CARS: FACTS AND FIGURES

- 26% of fleet managers believe that driverless cars will be on the roads within 10 years
- 1 million company cars in the UK
- 64% of company drivers said that a car would be an important factor in their decision whether or not to change roles.
- 36% would be happy to have cameras in their car
- 43% of fleet managers think that hybrids are a practical option for company cars
- 14 million estimated grey fleet vehicles in the UK
- 59% of company car drivers state that their car is essential for their work
- 45% of company car drivers see it as a mark of achievement.

\*Source: Lex Auto lease report on Company Motoring 2015



## IS YOUR BUSINESS CYBER SECURE?

A report by PwC (PricewaterhouseCoopers) has revealed that 90% of large companies and 74% of small firms suffered cyber hacks in 2015. Amazingly, this has shot up from the previous year at 81% (large companies) and 60% (small companies). However a merger between two organisations could help you become more cyber secure.

The average cyber hack cost small companies around £75,000 to £311,000 in 2015 and £1.46m to £3.14m for large companies.

Worryingly, the report also revealed that almost a third (32%) of businesses have not carried out any form of security risk assessment in light of this revelation.

Law firm 2ndOpinionNow and IT specialist LAN2LAN have partnered to offer an innovative approach to cyber security. This allows companies to sign up to annual payments which provide access to LAN2LAN's expertise and 2ndOpinionNow's specialist legal advice via a dedicated point of contact available around the clock.

Chaman Salhan, CEO of 2ndOpinionNow, explains how such fees can offer businesses complete protection from the ever growing threat: "What's unique about us is that we have experience dealing with serious fraud and we are able to educate companies and keep them up to date with the types of scams that are taking place now."

He adds: "A lot of the time, even the police and the Crown Prosecution Service are playing catch-up with cyber criminals. But if you are at the cutting edge - like we are with my work as a serious fraud supervisor - we can establish what's happening and what the current threats are and help prevent them from taking place."

One threat which can be tackled easily is avoiding employees using their personal mobile devices to access sensitive company information. If an employee's device is hacked, cyber criminals can access sensitive business information such as bank account details, personal information and your client base information; basically the information which makes you unique to your market place, which can have devastating affects if it falls into the wrong hands.

In light of this, the European Union has proposed legislation which could see firms fined up to 5% of their global turnover in the event of such breaches, therefore reinforcing the need for improved cyber security.

Salhan explains the financial affects this could have: "If you are a business with a profit margin of 10% and have a breach, then a fine of 5% of global turnover has suddenly halved your profits. If you don't address this cyber threat, you could be losing from a third up to a half of your profits every year."

Of course, there are not only the financial worries of a cyber hack but the loss of company's reputation. "As a business, if you have a breach you lose the faith of your customers and employees and you could even end up in a situation where there are regulatory issues on top of financial loss." States Salhan.

At first, you could be mistaken to think that a cyber hack may incur financial ruin but in fact, if you look a little deeper, the fallout could be bigger than expected.

Meaning, it may be time to address if you're cyber secure.

To contact Chaman Salhan with any cyber concerns please visit [2ndopinionnow.co.uk](http://2ndopinionnow.co.uk) or call 020 7936 3177

## FREIGHT

**Job Title** Trailer Freight Operator**Location:** Birmingham, United Kingdom**Salary:** £25,000 - £30,000**Brief Job Description:** You will join a large Belgium based forwarder specialising in the transportation of garments throughout Europe and Eastern Europe.

This position is perfect for those with experience as a Trailer Freight Operator and for those with Turkish or French language skills, however this is not essential.

Your role will involve the following:

- Handling full, part loads and groupage throughout Europe and Eastern Europe
- Taking bookings, quotes for business and inputting data onto computerised operations systems
- Liaising with sub-contractors
- Negotiating prices
- Ensuring loads are collected and delivered on time
- Liaising with clients
- Invoicing

You will have a good understanding of trailer equipment, loading requirements and be able to manage several job file movements.

**More Information:** <http://www.freightpersonnel.co.uk/vacancy-detail?VacancyId=5358>**Job Title** Field Sales Executive European Road Freight**Location:** London, United Kingdom**Salary:** £30,000 - £35,000**Brief Job Description:** This is a fantastic opportunity to join one of the largest land transport companies in Europe.

This is a field sales role selling European road freight services covering the M25 corridor.

The role is predominantly home based with lots of flexibility to manage your own diary and appointments. You will focus on the groupage sector of the business, promoting their Pan European Road Freight services.

You will have the following experience:

- A proven track record of selling European Road Freight
- Have the ability to maintain existing accounts
- A full UK driving license

**More Information:** <http://www.freightpersonnel.co.uk/vacancy-detail?VacancyId=5419>

## PURCHASING

**Job Title** Purchasing Analyst**Location:** Middleton, Greater Manchester**Salary:** £20,000 - £25,000+**Brief Job Description:** You will join a leading manufacturing organisation within the industrial sector which operates on a global scale.

You will assist with the procurement of chemicals and associated products as well as analysing and reporting on spend and stock data to help reduce costs and improve systems and processes.

You will work closely with the finance and business leaders and incorporate report writing and administrative duties by working closely with suppliers on site.

You will have excellent analysis skills and the ability to use excel at an advanced level. It would also be advantageous if you have previously worked in Purchasing and Finance and have an awareness of reporting associated with Procurement.

**More Information:** <http://www.supplychainrecruit.com/jobs/head-of-merchandising-243780.htm>**Job Title** Head of Merchandising**Location:** Sandwich, Kent**Salary:** Negotiable**Brief Job Description:** This is a senior position and will work alongside the senior management team and will be responsible for delivering profitable growth across the range of products.

You will report to the Supply Chain Director and will be responsible for the strategic merchandising management of all brands both in the UK and internationally, whilst working with senior level colleagues in the Far East and various other departments.

You will have strong general management experience and the ability to operate a dynamic and constantly changing environment.

Ideally you will have a graduate level qualification and experience in international merchandising management.

**More Information:** <http://www.jobs4logistics.com/jobs/head-of-merchandising-243780.htm>

## SUPPLY CHAIN

**Job Title** Supply Chain Manager**Location:** Bournemouth, United Kingdom**Salary:** £35,000 - £43,000**Brief Job Description:** You will be joining an industry leading FMCG business based in Bournemouth due to a significant growth in the market place.

You will be responsible for the following:

- Day to day management of the supply chain such as Demand and Supply Planning
- Liaising with cross functional teams to ensure a high performing supply chain
- Delivering supply chain strategy and focusing on continuous improvement
- Inventory management
- New product development

You will have a proven track record of leading a successful supply chain within FMCG as well as strong managerial experience.

**More Information:** <http://jobs.supplymanagement.com/job/125110/supply-chain-manager/>**Job Title** Demand & Inventory Planner**Location:** Warwick, United Kingdom**Salary:** £28,000 - £35,000 plus benefits**Brief Job Description:** You will be responsible for providing accurate demand and inventory forecasts at both a tactical and operational level, as well as managing the demand planning activities for a number of markets.

You will also recommend solutions whilst monitoring and managing category inventory levels and work with Supply Planning and W&amp;D teams to minimise operational costs.

You should be a proven problem solver, have change management experience, demand and inventory experience and great analytical skills.

You will be responsible for the following:

- Managing demand planning activities
- Work closely with the Produce Line, Category Management and supply team
- Implementing and maintaining service loss tracking
- Monitoring the impact on stockholding of business events

**More Information:** <http://www.supplychainrecruit.com/jobs/head-of-merchandising-243780.htm>

## WAREHOUSING

**Job Title** Yard Operative**Location:** Berkshire**Salary:** Competitive**Brief Job Description:** Scrap Metal Recycling is a division of the A1 group of companies which is one of the UK's leading waste management service suppliers.

Fork lift truck experience would be advantageous and owning your own transport is essential due to the location of the site.

**More Information:** <http://www.fish4.co.uk/job/4868497/yard-operative/>**Job Title** Depot Manager**Location:** Nottinghamshire**Salary:** £25,000 - £30,000 plus benefits**Brief Job Description:** You will ideally come from a managerial background within the plastic recycling sector. It is essential that you have a good understanding of health and safety processes, as well as knowledge and experience of working in a KPI and target driven environment.

You will report to the Director and be responsible for the following:

- Security and maintenance of the site
- Ensuring health and safety processes are met
- Day to day management of warehousing operatives
- Day to day management of deliveries and loading
- Motivate staff
- Ensuring all materials are separated and processed quickly and efficiently

**More Information:** <http://www.supplychainonline.co.uk/job/139915/depot-manager/>

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# up & coming events



## Omni Channel Fulfilment & Logistics Forum 2016

June 20th - June 22nd 2016 | Cobb Galleria Centre, Atlanta, USA

**About:** This event is the 'go to' event for retailers wishing to gain valuable insight into the progression of the industry and how to implement Omni channel commerce.

Over the two days the following will be available to ensure it's an immerse experience for all:

- 80 plus pharma/biotech discussions
- One to one meetings
- 12 hours of networking with senior executives
- Workshops and panel discussions
- Exhibition platforms

**More Information & Booking:** For more information & booking please visit <http://www.omnichannel-forum.com/>

## CeMAT Australia 2016

July 12th - July 14th | Melbourne Convention & Exhibition Centre, Melbourne, Australia

**About:** CeMAT is the World's leading Trade Fair for Intralogistics and Supply Chain.

In its second year the CeMAT exhibit will be the one stop shop for the leading technology and service providers in the materials handling and warehousing industry.

It aims to pair such organisations with attends from warehousing, logistics, supply chain, IT and finance roles from a wide variety of industries ranging from FMCG to resources. As well as showcasing cutting edge product demonstrations.

**More Information & Booking:** For more information & booking: <http://atnd.it/46375-0>

## Last Mile Fulfilment India

July 22nd - July 23rd 2016 | The Lalit Hotel, Mumbai

**About:** This event is the only exhibition in India to produce an ecosystem-based platform for attendees from the following four platforms; retail, ecommerce, parcel and logistics companies.

It allows such companies to connect globally and explore business opportunities to share knowledge to achieve a seamless last mile fulfilment in India via online trading.

It will also showcase various innovative solutions to help solve ecommerce issues.

**More Information:** For more information & booking: <http://www.lmf-india.com>

## Asia Cold Chain Show (ACCS)

July 6th - 8th 2016 | Bangkok International Trade & Exhibition Centre, Bangkok, Thailand

**About:** The exhibition aims to bring together decision makers and buyers from the cold supply chain industry to find the best solutions and technologies.

It creates ample opportunities for professionals from the cold chain and logistics sector to come together and discuss solutions.

The event will be divided into three sectors including, cold storage, cold transport and HVAC industry.

The following would benefit from attending:

- Cold supply chain companies
- Manufactures from food, pharmaceutical, marine and horticulture
- Retail chains
- Cold storage owners and cold transport companies
- Government departments and trade associations

**More Information:** For more information and booking please visit: <http://www.asiacoldchainshow.com>

## 18th Annual EMEA Supply Chain & Logistics Summit

June 20th - 22rd 2016 | Hotel Rey Juan Carlos I, Barcelona, Spain

**About:** The summit will discuss the most pressing issues facing the supply chain industry across Europe, Africa and the Middle East.

It provides delegates with engaging and thought provoking sessions as well as networking opportunities with both peer and suppliers, via discussions, panel debates and case studies.

The EMEA Supply Chain and Logistics Summit is the only multi-streamed supply chain management event of its size and attract over 300 supply chain and logistics professional each year.

It gives attendees the chance to learn, how to develop their supply chain and generate a competitive advantage, achieve greater transparency across their supply chain and reduces costs plus much more!

**More Information & Booking:** For more information & booking please visit <http://sclsummit.com/>

## CEMAT EXHIBITION 2016

In its second year the CeMAT exhibition will be held in Melbourne, Australia with a feast of treats for you and your team to experience.

Held in eight countries around the world, if you can't make it to the Melbourne exhibition this July, we're sure there's one closer to home.

This global networking event brings together the best innovations and technologies under one roof, allowing visitors unique hands on experience with industry leaders. These include business professionals from supply chain, logistics and warehousing, providing you with ample networking opportunities.

Industry leading names such as; Dematic, CHEP and Kuka Robotics will demonstrate and present their latest technologies.

Here is a snapshot of some of the major benefits you will gain from visiting this year's exhibition:

- Over 30 presentations
- No booking required
- Free to attend!
- Learn techniques from other industry professionals to combat challenges
- Australian and international presenters
- Market leaders from all industries

But there's far more than this on offer, just take a look at the other highlights of this year's event.

### Knowledge Theatre

The Knowledge Theatre is; you may have guessed a place for learning. Located on the show floor it's open to all visitors and its open planned style means the more the merrier.

Industry leaders from a range of sectors will provide insight and advice via a series of case study based presentations in 20 minute intervals.

### National Forklift Championship 2016

The National Forklift Championships will hold their finals at the exhibition. Last year saw the competitors carrying glasses of wine without spilling a drop.

The championship is organised by the Australian Warehousing Associated and brings some of the best forklift trucks drivers from around the country together to be crowned the national champion.

### Welcome Reception

The welcome reception will provide an informal place to network with drinks, canapes and light entertainment provided on 12th July.

### Site Visits

CeMAT is currently looking for projects which have been recently completed which would make great site visits; the only requirement is that it must be within a two hour drive of Melbourne city centre.



[www.cemat.com/au](http://www.cemat.com/au)

# Supply Chain Outlook



[www.ioscmmembers.com](http://www.ioscmmembers.com)