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Institute

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“ Management Forum has teamed up with IoSCM, the Institute of Supply Chain Management, to bring you an award and certificate aimed at demonstrating competence in leadership, business skills and supply chain management. ”

HUMAN FACTORS AND USABILITY ENGINEERING IN THE DEVELOPMENT OF DRUG DELIVERY PRODUCTS

15th April 2015 (Ref. N4-8215)

CAPSULE-BASED INHALERS: UNDERSTANDING THE SCIENCE

9th June 2015 (Ref. N6-8215)

DRY POWDER INHALERS

10th-11th June 2015 (Ref. N6-8315)

CONNECTIVITY IN MEDICAL TECHNOLOGY

24th-25th June 2015 (Ref. N6-8115)

KEEPING UP-TO-DATE AS A QUALIFIED PERSON

7th-8th July 2015 (Ref. M7-8115)

All events are taking place at the Rembrandt Hotel, London.

THE FACULTY FOR SUPPLY CHAIN MANAGEMENT:

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Director of Sue Mann Consultancy Ltd.
- Dr Afshin Hosseiny, MInstPkg, CChem, MRSC
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A WORD FROM THE CHAIRMAN



Philip Chaganis OBE
Chairman - Strategic and Quality Committee, IoSCM

Very few people in the modern world have any idea of the complexities of supply chain management because, to most of them, all that matters is the constant availability of the goods and services they require at the least expensive price. I say 'least expensive' price because the vast majority of consumers in any sector you care to mention have the instinct and ability to seek out and choose the best deal. 'Nothing new in this, and why shouldn't they' I hear you say; but the incessant way in which these choices are made nowadays means that there is unrelenting downward pressure on everyone's bottom line.

Inefficiency is of course very costly in business terms, but creating efficiencies and streamlining processes in order to achieve or maintain competitive edge is also very costly and usually involves informed business decisions at the highest level. However, this is where well qualified, experienced, professional supply chain managers can make a big difference and, dare I say, make their name.

The complex field of military supply chain management and operational logistics in which I worked for many years, does not demand much in the way of concern about the 'bottom line' in terms of overall financial cost and competitive pricing. But it does require people who can plan, implement, monitor and successfully manage a multitude of complex processes, often running concurrently and against the odds, whilst constantly trying to anticipate what lies ahead. The bottom line in the military environment is of course mission success.

In the commercial world, which encompasses the other 99% of human activity, business success takes the place of mission success and it is here that the pressure can be even greater; it certainly is unrelenting. This is why it is so vital to have well qualified supply chain managers trained to cope with the pressures of current operations but also trained to anticipate what is required to support future business operations. A good supply chain manager who can 'see beyond the next ridge' can be worth his or her weight in gold to a modern commercial organisation.

Of course there is nothing new about the global aspects of trade and supply chain management. People have been moving commodities successfully around the world for many centuries. What has changed, and is constantly changing, is the speed at which supply chain networks now have to operate and the level of congestion evident along the way and at nodal points. Supply chain managers have to be able to communicate these modern-day facts of commercial life to their bosses and be smart enough to quickly find proper solutions to challenges they face. So, if you are able to do all this and the business is doing well, ask for a pay rise - because you're worth it!



NEWS

DON'T WASTE CHANCE TO IMPROVE ROUTES FOR FREIGHT TRANSPORT - FTA'S MESSAGE TO TFN

Following the announcement that a strategy is being launched to connect up the cities of the north to build a northern powerhouse, the Freight Transport Association (FTA) has told Transport for North (TfN) not to waste the opportunity to improve freight transport connectivity across the country.

Described as plans to revolutionise travel in the north - the report sets out how the strategic road network could be enhanced through strategic planning, investment and technology, and better connections to ports, airports and key economic centres. The plans are said to 'slash' journey times between major northern cities with investment in high speed rail and to develop new east-west road connections including a road tunnel under the Peak District.

Malcolm Bingham - FTA's Head of Policy - North stated: "The North of England must not waste this opportunity to improve freight transport connectivity across the country. The freight industry in the north has suffered from years of hesitation by planners and successive governments which has resulted in an over reliance on freight movement on the M62."

Mr Bingham added: "It is important that we identify the best modal choices for the logistics industry and ensure that we choose the road, rail and inland waterway options that will improve economic transport opportunities. FTA has been asking for these transport improvements to be addressed for far too long and we now look forward to taking these concepts forward in a Freight Strategy for the North of England."

The report including a new 'TransNorth' rail system and new road investments, will today be unveiled by Chancellor of the Exchequer George Osborne, Deputy Prime Minister Nick Clegg, Transport Secretary Patrick McLoughlin and northern city leaders.

"It is important that we identify the best modal choices for the logistics industry..."



DEUTSCHE POST DHL GROUP SENDS DISASTER RESPONSE TEAM TO VANUATU

Volunteer teams to provide airport logistics support in Port Vila to manage incoming aid for the cyclone-hit country.

Deutsche Post DHL Group, the world's leading logistics provider, has deployed the first Disaster Response Team (DRT) to support relief efforts in Vanuatu devastated by Cyclone Pam on 14th March. The cyclone has left tens of thousands of people homeless, without food, water and medicine. DHL's DRT is currently based at Bauerfield International Airport in Port Vila, Vanuatu's capital, to provide airport logistics support to manage incoming international aid and expedite the distribution to those in need. A second DRT team will be deployed on 27th March.

Christof Ehrhart, Executive Vice President, Corporate Communications and Corporate Responsibility, Deutsche Post DHL Group, said: "With Vanuatu comprising many islands spread over a vast area, the scale of the devastation wreaked by the cyclone has yet to be fully assessed. However, there is a critical need to provide basic necessities to the thousands who have lost their homes and crops. Speed is of essence in complex emergencies such as this and the DHL Disaster Response Teams comprise highly trained volunteers who can make a real difference here in helping the people of Vanuatu cope with this disaster."



Deutsche Post DHL Group, in cooperation with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), established a global network of Disaster Response Teams.

Almost 30 times deployed worldwide since 2005

Deutsche Post DHL Group, in cooperation with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), established a global network of Disaster Response Teams to support airports in case of a natural disaster. The DRT network consists of over 400 trained DHL volunteers, who can be deployed within 72 hours. Since 2005, the DRTs have been deployed close to 30 times worldwide.

In Port Vila, a DRT of seven experts will provide logistical support free of charge for the movement of relief supplies, including unloading cargo planes, conducting professional warehousing and inventory management, and the loading of the relief goods for onward transportation to Vanuatu's many islands.

Chris Weeks, DHL Director of Humanitarian Affairs said: "Our DRT members are well-trained to provide hands-on effective logistics support. In the aftermath of a disaster, airports can become bottlenecks that delay the delivery of emergency relief supplies for victims. In these situations, logistics expertise can make a huge difference in saving lives by ensuring a swift and organised handling and delivery of all aid, from food and water to temporary shelters."

GoHelp is the disaster management program of Deutsche Post DHL and comprises disaster preparedness with the program "Get Airports Ready for Disaster" (GARD) and natural disaster response via the Disaster Response Teams (DRTs). To date, GARD was implemented to more than 25 local airports in countries like Armenia, Bangladesh, Dominican Republic, El Salvador, Indonesia, Jordan, Lebanon, Nepal, Panama, Peru, the Philippines, Turkey and Sri Lanka.

"Speed is of essence in complex emergencies such as this and the DHL Disaster Response Teams comprise highly trained volunteers who can make a real difference..."

"Our DRT members are well-trained to provide hands-on effective logistics support..."

COSTA RICA, THE WORLD'S FIRST COUNTRY TO RUN ON 100% RENEWABLE ENERGY

Author of new book *iDisrupted*, explains why Costa Rica is supporting his prediction that the future will demolish traditional energy businesses.

iDisrupted - Burlington, USA was one of the first cities in the world to run on renewable energy and now Costa Rica has become the first country to do so.

This is a huge achievement for Costa Rica but a huge worry for traditional energy companies says author of new book *iDisrupted*.

An environmental milestone has been achieved for Costa Rica. The country has announced that it has only used renewable energy to generate power for the first 75 days of the year, a first for any country. John Straw, author of *iDisrupted* explains that his theory of traditional energy companies being demolished can be supported by the latest announcement by Costa Rica.

John Straw explains; "Even though Costa Rica is one of the smallest countries in the world, there's clearly a determination and principle here. It's been 75 days since Costa Rica's power grid last had a sip of petroleum and thanks to heavy rainfall at the start of the year, the Central American nation has been able to provide 100 percent of its energy needs via renewable resources."

John continues; "It doesn't hurt that Costa Rica has invested heavily national power grid. 80 percent of Costa Rica's entire energy budget comes from its four hydroelectric plants with another 13% derived from geothermal stations and solar, wind and fossil fuels round out the remaining 7%."

Of course, fossil fuel alternatives are not without drawbacks. The nation's hydro-electric dams may be working at capacity right now, thanks to those heavy rains at the start of the year, but should the country face drought (or even just seasonal water shortages), Costa Rica may have to revert back to petroleum power in order to keep the lights on.

This certainly represents a major milestone in green energy production but the author also recognises that at this moment in time there's no guarantee that other nations will be able to replicate this.

However, thanks to advancements in energy storage and battery technology, John is confident that countries will follow suit in the future and demolish the balance sheets of traditional energy businesses.

Recently Burlington in the USA made history by becoming the first city to run 100% on renewable energy. According to an article from Fastcoexist, "The city runs on a mix of biomass, wind, solar, hydro, a little bit of landfill gas, and a few other renewable sources. At a given time, if the renewable plants aren't producing enough power, the utility might buy traditional power. But they also produce and sell enough extra green power that, over the course of a year, the total is 100% renewable."

John concludes; "The energy advancements from Burlington and Costa Rica have come a lot sooner than sceptics would have imagined. When new battery technology becomes mainstream it won't be long until other cities and countries are practically a 100% green energy producer."

iDisrupted is available in all good book shops and Amazon. For more information visit www.idisrupted.com

Photo: Aerial view of the city of San Jose, in Costa Rica



THE WACO SYSTEM WELCOMES NEW MEMBERS IN AFRICA AND ASIA

Kenya-based supply chain specialist Freight In Time to represent six East African countries for the network, and Spence Maldives Pvt Ltd to be The WACO System member for the Maldives.

Global freight management network The WACO System has welcomed Freight In Time (FIT) as its newest member in East Africa and Spence Maldives Pvt Ltd in Asia.

Head-quartered in Nairobi, Kenya, FIT is the new WACO member for Kenya, Uganda, Tanzania, Rwanda, Djibouti, and Burundi.

Spence Maldives will represent the exclusive network of independent freight management companies in the Republic of the Maldives.

"We are focused on working with companies with strong local knowledge and expertise, and are delighted to be welcoming two such well-established forwarders to the WACO family," said Richard Charles, Executive Director, The WACO System.

"We continue to develop our network and expand our global footprint, and will be announcing more new members soon."

FIT offers integrated logistics solutions across a wide range of industry sectors, including pharmaceutical, oil and gas, telecommunications, humanitarian, and mining.

"We are delighted to be joining The WACO System and look forward to working with our new overseas partners," said Shamit Shah, Group Executive Director, FIT.

Established in 2006, Spence Maldives Pvt Ltd is headquartered in Malé, the Maldives, and offers a full suite of logistics services to customers globally.

It is part of the Aitken Spence Group of Companies, which includes Ace Cargo Pvt Ltd, WACO member for Sri Lanka since 2002.

"The WACO System represents an exciting opportunity for us and we are eager to start working with our new network of colleagues," said Buddike Dissanayake, Head of Freight, Spence Maldives Pvt Ltd.

To find out more about FIT, visit freightintime.com
For more information on Ace Cargo Pvt Ltd, visit acepk.com



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Student Spotlight

Name: David Buckle **Course:** Managing the Supply Chain - Level 2 Certificate

Why did you choose to study this qualification?

A change of role meant I would have more of a supervisory role and I wanted to learn more team leadership skills, and also gain more understanding of business as well as the International Trade & Freight aspect of my job. I felt that starting at Level 2 would allow me to fill any gaps in my knowledge and give me a suitable base to progress to a higher level of learning.

What made you decide to study with the IoSCM?

The main reason was the fact that it was all online based and could be completed in my own time. This allowed me to take some time off from studying during busy periods at work and meant I didn't have to attend any classes or examinations.

Can you tell me a little bit about your experience of the course so far?

I have gained so much knowledge from the course that has helped in my work and this has had a knock on effect in improving the workplace and customer satisfaction.

Have you contacted the mentor support? How did this assist in your studies?

I didn't have to contact the mentors during my studies.

Would you recommend an IoSCM course to others? Please explain your answer.

Yes I would. I have mentioned it to another colleague and hopefully they will choose a course soon. Gaining a qualification through IoSCM will not only improve your knowledge but will make you a more attractive candidate for any future roles you may wish to take.

We would also like to welcome:

New Partners:

- West Cheshire College
- The Training and Learning Company
- The Supply Chain Academy
- PhemTem Consultants (Nigeria)
- A and C Associates
- Warrington College
- UK Distance Learning and Publishing
- Commercial Skills

Renewing Partners:

- London Corporate Training
- Gateshead College
- Brighton School of Business,



Partner Spotlight



Partner: Phemtem Consult **Country:** Nigeria

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C. Professional Courses

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- Logistics & Transport
- Risk & Safety Management
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Jacky Stansfield, Distance Learning College & Training

2000 - 2004 WHERE IT ALL BEGAN...

The organisation was originally established as a sole trader business, based on Finchale Road in Durham, in 2000, by Kevin Rumfitt. Delivering two courses from the Chartered Institute of Logistics and Transport (CILT), levels 2 and 3, and then due to the success of these programmes and demand from customers going on to deliver level 5 courses.

The Chartered Institute of Logistics & Transport awarded Kevin Rumfitt with prestigious title of CILT Education and Training Officer representing the North East Region on behalf of CILT.

Training and qualifications were delivered through a combination of distance learning and in-company face-to-face sessions.

With an extensive background in supply chain management at a senior level within the automotive sector this is where the client base of the business began quickly diversifying into new industries obtaining clients including Duco (automotive), Sanofi (healthcare), Nestle (food) and BAE Systems (aerospace).

2004 - 2006 FLYING HIGH...

In 2004 the business continued to expand rapidly and the private limited company Durham Logistics College was born. DLC began delivering training and distance learning to a greater range of clients including Lucas SCI, Electrolux, and International Cuisine. DLC also added to its range of CILT qualifications by becoming an approved provider of Institute of Operations Management (IOM) manufacturing qualifications, Chartered Management Institute (CMI) qualifications and Chartered Institute of Purchasing & Supply (CIPS) qualifications due to client demand.

With the delivery of a hugely successful, extensive programme of CIPS training to Rotherham Council, DLC won an award for the quality of training delivered.

The organisation also diversified into funding contracts from Learn Direct allowing the college to offer qualifications in productivity, establish three fork lift truck training centres and deliver highly demanded literacy and numeracy qualifications.

2006 - 2010 NEW & EXCITING MARKETS...

In 2006 DLC became a COVE (Centre of Vocational Excellence) in association with both Gateshead College and Middlesbrough College.

The college also obtained accreditation from the Institute of Export (IOE) and the Institute of Leadership and Management (ILM) and began working with the United Nations on a bespoke Warehousing training course for UN logistics staff and with the UAE government winning the contract to develop a logistics training academy in Abu Dhabi for military personnel in the region.

With the diversification of the business Durham Logistics College rebranded to become Distance Learning College & Training.

2010 - 2014 A WORLD LEADER...

In 2010 Distance Learning College decided to focus entirely on the success and growth of its distance learning delivery of what was now an expansive portfolio of supply chain qualifications with CIPS, CILT, IOE, IOM, CMI & ILM qualifications. With major investment in student support and tuition and the development of the DLC brand expanded from a UK training and education provider with 280 students in 2010 to a global leader in supply chain related distance learning with over 3000 students in over 47 countries worldwide by 2014.

In 2012 the college received approval to deliver Institute of Supply Chain Management (IoSCM) qualifications adding even greater strength to the training and qualification portfolio.

This year we are celebrating our 15th year in business. We are proud of our journey and the huge success we have achieved and it's all down to our students and business clients across the world so celebrate with us as a part of our DLC family.



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RETAILERS SHARE SUPPLY CHAIN INNOVATION AT MULTIMODAL 2015

Green initiatives, omnichannel opportunities and compliance will top the agenda at the UK and Ireland's leading logistics show.

Retailers including Boots, Waitrose, and Sainsbury's will share insight on supply chain efficiencies and innovation at Multimodal 2015, from the 28th to the 30th of April.

Thought leaders from Blue Chip companies such as the Co-Operative and Lafarge will discuss modal shift, omnichannel challenges, and best practice for new legislation, during workshops at the exhibition.

"This year, more than ever before, Multimodal is bringing logistics decision makers together with innovators and suppliers working towards more efficient, compliant supply chains," said Robert Jervis, Multimodal Director.

"We are looking forward to a lively three days of networking and business opportunities for visitors and exhibitors, as well as some informative debate and useful training sessions."

Over 250 transport and logistics exhibitors will be showcasing original solutions to an expected visitor audience of over 7500 supply chain decision makers at the free-to-attend show at the Birmingham NEC.

Multimodal features three days of seminars and workshops, as well as the exhibition, and a schedule of networking opportunities including a VIP Gala Dinner and Awards ceremony.

"We have teamed up with The Chartered Institute of Logistics and Transport (CILT), the Freight Transport Association (FTA), and The Loadstar to put together a programme looking at how to run slicker, more compliant supply chains," said Emma Murray, Multimodal Seminar Director.

Exhibitors from across the supply chain spectrum attending this year will include PLUS Logistics, DP World Southampton, Dachser Ltd, TPN - The Pallet Network, DB Schenker, and Charles Kendall Freight.

Registration is now open using an on-line system connected to LinkedIn profiles, which enables visitors and exhibitors to organise one-to-one meetings and easily contact suppliers and peers who are attending the event.

For more information and to see details of the Multimodal Awards and VIP dinner, and other networking events, visit www.multimodal.org.uk

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MAJOR COMPANIES OF THE RAILWAY INDUSTRY LAUNCH A NEW INTERNATIONAL PROCUREMENT INITIATIVE TO DRIVE SUSTAINABILITY THROUGHOUT THE SUPPLY CHAIN

EcoVadis is proud to announce the launch of Railponsible - the railway industry vertical initiative to drive sustainability throughout the supply chain. It is the third sector vertical initiative (after Together for Sustainability for the chemical industry and E-Tasc in ICT) to select EcoVadis as partner to drive sustainability in global supply chains.

Six companies in the railway industry - Alstom Transport, Bombardier Transportation, Deutsche Bahn, Knorr Bremse, Nederlandse Spoorwegen and SNCF - launched Railponsible on March 4th in Utrecht, The Netherlands.

Railponsible is an initiative focused on sustainable procurement to improve sustainability throughout the entire supply chain, through sharing best practices and processes, driving a common understanding across the industry, and to use and share common tools, creating efficiencies.

"The vision of Railponsible is a global railway industry where all suppliers have in place good ethical, social, environmental and business practices."

The launch event explored the unique opportunities and challenges of the railway industry global supply chain and how a collaborative initiative can drive the continuous improvement of sustainability practices of the railway value chain. The six founding members will sign the charter to officially launch Railponsible and invite other companies and suppliers in the rail industry to join.

ABOUT RAILSPONSIBLE

Railponsible aims to continuously improve the sustainability practices of railway industry suppliers. In March 2015 Railponsible will kick off its first common supplier assessment campaigns using EcoVadis. Railponsible is facilitated by BSR, with the support of EcoVadis, bringing strong expertise in collaborative industry sustainability initiatives, as well as sustainable procurement collaborative platforms. Railponsible is open to all railway operators and companies across the railway industry value chain, along with key industry associations that share its vision, mission and commitments.

To learn more about Railponsible, please visit www.railponsible.org.



"The vision of Railponsible is a global railway industry where all suppliers have in place good ethical, social, environmental and business practices..."



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PANASONIC'S NEW COLD CHAIN PRODUCTS - PROPOSING COMPREHENSIVE STORE SOLUTIONS



Panasonic booth at Supermarket Trade Show 2015
(Photo: Business Wire)

Supermarket Trade Show 2015

Panasonic Corporation and Panasonic Eco Solutions Commercial Equipment Systems Co.,Ltd. participated in the 49th Supermarket Trade Show 2015 held from February 10th to 12th, 2015 at Tokyo Big Sight. The entire line-up of new products and solutions for supermarkets and convenience stores, which were introduced on January 29th, 2015, made their first public appearance.

For nearly 50 years, Panasonic has developed a relationship of trust with customers that engage in food retail services and as a distributor of cold chain products, continued to contribute to the security and safety in the food retail business. In recent years, Panasonic has offered comprehensive retail solutions, rather than single products, with excellent connectivity and energy performance. Panasonic continues to offer very unique, eco-conscious solutions, aspiring to become the best partner for its customers.

NEW COLD CHAIN PRODUCT HIGHLIGHTS

CFC-free Freezer System

This product is equipped with technology that controls the delivery pressure of refrigerants, is lighter and more compact, and a model constructed with cost reduction in mind while having less construction constraints. With a high demand in the market, high pressure conveyance units (with the same pressure deliverance control as current models) for freezers and refrigerators are installed on 2 horsepower models recommended for small storefronts, have also been released.

Condensing Unit Showcases for Supermarkets "EV Series"

A "New Temperature Control System," less vulnerable to atmosphere changes, keeps food at a level temperature. This enables food quality management by maintaining proper temperatures, and prevents the loss of energy by overcooling. This series, in part to the newly developed CO2 exclusive refrigerator, will expand the line-up from 272 models to 651 models. Furthermore, by equipping LED lighting, improving cooling efficiency and eco-

conscious glass doors, the showcases are expected to save up to 30% of energy. 5 different types of LED lights, each suitable for different foods, are available for selection.

Store Controller

The "Store Controller" can connect and centrally control a wide range of store equipment from showcases, freezers, air conditioning, to lighting. New products will regulate store equipment including CFC-free freezers, supporting the eco-consciousness of stores. In addition, by introducing a 7-inch color LCD touch panel, both the visibility and overall operability have improved. Moreover, connecting to Panasonic's cloud service will enable customers to remotely monitor and control the equipment.

Remote Data Service for Stores "S-cubo"

For stores in the food retail business, maintaining and managing food temperature and the wide range of equipment, cost reduction on electricity and gas, and prompt repair and restoration of equipment failures are some of the challenges for effective store operation. In facing these challenges, "Remote Data Service for Stores 'S-cubo'" provides functions necessary for store operation by connecting to Panasonic's cloud service through the internet and managing related data. "S-cubo" saves energy by making temperature and energy consumption visible. It also quickly notifies customers of temperature or equipment anomalies, and contributes to food safety and security. From store development to maintenance, repair, to renovation, with superior equipment management and information sharing, the S-cubo will help customers make effective use of their assets.

Panasonic will not only offer customers refrigerator/freezer systems, but also comprehensive proposals that combine a wide range of Panasonic products and develop solutions together with customers. Furthermore, Panasonic would like to introduce solutions developed in Japan to people all around the world.

RELATED LINKS:

[Video] Panasonic's new cold chain products at #SMTS2015
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Appliance Company, Panasonic Corporation

panasonic.net/corporate/segments/ap/index.html

49th Supermarket Trade Show Official Site

www.smts.jp/en/index



CFC-free Freezer System
(Photo: Business Wire)

TECHNOLOGY

TRACE ONE AND SGS LAUNCH SGS SUPPLY CHAIN POWERED BY T TRANSPARENCY

Cloud-based tool built on social networking platform enables brand owners and stakeholders to verify data, assess risks and communicate in real-time.

Trace One, a global leader in private label product lifecycle management (PLM) solutions and transparency software for retailers, manufacturers and suppliers, and SGS, the world's leading inspection, verification, testing and certification company, today unveiled SGS Supply Chain Solution powered by T Transparency. The integrated platform will provide brand owners, manufacturers and suppliers with complete, farm-to-fork visibility throughout the entire supply chain.

"The expertise, industry knowledge and solutions that SGS can offer, together with a platform like T Transparency, will validate real-time supply chain data to diagnose and mitigate risks, ensure compliance and protect our customers' brands"

SGS Supply Chain Solution powered by T Transparency is built upon a social network platform that enables the entire supply chain to communicate more effectively in real time, and quickly verify data and assess risks. Organisations can prompt partners to join their network to easily share information and documentation, driving multi-layer visibility that drives down costs and increases product safety. Users of SGS Supply Chain Solution powered by T Transparency have their own profiles and can interconnect with various supply chains, while easily managing the security and privacy within each of those networks. This simplified and cloud-based workflow ensures the accuracy of data and information, helps partners communicate about and react to recalls and industry alerts, enhances productivity, and provides brand owners with a dashboard of invaluable insights, such as overall supply chain risk, visibility and compliance.

"With the growing number of food safety rules and regulations, it is essential for retailers, manufacturers and raw material suppliers to have visibility into all of their business partners and be aware of any potential risks associated with them. Working with SGS Supply Chain Solution powered by T Transparency means you will be able to effectively share information about product safety and partner compliance," said Jerome Malavoy, CEO of Trace One.

Using real-time supply chain data, the SGS Supply Chain Solution powered by T Transparency will reduce risk, identify ingredient origins and ensure compliance, providing consumers with safe and accurate information. By inviting all partners to join their network, brand owners can access information including the number of partners in their supply chain, how much visibility they have into these partners and areas to improve for greater transparency.

"The expertise, industry knowledge and solutions that SGS can offer, together with a platform like T Transparency, will validate real-time supply chain data to diagnose and mitigate risks, ensure compliance and protect our customers' brands," said Francois Marti, EVP Systems and Services Certification at SGS.

INDUSTRY GUIDANCE TO AVOID ILLEGAL 'PIRATE' FISH PRODUCTS IN UK SUPPLY CHAINS

In a detailed joint 'Advisory Note' launched recently, the British Retail Consortium (BRC), Environmental Justice Foundation (EJF) and WWF-UK inform UK industry, retailers and brands of the risks associated with Illegal, Unreported and Unregulated (IUU) or 'pirate' fishing.

The Advisory Note encourages action to prevent IUU fishery products entering UK supply chains.



"...The effects of these activities lead to damage to the oceans and species, as well as global finance..."

The guide offers expert advice on risk assessment and risk mitigation, and encourages action to prevent IUU fishery products entering UK supply chains, which is costly on a number of levels.

IUU fishing involves methods and practices that violate fisheries laws, regulations or conservation and management measures. Activities can include:

- Fishing in restricted areas or during closed seasons;
- Targeting protected or unregulated fish species;
- Using banned fishing methods and fishing without a licence.

The effects of these activities lead to damage to the oceans and species, as well as global financial estimated to be between US \$10 billion and US \$23.5 billion each year, representing 11 to 26 million tonnes of fish. There is often also a strong link between IUU fishing activities and human rights abuses on-board fishing vessels.

Eight key recommendations suggest actions for business and industry to provide much needed impetus. BRC, EJF and WWF-UK want to promote greater understanding and transparency to support global initiatives and policy developments that would further reduce risk of IUU products entering the UK. The recommendations include:

- Increased transparency and traceability of fish supplies;
- All large fishing vessels to have a unique identification to enable satellite tracking;
- Improve port controls to prevent influx of 'pirate' fish supply;
- EU to centrally coordinate database of fish catches.

As the world's largest market for imported fish and fishery products, the EU has the potential to change behaviour through commercial incentives and international trade. The EU's enforcement of the IUU Regulation is unique globally, but it is currently being unevenly implemented by Member States and more needs to be done in the UK, too, to ensure its full success.

Steve Trent, Executive Director of EJF, said:

"We're delighted to be working alongside the BRC and WWF-UK to promote the steps needed

to eradicate 'pirate' fish products from UK supply chains. Knowing where, under what conditions and by which vessel, seafood is caught is a fundamental step towards building legal, sustainable fisheries. It is time for major retailers, brands, importers and suppliers to take determined, decisive action. Companies have the power and the right to demand accountability and require suppliers to provide information on where products come from."

"We urgently need transparency and traceability in the seafood supply chain, and to secure better governance that ensures the protection of our global seas and oceans. The technology and management instruments now exist to do this and, crucially, they are economically feasible. What is needed now is the full engagement of the corporate sector, alongside government and other key stakeholders. In taking these actions it is valuable to recall that pirate fishing vessels are devastating fish stocks and all too often stealing from some of the poorest people on our planet."

Tracy Cambridge, Fisheries and Seafood Manager of WWF-UK, said:

"Closing down markets to 'pirate' fish is the fastest way to eliminate the indiscriminate destruction IUU fishing wreaks on coastal communities and the marine environment on which they depend. Limiting the market invariably limits profit opportunities, thus taking away the financial incentive that drives IUU fishing."

"This joint advisory note can empower UK importers, processors and retailers to play an increasingly leading role in bringing this destructive trade to an end."

Designing and implementing an effective process to ensure due diligence in preventing pirate fish entering their supply chains provides a valuable opportunity for UK retailers and brands to support the global fight against IUU fishing while also reducing potential reputational and legal risks in seafood supply chains.

As well as helping to secure the future viability and health of global fisheries, the recommendations provided by the BRC, EJF and WWF-UK support easier monitoring of working conditions aboard the world's fishing fleet and help ensure that products created under exploitative conditions are not allowed to enter the EU market.

Andrew Opie, Director of Food and Sustainability at the British Retail Consortium, said:

"We wanted to take a lead on this, working with informed partners EJF and WWF, to make a real difference in tackling the huge problem of illegally caught fish, estimated globally to cost up to \$23bn. Our practical guidance will help all retailers and manufacturers ensure this fish does not enter our supply chains. This is a great example of British retailers using our expertise to influence global sourcing for the benefit of all and hope the principles will be adopted by other food companies abroad."

The European Union IUU Regulation, which came into force in January 2010, is designed to prevent IUU fishery products from entering the EU market. Prior to the Regulation, an estimated €1.1 billion of illegal fish entered the EU each year. The Regulation requires catch certificates for seafood imports and exports and bans the import of fish from states and vessels known to be involved in IUU fishing.

As the largest seafood importer in the world by value, the EU has the potential to change behaviour through commercial incentives and international trade. The EU's enforcement of the IUU Regulation is unique globally, but it is currently being unevenly implemented and more needs to be done in the UK to ensure its success.

Click here to read the Advisory Note. (<http://ejffoundation.org/report/advisory-note-uk-supply-chain-how-avoid-illegal-unreported-and-unregulated-iuu-fishery>)



"...preventing pirate fish entering supply chains provides a valuable opportunity for UK retailers and brands to support the global fight against IUU fishing..."

SOCIALLY RESPONSIBLE SUPPLY CHAINS CREATE TRIPLE ADVANTAGE: INCREASED REVENUE, REDUCED COST AND GREATER BRAND VALUE, FINDS ACCENTURE AND WORLD ECONOMIC FORUM

A new report from the World Economic Forum, written in collaboration with Accenture, identifies 31 proven practices to help companies achieve a “triple supply chain advantage” of increased revenue, a reduction in supply chain cost and added brand value. The practices also help companies shrink their carbon footprint and contribute to local development, including the health, welfare and working conditions of the communities in which they operate.

The report, *Beyond Supply Chains - Empowering Value Chains*, reveals that companies included in the analysis have improved their competitiveness through increases in revenue (5 to 20%), a reduction in supply chain costs (9 to 16%) and a boost in brand value (15 to 30%). Their operational risks were also reduced. Additionally, the practices, which span product design, sourcing, production and distribution throughout the product lifecycle, can help companies shrink their carbon footprints by 13 to 22%.

The report outlines 31 practices that can help companies realise the “triple supply chain advantages” that were identified through interviews with 25 corporations, including Nestlé, SAB Miller and UPS - non-government organisations and other sustainability experts.



“We are committed to accelerating growth and social development in our value chain. We have hundreds of thousands of customers and suppliers that are small-scale businesses at the heart of their communities. But they often face barriers to survival and growth, like a lack of access to financing and business advice,” said Anna Swaithe, head of Water and Food Security Policy at SABMiller. *“Supporting them to prosper is a key part of our business strategy.”*

“Sustainability must become a higher priority in supply chain management, given the scarcity of natural resources, rising commodity prices and greater consumer expectations for responsible sourcing and production. Those who act now

and capture the market opportunity of more sustainable supply chains can differentiate themselves and generate higher margins,” said Mark Pearson, senior managing director, Accenture Strategy. *“This is not about trade-offs; it is about behaving in a socially responsible way that can also deliver a competitive edge.”*

“Part of the difficulty to date has been the decision-making process itself as it relates to sustainability,” said Wolfgang Lehmacher, head of Supply Chain and Transport, Mobility Industries, World Economic Forum. *“Our hope is that this report will empower companies to act now and place an emphasis on the maintenance and creation of responsible supply chains.”*

In addition to outlining practices that others have successfully used, the report offers guidelines executives can apply to evaluate the value-creation potential of their organisations’ supply chain practices and prioritise sustainability investments. It also provides guidance for businesses to commit to engaging in practices of ethical commerce.

LOGILITY VOYAGER SOLUTIONS PROVIDES FOUNDATION FOR SANDVIK’S SUPPLY CHAIN TRANSFORMATION

Logility Voyager Solutions Provides Foundation for Sandvik’s Supply Chain Transformation

Mining and Construction Equipment Manufacturer Turns to Advanced Supply Chain Software to Drive Sales and Operations Planning Success

Logility, Inc., a leading provider of collaborative supply chain optimisation and advanced retail planning solutions, have announced Sandvik, a high-technology, engineering group with advanced products and world-leading positions within selected areas, has realised significant benefits with Logility Voyager Solutions™ including a 300% jump in forecast accuracy.

In 2010, Sandvik Mining and Construction, a business area within Sandvik with operations in more than 130 countries, embarked on a Supply Chain Transformation Project to optimise its distribution network and support the company’s objectives to deliver unsurpassed customer service, improve lead times, and simultaneously develop a segmentation strategy based on multiple criteria including product and customer. As part of this initiative, Logility Voyager Solutions was selected to manage its large network of manufacturing facilities and world-wide distribution of parts to ensure inventory is positioned correctly and capacity is balanced across the network.

The Supply Chain Transformation project focused on seven key elements: sales and operations planning (S&OP), demand planning, service orientated order management, differentiated replenishment and assortment strategies, capacity and supply reliability, customer focused network, enablers including planning end-to-end, and new organisation and key performance indicator (KPI) tracking. To support each of these elements, Sandvik Mining and Construction turned to Logility.

“Our goal with the Supply Chain Transformation Project is to provide a consolidated supply chain structure where all processes, systems and information are integrated into one global stream to drive improved service and cost effectiveness throughout the supply chain,” said Lars Blomberg, head of planning and control, Sandvik. *“Logility Voyager Solutions is our supporting technology platform for this initiative and since implementation has helped us achieve remarkable results including improved service levels, greater visibility and faster inventory turns.”*

Sandvik Mining and Construction’s previous tools and processes limited the company’s ability to turn their supply chain into a competitive advantage. Logility Voyager Solutions is able to plan, procure, manufacture, and distribute with more accuracy, flexibility and positive impact on the bottom line.

“Sandvik Mining and Construction’s supply chain transformation has created a more efficient, global enterprise focused on delivering exceptional service to more than 130 countries,” said Mike Edenfield, president and CEO, Logility. *“We are proud to support their supply chain initiative and deliver a platform to deliver increased visibility, improve service levels and enable their continued global growth.”*

FORWARD-LOOKING STATEMENTS

This press release contains forward-looking statements that are subject to substantial risks and uncertainties. There are a number of factors that could cause actual results to differ materially from those anticipated by statements made herein. These factors include, but are not limited to, continuing U.S. and global economic uncertainty, the timing and degree of business recovery, unpredictability and the irregular pattern of future revenues, dependence on particular market segments or customers, competitive pressures, delays, product liability and warranty claims and other risks associated with new product development, undetected software errors, market acceptance of Logility’s products, technological complexity, the challenges and risks associated with integration of acquired product lines, companies and services, as well as a number of other risk factors that could affect the Company’s future performance. For further information about risks the Company and American Software could experience as well as other information, please refer to American Software, Inc.’s current Form 10-K and other reports and documents subsequently filed with the Securities and Exchange Commission. For more information, contact: Vincent C. Klinges, Chief Financial Officer, American Software, Inc., (404) 264-5477 or fax: (404) 237-8868.

Logility is a registered trademark and Logility Voyager Solutions is a trademark of Logility, Inc. Other products mentioned in this document are registered, trademarked or service marked by their respective owners.



THE TRANSIT GROUP SPEEDS SHIPMENT PROCESS WITH IVS'S E-WAYBILL SOLUTION POWERED BY WIN

The Transit Group in South Africa is using software by IVS to produce electronic Security Declarations and take advantage of WIN's connectivity to 90 airlines.

Independent freight forwarder Transit Group is submitting electronic Consignment Security Declarations (e-CSDs) using software provider IVS's new Cargo Consolidator System, powered by WIN.

Transit Group selected the IVS system to automate air cargo shipments and comply with the e-CSD requirement of South African Airways' (SAA) subsidiary Airlink.

Airlink is also a user of IVS's Cargo Link System, which was developed and designed specifically for airlines and cargo handlers.

Both African carriers can process e-CSDs submitted as part of the electronic Air Way Bill (e-AWB) procedure.

"We began transmitting e-AWBs in December 2014, and it has been smooth sailing thanks to IVS's dedication and enthusiasm," said Handre Marais, Transit Group Chief Security Officer.



"WIN enables us to maintain and support a single message gateway to 90 airlines"

IVS's software aligns Transit Group with the International Air Transport Association (IATA)'s-backed e-Security Consignment Declaration process, championed by the South African freight community, and supported by the local Civil Aviation Authority.

"WIN enables us to maintain and support a single message gateway to 90 airlines, instead of 90 different gateways," said Marius van Jaarsveld, Director at IVS.

"Their Web Service Platform is an instant message delivery method and a lot less resource-intensive. We are a technology-driven company that continuously develops and implements new features into all our systems."

As a new member of WIN's airline network, Airlink can now instantly exchange information with any carrier or freight agent on the WIN platform.

John DeBenedette, Managing Director at WIN, added, *"Our strategy is to enable global connectivity for independent forwarders by working with their chosen software providers in their local markets so naturally we are delighted to see IVS and Transit Group reap the benefits of consolidated global airline connectivity."*

SAA IT Manager Fanie Schoeman said, *"It is nice to see solution providers collaborating to make the e-CSD and the e-AWB broadly accessible to agents of all sizes."*

TECHNOLOGY

NEW PROCUREMENT SERVICE HELPS WORLDREMIT DELIVER ITS CUSTOMER MANAGEMENT VISION

PeopleTECH's ESP service targets high-growth firms looking for the right customer experience technology but lacking the procurement resource to find it.

Customer management consultancy PeopleTECH has launched a new technology procurement service, aimed at helping high-growth companies deliver their customer management vision.

The new service - Evaluate, Select, Procure (ESP) has already been used by online money transfer firm WorldRemit, which deployed ESP to ensure its customer management technology continued to improve and evolve as the company grew. ESP procured technology for WorldRemit that included New Voice Media's ContactWord, Salesforce's Service Cloud and Bloomfire's knowledge sharing software.

"WorldRemit has seen extraordinary growth over the past year or so and our success is based on delivering a first-class customer experience at all times," said Ismail Ahmed, CEO, WorldRemit. *"Knowing exactly which tools and technologies are most suited to our needs is crucial to that success. PeopleTECH's ESP helped us get the right systems in place, ensuring the customer experience stays constant as we grow the business."*

ESP involves a team of PeopleTECH's experienced consultants undertaking an initial evaluation of their customer's overall business strategy and customer management requirements, during a consultation with senior stakeholders within that organisation. Each ESP project is then tailored to address that customer's specific concerns, matching the right vendor and the right technology to improve the customer experience.

Once those needs have been identified and agreed, the ESP team will recommend two potential vendors for each particular technology requirements, ranging from CRM to ERP, and HR software to a telephony platform. After a thorough evaluation process, the vendor will be selected. The ESP team will then manage all further elements of the procurement process, including negotiation with preferred vendor to meet the specific customer requirements and negotiation of vendor Statement of Work (SOW).

"Mid-sized and high-growth firms rarely have a bespoke procurement team and aren't usually set up to manage the procurement process in a way that more established firms are," said Mike Hughes, MD, PeopleTECH. *"Senior teams at high-growth firms have so much on their plate, dealing with vendor procurement teams can take their focus from other areas of the business. ESP takes the strain that procurement can place on an organisation and our consultants know which technologies are going to be most appropriate for a company's specific customer management needs."*

PeopleTECH is a customer management consultancy that advises organisations on how to deliver the right customer experience via people, processes and technology. The launch of ESP follows the recent launch of DARE (Discovery, Analysis, Recommendations for change, Evolve), the contact centre evaluation service which improves contact centre performance.

INTERNET OF THINGS TO DRAMATICALLY TRANSFORM MANUFACTURERS' PRODUCTS, SERVICES, AND OPERATIONS IN 2015, ACCORDING TO NEW IDC MANUFACTURING INSIGHTS REPORT

IDC Manufacturing Insights asserts that the Internet of Things (IoT) is on track to dramatically transform manufacturers' products, services, and operations in 2015. While the hype persists around IoT, IDC Manufacturing Insight notes there are many signs that show confidence in IoT is with good reason. The new report, **Perspective: The Internet of Things Gains Momentum in Manufacturing in 2015** (<http://www.idc.com/getdoc.jsp?containerId=MI253743>), details the primary applications of IoT in manufacturing as well as manufacturers' current expectations, investment plans, and concerns.

- #InternetofThings to Dramatically Transform Manufacturers Products, Services, and Operations in 2015, According to New #IDCManufacturingInsights Report

According to IDC Manufacturing Insights, although there are many use cases for manufacturers, IoT applications essentially boil down to two - for processes and products:

- **Support the process:** By 2020 at least half of all corporate stand processes will have automated data acquisition; a quarter will have self-correction capabilities.
- **Support the products:** By 2020, onboard service revenue will double its share of total industry revenue. Technology becomes a core product competency.

According to IDC's 2014 Global Technology and Industry Research Organisation IT Survey, manufacturers especially have high expectations for the IoT's impact on lowering operational costs. In addition, they expect IoT investments to yield advantages in retaining customers, attracting new customers, improving service and support, and differentiating from their competition. Kimberly Knickle, practice director at IDC Manufacturing Insights and author of the report suggests, "As IoT provides the basis for an increasing amount of automated data acquisition, manufacturers will be able to adapt their processes and their products not just for incremental improvements but also for more transformative purposes, including self-healing or autonomous processes and capabilities that evolve into new business models."

Current investments in IoT that are unique to the manufacturing environment are taking place in three major initiatives:

- **Smart manufacturing:** Applying IoT to the overall production process as well as individual assets, with outcomes that could increase production output, product quality, or operations and workforce safety and lower resource consumption.
- **Connected products:** Applying IoT to vehicles and industrial machinery, to impact product performance, including collecting detailed information on products in the field, remote diagnostics, remote maintenance when possible, and even remote operations, with product as a service as a new delivery model.
- **Connected supply chains:** Applying IoT to increase visibility and coordination in the supply chain, tracking assets (trucks, cases, containers, etc.) or inventory - inbound or outbound - for more efficient supply chain execution and integrated business planning.

Future IDC Manufacturing Insights research will identify more of the IT suppliers that are contributing to IoT investments in the manufacturing industry, detail the technology components in the most common use cases, as well as key considerations for those components.

IMPROVING MANUFACTURING PRODUCTIVITY BY MACHINE INTERCONNECTION - NEW TECHNICAL PAPER

Achieving higher productivity, waste reduction, transparency in operations and lean manufacturing are common goals for forward looking businesses. At the workshop level this demands machine interconnection within a manufacturing execution systems (MES), a process that is undermined when machine connections cannot be completed successfully within a realistic time frame. Forcam, specialist factory shop floor software developer, has produced a paper that explores how to overcome these difficulties. This is based on their experience connecting over 60,000 machine tools and plant items via its MES solution, Factory Framework.

There are many reasons for machine connection failure. Machine tool and other process equipment manufacturers have used diverse machine monitoring and communication systems. Increasingly, leading manufacturers such as Heidenheim, Siemens and Fanuc have introduced standardised communication protocols for current machines that enable interconnection to the cloud. Legacy equipment, however, may use obsolete data collection and communication software making the aggregation and processing of data in a consistent format difficult.



"MES can only be fully effective when they encompass the entire shop with no exclusions for legacy or hard-to-connect machines"

Powerful plug-ins, customised for the machine control and communication system, are used by Forcam to overcome these problems. These enable signals relating to many aspects of machine operation such as alarms, tool allocation and the transmission of NC files to be streamed with absolute accuracy. Forcam's managing director in the UK, Andrew Steele, explained, "MES can only be fully effective when they encompass the entire shop with no exclusions for legacy or hard-to-connect machines. Production and financial management need to have a real-time transparent view of operations to correct problems and make meaningful decisions. Where the MES feeds this production data into the ERP system, this accuracy provides the basis for sound enterprise wide decision making and planning."

Company IT teams, or smaller MES suppliers, face particular challenges that can give rise to long delays achieving complete networking. Lacking the library of plug ins and experience of large scale system integration, some vendors will resort to the use of third party communication software, incurring high licence fees and imposing an on-going additional cost, Forcam warn.

Engineers wishing to access a PDF version of the Forcam paper can download it from <http://www.forcam.com/index.php?id=299>. Forcam will be happy to provide further advice on any aspect of MES implementation. The company will be exhibiting at the Hannover Fair April 13-17, Hall 7 Stand A11.

UK MANUFACTURERS: OPTIMISTIC DESPITE “POORLY PREPARED” YOUNGSTERS



UK Manufacturers optimistic despite high number of “poorly prepared” youngsters

- 50% of all young school and college leavers “poorly prepared” for work
- Skills shortages and retention are challenges
- Investment in plant, automation and IT significantly up
- Widespread drive for efficiency, faster production and higher quality
- General economic outlook ‘mixed but positive’.
- UK manufacturers looking beyond Europe for growth
- Desire for stronger Government support but UKTI and UKEF well regarded
- Businesses stronger financially, less reliant on traditional overdrafts
- Concerns remain about skills and ‘suitability for work’ of young school and college leavers: almost half described as “poorly” or “very poorly” prepared for work

The 2015 Annual Manufacturing report, published by The Manufacturer magazine, finds the UK manufacturing sector in broadly positive territory. Confidence is well up since the post-2008 downturn and a range of investment projects are now being undertaken. The government’s handling of the economy is regarded as good overall but less so when it comes to manufacturing, specifically.

Not surprisingly, UK manufacturing needs more skilled workers. Just under 90% of respondents said they have multiple vacancies and more than one-third said they have 10 or more. UK Manufacturing is prepared to give youngsters a chance: nearly nine out of 10 (87%) respondents said they had given a first job to a school, Further Education (FE) college leaver, or university graduate.

POOR PREPARATION - There is significant concern about the ‘suitability for work’ of young school and Further Education College (FE) leavers taking up their first job. Nearly half (48%) said that 16-year-old school leavers were either “poorly” or “very poorly” prepared for work; 17/18-year-olds fare little better, whether from school or FE: again, just under half (47-48%) of employers rated their new recruits at that age as either “poorly” or “very poorly” prepared for work. On the more positive side, over one-third (39%) of FE leavers were rated as “well prepared”; just under 30% of school leavers reached the same category. There is clearly a need for manufacturing and schools to re-establish links and improve mutual understanding.

University graduates are much more highly rated. Two-thirds (66%) of graduate recruits were described as “well” or “very well” prepared for the workplace.

Companies are prepared to invest in ongoing education and training, with 71% saying that they offer apprenticeships and more than half (52%) of those are at advanced or higher levels.

SKILLS SHORTAGES - The list of “hard to find” skills is headed by Engineering and Automation (58%), followed by Technical/Practical (48%) and Problem Solving (37%). More than half (53%) said that they have invested in further training and development opportunities in order to retain hard-to-find skilled staff and around one-third said they have offered higher pay, more incentives, management and leadership training or “job enrichment” programmes.

UK ECONOMY - FIGHTING FIT?

Three-quarters of UK manufacturers are “quite optimistic” about the British economy over the coming 12-36 months and 85% believe that the government is managing the general economy well (exceptionally well 4%; very well 19%; moderately well 63%). Confidence is lower when it comes to manufacturing specifically, with a total of 58% positive (1%; 9%; 48% exceptionally well, very well, moderately well).

Companies believe that manufacturers in other countries get more state support than those in the UK. Three of our major competitor countries - Germany, France and China - are believed by 83, 63 and 57% (respectively) of respondents to provide more government support than those in the UK.

Bureaucracy, regulation and ‘red tape’ obstructs or influences business decisions, according to 72%, and the regulatory climate is believed to encourage a ‘risk-averse’ approach by just over half (51%).

EXPORTS, INNOVATION, QUALITY, CUSTOMER RELATIONSHIPS ALL RISING - It is expected that the global economic situation will have a negative effect on the UK economy (44% very/quite optimistic; 56% quite pessimistic) but British manufacturers are seeking out new markets and growth opportunities beyond the borders of the EU. Nearly three-quarters (73%) of those surveyed say they ‘operate globally’ - i.e., in two or more countries - and almost as many (71%) see developing international trade as very important or vital for future growth. 80% of respondents have customers overseas; 73% have overseas suppliers; and 52% said they have international business partners.

The biggest barriers to export success are insufficient resources (50%), and insufficient funds and insufficient personnel/HR structure (39% each). Those who have built up successful overseas trade broadly agree that those are the most important hurdles to be overcome (43% resources; 40% personnel/HR; 30% funds) but language was also mentioned (34%). Communications infrastructure also emerged as a significant factor to be taken into account. Those that had tried and failed in global endeavours had less widespread communications than those who were pretty much totally connected.

State agencies including UKTI (UK Trade & Investment) and UKEF (UK Export Finance) are generally highly regarded by those who have used them. They achieved 73 and 78% approval ratings, respectively. EEF, Warwick Manufacturing Group; Institute of Directors; Technology Strategy Board; “Catapults”/Technology Innovation Centres; Manufacturing Advisory Service; NW Automotive Alliance; and Local Enterprise Partnerships all received ratings of 80%-plus by those who had used them.

PRODUCT DEVELOPMENT, CUSTOMER SATISFACTION, QUALITY - Manufacturers identified new product development/innovation (79%) and improving customer relationship management (75%) as key business focuses over the past 12 months. They remain the lead priorities for 2015 as well. The key performance indicators for measuring success are led by customer satisfaction/retention (88%); quality reputation (79%), profits growth (77%); and operational efficiencies and cost control (73%).

AUTOMATING PRODUCTION - Investment in automation has been strong for a few years and is now reaching very high levels; three-quarters (75%) of respondents said they had invested in automation over the past five years. >> **CONTINUED OVERLEAF**

“Companies believe that manufacturers in other countries get more state support than those in the UK”

“Confidence is well up since the post-2008 downturn and a range of investment projects are now being undertaken”

The main drivers are business efficiency, reduced cycle time and improved quality. Improving health and safety and the working environment are also key concerns. Nearly two-thirds (64%) of firms are regularly spending over GBP100,000/yr on automation projects. A similar percentage said that they intend to spend the same or more in 2015. The increase in Annual Investment allowance (AIA) to GBP500,000 appears to have encouraged the replenishment and modernisation of Britain's production base.

INFORMATION AND COMMUNICATIONS TECHNOLOGY - Investment in ICT (information and communications technology) has rebounded strongly in the past 12 months; 71% said they had spent more in the current financial year than the previous one and just over half (51%) said they expect to spend more again, in 2015. Businesses have been upgrading their existing infrastructure (27%) in the drive to improve analytics and reporting (40%); planning and scheduling and workforce management (36% each); supply chain management and customer relations (29% each) heading the list of priorities. Issues of productivity improvement (60%) and product development and innovation (49%) head the list of challenges that have driven investment in ICT. Recent projects have shown a marked improvement in delivery on time, on budget and to expectations.

WHERE THE MONEY GOES - UK manufacturers' finances are in pretty good shape. Managing cashflow, which was a top concern for many years, is now a major focus for just 24% of those surveyed. Reducing costs is the main objective (43%) but other answers make clear the drive is for improved productivity, not reduced headcount.



Investment is at record levels and raising funds for investment has risen up the agenda to be a key focus for 18%. The main areas for investment that were identified are: computer software and systems (63%); machine tools (57%); and computer hardware (45%). Over 70% of companies said they invested the same or more in 2014 than they did the previous year, and more than 65% said they would be spending the same or more in 2015 and the next five years, with new product development leading the pack (91% same or more in 2015; 87% next five years).

It is getting easier to access funds for investment. In 2011, 37% of respondents said it was impossible or difficult to obtain funds; that number has fallen to 24% in the latest survey, with just 6% saying it was impossible. 10% said it was easier, down from last year's 21%.

Most of those surveyed (71%) said that they had used their own reserves for capital in the past two years. This percentage has been high for the past three years. Asset finance and hire purchase and leasing have risen dramatically in popularity, with just under a third saying they use these methods. 61% said that more than half of their investment is regarded as strategic, intended to support the forward vision of the company. Typical expected payback period is two to four years.

Bank loans have fallen in popularity (20%) and the same can be said for the traditional overdraft (also 20%).

Financial management and monitoring by companies themselves offer room for improvement. Only 22% of companies said they undertake full Return on Investment (ROI) quantification, with a total of 30% saying they did little or no formal ROI. Barclays Bank, which sponsored this section of the report, specifically highlighted this as an issue that should be addressed. More efficient monitoring and financial controls can help the banking relationship.

A total of 43% of respondents said they were moderately or very satisfied with the commercial funding options available from their bank. 34% said they were moderately or very unsatisfied. However, the level of service provided by banks is rated good or excellent by 69%.

The full report can be downloaded at <http://www.themanufacturer.com/reports-whitepapers/annual-manufacturing-report-2015>. **END**

JUSTIN TOMLINSON MP OPENS TORIN-SIFAN'S EC MANUFACTURING & TECHNOLOGY CENTRE

Torin-Sifan, a leading producer of energy efficient fan technology, is celebrating the opening of its new EC Manufacturing & Technology Centre at Pagoda Park in Swindon. To honour the occasion Justin Tomlinson, MP for North Swindon, and the Mayor of Swindon, Councillor Teresa Page, officially opened the building by cutting the ribbon at Torin-Sifan's Investing in British Manufacturing launch event, followed by guests touring the new state-of-the-art facility.



Flying the flag for British manufacturing, the new facility is set to become a centre of excellence for the production of highly efficient EC (electronically commutated) motor, fan and blower products. This will continue Torin-Sifan's British leadership in the field of cutting edge air movement technology.

Committed to investment in the local economy and community during a tough economic climate Torin-Sifan has invested in excess of £2 million in its new EC Manufacturing & Technology Centre. The 25,000 sq. ft. facility houses purpose designed production lines, a sales and marketing suite, and staff welfare area, incorporating outside seating overlooking the Western Flyer cycle path. The new building will enable an expansion programme focussed on delivering energy efficient, quiet and controllable air movement solutions for clients all over the world and has created 25 new jobs in EC product development, applications engineering and manufacturing.

"As we celebrate 50 years of British manufacturing and innovation, we are delighted to open a World class manufacturing centre here in Swindon. To be able to create 25 new jobs in this economic climate is great news for the company and for the local community," says Neil Sproston, Managing Director of Torin-Sifan. *"This expansion of our manufacturing capabilities means we are even better able to offer our global customer base cutting edge air movement technology and improved facilities will benefit both customers and staff. To be able to manufacture successfully in the UK is testament to the quality of our products and to the skills base here."*

Speaking at the event Justin Tomlinson MP said: *"I am delighted that Torin-Sifan, a leader in the field of manufacturing and technology, has taken the*

decision to further invest in Swindon, a real boost for our local economy. This is yet another example of Swindon powering head, as world-class companies such as Torin-Sifan choose Swindon to create jobs and teach fantastic skills. Unemployment is down by 63% since 2010, and our town is increasingly becoming a destination to do business and base industries. As a result we are seeing the development of a highly-skilled and diverse work force, which is securing our town's future prosperity."

Torin-Sifan is leading the way in EC technology in the UK and is further enhancing British engineering capabilities with its investment in technology and construction of the new Centre. The company is also a leading light in British exports with year-on-year growth.

EC technology is highly efficient and offers significant energy savings when compared to traditional AC technology. Sustainability is an important consideration at Torin-Sifan and the carbon savings that are offered by EC technology are achieved through both better efficiency and longer product life.

Torin-Sifan's expansion with the opening of the EC Manufacturing & Technology Centre follows five decades of manufacturing in Swindon with the new facility allowing the company to increase EC production by over 20%, whilst continuing with the manufacture of its traditional product ranges at its existing Greenbridge HQ. With more than 50 years as a leading producer of the latest fan technology, Torin-Sifan continues to set the standard in motor, fan and blower products.

For further information on all products and services offered by Torin-Sifan, tel: +44 (0) 1793 524291 or visit www.torin-sifan.com

MIDDLE EAST TRADE KEEPS ON GROWING FOR INDEPENDENT FREIGHT

Major Saudi contract and import/export orders in Iraq, Qatar, UAE and Oman spell continuing success for Midlands firm.

Freight and logistics specialist Independent Freight has notched up a string of successes in the Middle East with new contracts for shipments to Saudi Arabia, Iraq, Qatar, Oman and the United Arab Emirates. A major contract to handle the international export and shipping for construction company Roodsafe means Independent Freight is playing its part in the construction of the King Abdullah Football Stadium in Saudi Arabia, and the company recently won a deal to support the international logistics for a major building project in Iraq.

Specialising in the provision of national and international freight and transport services, with customised freight forwarding for both import and export, Independent Freight has developed particular expertise in the Middle East due to the growing level of demand from the region.

The Roodsafe contract covers the shipment of specialist safety systems for the construction industry was won through working with the UKTI and sees ongoing shipments as the King Abdullah Football Stadium project progresses. Roodsafe managing director, Simon Rood, said: "Working with Independent Freight has made the whole export process seamless from start to finish. Our business in the Middle East is growing and having a partner like Independent Freight to support and advise us is essential."

Independent Freight has recently also won its first order for shipments to Iraq with a consignment of industrial and machine parts destined for the construction industry in Basrah.

"We are seeing a significant increase in our activities with the Middle East for both import and export," says Jenny Hooper, Independent Freight's founder and managing director. "We have built up a real understanding for the mentality of the region and the specialist regulatory environment in each of the countries involved. This can be difficult for many of our clients so it's important that we have all the expertise to advise and support them and take the

headache out of the process, making sure that consignments arrive safely and on time."

"It is very inspiring to us to think that we have a small part to play in our customers' success and with great projects like the ones in Saudi Arabia and Iraq, we are delighted to play a part in something so tangible," comments Jenny. "It's always great to identify with our customers' needs and provide a personalised customer service."

Founded in 2004 by entrepreneur and international logistics expert Jenny Hooper, Independent Freight aims to go beyond the movement of goods from one location to another, adding a level of professional and personal customer care that achieves a successful outcome for every shipment by ensuring that all the complexities involved in shipping goods are taken care of.

In order to build on its relationships and gain further understanding of the Middle East, Jenny Hooper and company director David Hooper joined a UKTI trade mission to the region in November 2014 and this has led to a significant growth in business for Independent Freight, both from UK companies wishing to export to the region and from Oman, Qatar and the UAE. The company now works with a local agent to handle the on-the-ground support that is often needed for complex shipments and local import/export regulations.

Independent Freight's customers range from small and medium-sized UK-based businesses involved in manufacturing and retail to major companies across the globe, exporting or importing components and finished goods to and from their overseas markets. Managing the logistics of air, sea and road transportation and courier shipment, the company handles a wide range of freight, from documents and packages to pallets, containers and high value commodities, out-sized or heavy duty machinery and complex or hazardous shipments.

The company recently celebrated its tenth anniversary and has moved to new headquarters in Nuneaton, Warwickshire, going from strength to strength with a team of eight international trade experts.



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HOME AFFAIRS COMMITTEE REPORT REFLECTS FTA'S PASSPORT CHECK CONCERNS

The Home Affairs Committee has said today that it can't see how the Government can fulfil its pledge to deliver 100% exit checks - reiterating concerns recently highlighted by the Freight Transport Association (FTA).

FTA had previously said that the proposed manual passport checks at the main cross-Channel terminals would cause traffic chaos and long tailbacks of traffic which could result in Operation Stack being implemented on Kent motorways on a regular basis.

The new passport checking system is to be introduced from 8th April 2015, when all travellers leaving Britain will have to have their passports manually checked.

The Home Affairs Committee report, *The work of the Immigration Directorates: Calais* was published on 23rd March, and states that to make it happen will require the Government conceding greater exemptions in addition to coachloads of under 16s. The Home Office must publish a definitive list of what is included in the scope of the programme by the time Parliament rises.

"... it will cause delays at the ports and exit points - and chaos on the roads leading to departure..."

Don Armour - FTA's Manager - International Affairs stated:

"This Home Affairs Committee report confirms FTA's concerns over the new proposed manual individual passport checks. We have already said that we are not convinced that the proposed passport checking system has been thought through properly or that it is as robust as officials would have us believe, and as a result we believe it will cause delays at the ports and exit points - and chaos on the roads leading to departure."

The checks will involve operators recording passport information on all travellers and passing the details on to the Home Office, which will use the details to identify immigration offenders.

FTA is calling for proper segregation of vehicles as they approach the cross-Channel terminals in order that single occupancy vehicles are separated from those with multiple passengers - including coaches - and can be dealt with quickly and efficiently to avoid delays to time-sensitive loads during the passport checking process.

The Home Affairs Committee of the House of Commons has today published its final report of the Parliament as part of its ongoing scrutiny into the work of UKVI, Immigration Enforcement, and Border Force. The Report focuses on three areas: the situation in Calais, the introduction of Exit Checks, and Criminal Record Checks of people entering the country.

REPORT SETS OUT NEW VISION FOR URBAN FREIGHT

'Delivering the future' calls for new national freight strategy.

A new report from pteg highlights the essential role of urban freight in ensuring the effective functioning of the UK economy and presents a fresh vision designed to safeguard this role, as well as protect the environment and quality of life for communities. *'Delivering the future: New approaches to urban freight'* could provide a starting point for a broader, nationwide freight strategy to provide direction and leadership to this vitally important industry and its stakeholders.

The freight and logistics sector contributes £100bn to the UK economy and employs 1 in 12 of the country's working people, delivering everything from the food in our supermarkets to the medicines in our hospitals, with cities frequently the ultimate destination for consignments. The report finds that the approach taken to freight is a key factor in determining our success, not only in boosting economic growth, but also in tackling other issues high on the policy agenda including creating safer conditions for cyclists and pedestrians, improving air quality and developing smart cities.



"The freight and logistics sector contributes £100bn to the UK economy"

Geoff Inskip, lead Director General for Integration at pteg said:

"For our urban areas, getting freight right is part of a much wider debate about what kind of cities we want to live in and how we want them to look and feel. The movement of goods brings enormous benefits, but also challenges for our cities. Smart cities will embrace the opportunity this report presents to create cleaner, safer and more attractive environments for residents, businesses and investors alike."

To maximise the industry's ability to positively affect these areas, *'Delivering the future'* sets out a new vision for safe, smart and clean urban freight. It envisages that every opportunity should be taken for freight to make its way to urban areas by rail or water, either directly into those areas, or into the major distribution parks that serve them. It argues that those distribution sites should be located so that it is practical for goods to travel the last mile(s) into urban centres using zero/low emission modes. These last mile journeys should be achieved as safely, unobtrusively and with as little environmental impact as possible.

The report explores a number of ideas that could assist in achieving this vision, from making more use of city rail stations as out-of-hours freight hubs to incentivising and enforcing good industry standards and from a last mile innovation challenge fund to improving vehicle design and the training of road users.

Geoff Inskip continued:

"We hope that the vision for urban freight presented in this report will provide a starting point for a national freight strategy, one which will help to fill the current policy vacuum on freight at national level and ensure that freight operates in a way that is efficient for the industry and taxpayer, but which is not at the expense of communities and the environment."

UK'S LEADING INLAND CONTAINER SERVICE OPERATOR ANNOUNCES PLANS TO DEVELOP A PERMANENT CONTAINER DEPOT AT DP WORLD LONDON GATEWAY, THE UK'S NEW DEEP-WATER PORT

"We are delighted to be playing a significant role in the future plans of the UK's newest port"

Pentalver, the UK's leading inland container service operator, has announced plans to develop a permanent container depot at DP World London Gateway, the UK's new deep-water port.

Pentalver has been providing empty storage, dry repair and reefer services at its temporary premises at DP World London Gateway since April 2014. Now it is to move ahead with a permanent facility, to be built in two phases.

The agreement will see Pentalver operating out of a purpose-built facility on a five-acre site, with additional land available for future growth. The second phase will expand the facility to nine acres within the first five years.



When the first phase opens for business in April 2015, Pentalver will offer its full range of services to vessels discharging at the port including cargo handling, transport, loaded storage, empty storage, reefer services, maintenance and container refurbishment.

Chris Lawrenson, Managing Director of Pentalver, said: *"Our DP World London Gateway operation has gone from strength to strength since opening our temporary site. We are delighted to be announcing plans for our new permanent depot in a deal which not only offers us the potential for growth, but reinforces our commitment to investing in our customers' requirements at locations of their choice."*

He added: *"The new operation will bolster the services we offer at our existing dockside depots and we are delighted to be playing a significant role in the future plans of the UK's newest port."*

Simon Moore, CEO, DP World London Gateway, said: *"Pentalver's decision to move ahead with their permanent facility is a major development for us; this commitment clearly recognises the strategic importance of the UK's newest deep-water port."*

"Pentalver will provide a suite of complementary services for our shipping lines and we will work together to ensure speedy, smooth and efficient connections between our operations and those of the container depot."

SHIPPERS SHARE SUPPLY CHAIN BEST PRACTICE AT MULTIMODAL SEMINARS

Over 8000 supply chain decision makers are expected to visit over 300 exhibitors in three weeks' time.

Sixty industry experts will be debating supply chain solutions and best practice for logistics professionals at Multimodal in three weeks' time.

Speakers from Sainsbury's, Boots, and the Co-operative will be amongst the thought leaders taking part in 22 workshops, master classes, and panel debates between the 28th and 30th of April at the Birmingham NEC.

Up to 8000 supply chain decision makers will be visiting over 300 exhibitors at the free-to-attend event, which promises to be the biggest in the show's eight year history.

"Multimodal is the must-attend event for any one involved in supply chain to find new suppliers, connect with colleagues, and network with logistics professionals," said Robert Jervis, Multimodal Director.

"This year's seminars will give visitors in-depth insight into some of the major issues affecting the industry, as well as the tools they need to understand the latest legislation."

"And we are delighted to be welcoming many new exhibitors, including IAG Cargo, DHL, CMA CGM Group, DFDS, and Uniserve."



"This year's seminars will give visitors in-depth insight into some of the major issues affecting the industry..."

Multimodal has teamed up with the Chartered Institute of Logistics and Transport (CILT), the Freight Transport Association (FTA), and The Loadstar to pull together a programme tackling issues from using Key Performance Indicators as incentivisers, running slick supply chains in Australia, cutting carbon emissions, best practice for the new container weighing legislation, and airfreight efficiencies.

The Shippers' Village will once again give freight buyers, including Tata Steel, Jaguar Land Rover, Sears, and Miller Brands (UK) Ltd, a private space to meet logistics suppliers and the UK Warehousing Association (UKWA) and The Food Storage and Distribution Federation (FSDF) will be hosting their own pavilions.

"We have received some excellent entries for our inaugural Young Logistics Professional of the Year and are looking forward to celebrating with the winner at our VIP dinner," said Jervis.

The dinner, at the National Motorcycle Museum on the 28th of April, will be hosted by Simon Weston, who will also be handing out awards for Contribution to Multimodal Development, Contribution to Environmental Sustainability, Personality and Exhibitor of the Year, as well as Woman of the Year.

Registration for Multimodal is now open using an on-line system connected to LinkedIn profiles, which enables visitors and exhibitors to organise one-to-one meetings and easily contact suppliers and peers who are attending the event.

To register for the show or find out more about the seminars, visit Multimodal.org.uk

Use #Multimodal15 to join in the conversation on Twitter.

USA WEST COAST PORT CONGESTION COULD COST RETAILERS \$36.9 BILLION IN THE NEXT 24 MONTHS



West Coast port congestion issues could cost retailers as much as \$7 billion this year, according to a Kurt Salmon analysis. Work stoppage threats and major trade associations' calls for federal intervention have retailers and consumer products companies on high alert. The National Retail Federation and National Association of Manufacturers estimate that the impact of a 10-day shutdown could be as much as \$2.1 billion per day on the overall economy.

"Some fast fashion companies, which send smaller shipments via air and have already built that cost into their pricing, have an advantage here"

But even if contract talks succeed in overcoming the stalemate between dockworkers and port terminal operators, the challenges for the retail industry are just starting, and consumers - and investors - could feel it in their wallets. The ports are simply not structured to manage the combination of large ships and high volume. Retailers need to investigate new supply chain options - fast.

"Recent earnings reports make clear that port issues are already causing headwinds for retailers, and they're bracing for gales," said Frank Layo, retail supply chain strategist at Kurt Salmon. *"Our clients who are able have already begun to shift shipments to East Coast ports, or upgrade them to hit delivery dates. They're laying out capital to buy and hold extra inventory to carry them through dry periods."*

But these are just short-term solutions, Layo adds. *"We're going to see more near-shoring. We may even see more U.S. manufacturing. This congestion is a tipping point for the retail industry, and the issues are not going to go away even after labour negotiations."*

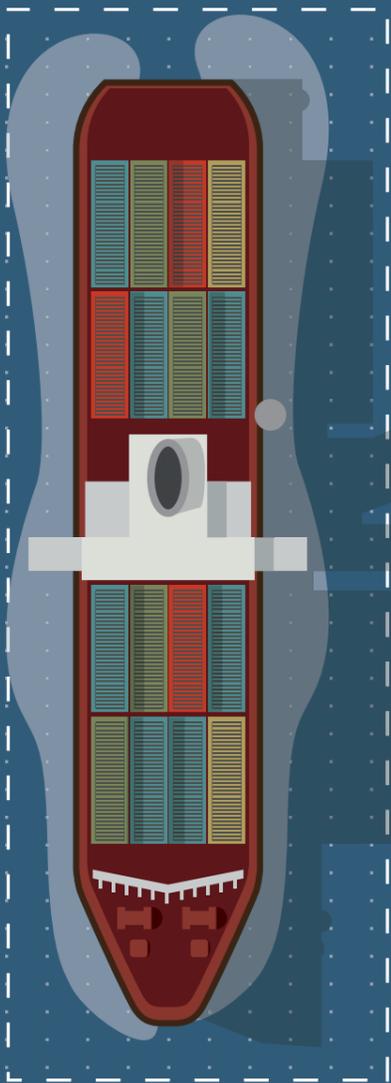
Imports and shipping delays could cost retailers up to \$3.8 billion this year. When coupled with the costs of rerouting products from West Coast ports, increased cost of carry, and missed sales opportunities due to out-of-stocks, retailer cost could increase to \$7 billion this year. Further combined with likely rate increases due to import growth and congestion across the nation's ports, 2016 costs could climb to as high as \$36.9 billion over last year's baseline cost. About 50% of international imports come in from the West Coast, and about 33% through Los Angeles and Long Beach. The backlog will take months to return to normal, even if L.A. port strike negotiations move quickly.

"We're fast approaching a new normal in transportation, and consumers are going to feel it in the form of mass out-of-stocks and price increases if retailers don't act quickly," Layo said.



WHAT CAN RETAILERS DO?

- **NOW:** Explore Air and Other West Coast Options. Retailers are taking immediate steps to identify alternatives to the Los Angeles and other West Coast ports to keep products moving. In the short term, this might mean an increase in air freight and leveraging ports in Seattle. *"Some fast fashion companies, which send smaller shipments via air and have already built that cost into their pricing, have an advantage here,"* Layo said.
- **NEAR TERM:** Eye the East. Over the coming weeks and months, retailers should also be exploring East Coast and Gulf Coast port options and considering infrastructure build outs, partnerships or outsourcing opportunities to hedge exposures to West Coast ports.
- **LONG TERM:** Examine Sourcing Strategy and Re-Examine American Manufacturing Options. Retailers should consider a revamp of their sourcing strategy, including supply chain risk mitigation capabilities and advanced scenario planning. Outsourcing and importing made business sense when the costs of labour, goods and transportation were vastly lower, but the industry is close to a tipping point in many product categories.



SHIPPERS - “You don’t get what you deserve, you get what you negotiate”

SHIPPERS “YOU DON’T GET WHAT YOU DESERVE, YOU GET WHAT YOU NEGOTIATE”

Dan Goodwill, Dantranscon.com

FedEx and UPS have announced that they have decided to increase fuel surcharges at a time when energy costs and fuel surcharges are the lowest level in years. This follows closely on the heels of general rate (GRI) increases, accessorial charge rate hikes and the implementation of dimensional LTL pricing. In other words, in the small parcel and LTL sectors, shippers are facing a barrage of rate increases early in 2015.

This brought to mind some words of wisdom I heard last week from Jerry Hempstead, President of Hempstead Consulting during the Logistics Management 2015 Rate Outlook webinar. Jerry made the comment that when it comes to freight rates, shippers “don’t get what they deserve, they get what they negotiate.” This sage advice has stayed with me since the call and is the inspiration for this blog. Here are a few thoughts to consider.

► DATA IS POWER

Shippers without good freight data are virtually defenceless in rate discussions. If you don’t have accurate data on the density of your freight, you are at the mercy of freight companies and their scales and dimensioning devices. If you don’t have quality data on your volumes by lane and on the various components (e.g. line haul charges, fuel surcharge, accessorial charges) of your freight spend, you are not able to manage your freight and communicate effectively with your carriers.

► IMPROVE THE DENSITY OF YOUR FREIGHT

The packaging of your products is now more important than ever. With LTL carriers increasing their investments in dimensional scanners, shippers will now pay the price for poorly designed packaging. Good packaging protects a shipper’s products from damage while containing a minimum of air. In other words, your freight takes up the minimum amount of cubic space in carriers’ trailers or containers, thereby restraining freight costs.

► VOLUMES PROVIDE LEVERAGE

Motor carriers are looking for freight volumes in specific geographic areas. Volume means leverage. Shippers with a \$10 million spend will typically command better freight rates than those with \$1 million or \$100K in freight costs. Manufacturers and retailers with lower volumes need to be creative in leveraging their volumes. Consolidating shipments on designated days of the week increases the size of shipments while reducing the number of pick-ups and accordingly the rates. Sharing trailer space with a sister company or another division or even a competitor can also help reduce freight costs. To maximise leverage, select a group of core carriers and give them the preponderance of your freight.

► BEING “CARRIER FRIENDLY” INCREASES THE ATTRACTIVENESS OF YOUR FREIGHT

Motor carriers are seeking freight that is easy to pick up, easy to load and is not susceptible to damage. Freight costs increase when the carrier has to wait to make its pick-ups or to receive its bills of lading or has to make multiple pick-ups from the same location on the same day. Costs also increase when trailers are left sitting in the shipper’s yard for extended periods without being used.



► EVERYTHING IS NEGOTIABLE

Having worked on the carrier side of the industry for many years and having conducted numerous RFP exercises, everything is negotiable. Freight rates, fuel surcharges and accessorial charges are all subject to negotiation. The old saying, “*he who has himself for a lawyer has a fool for a lawyer*” applies equally to freight rate negotiations. If you are not comfortable or lack experience in freight rate negotiations, contact a professional.

► GET YOUR FREIGHT RATES UNDER CONTRACT

Without contracts, carriers are free to raise rates when convenient for them. As the economies of North America strengthen and with tight capacity, one can expect to see one or more GRI increases in at least the mid-single digits or higher. Of course, with scanners and rising fuel surcharges, the total impact of freight rate increases can be much higher. Think about negotiating and signing multi-year agreements with your core carriers. This will send these companies a message that you are making a commitment to them.

If you take these steps, you will be able to negotiate and sign agreements that will provide your company with trucks, drivers and rate certainty. This will ensure your company receives the freight rates that it deserves.

“He who has himself for a lawyer has a fool for a lawyer”

ABOUT DAN GOODWILL

To stay up to date on Freight Management Best Practices, join our group on LinkedIn. If you need help in managing your freight costs, contact dan@dantranscon.com.

- See more at: <http://www.dantranscon.com/index.php/blog/entry/shippers-you-don-t-get-what-you-deserve-you-get-what-you-negotiate#sthash.HVY8olgr.dpuf>

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LEAN WAREHOUSING INCREASES PRODUCTIVITY

View into the model warehouse-Here, logistics staff is trained and lean management methods are transferred to logistics.



New, Application-oriented Training Concept Developed by KIT in Cooperation with McKinsey Shows Methods How Companies Can Make Their Warehousing more Efficient

No matter whether components are supplied for automotive industry, books are printed, or clothes are produced: At the end of production, the goods reach a warehouse and wait for their dispatch. At this point, even leading companies often have a bottleneck that limits efficiency. A close-to-practice training course of Karlsruhe Institute of Technology and the McKinsey consulting company now helps analyse and improve processes at the warehouse. For this purpose, methods of the so-called lean management are adapted to warehousing requirements.

“Warehousing often is neglected by the company management,” Katharina Dörr, trainer at the KIT model warehouse, knows. *“While production, marketing or sales are optimised, warehousing is often considered an annoying accessory of the core business, where efficiency cannot be enhanced anyway.”*

However, the training courses reveal that productivity can well be doubled or tripled. *“We attach high importance to concrete practical examples at our model warehouse,”* Christoph Kunert, who is also a trainer at the model warehouse, reports. *“About 180 products are stored at the model warehouse and are to be taken from the shelves and compiled in client packages by the participants using packing lists. After every training round, the proceeding and success are analysed and the processes are evaluated. Every working step is checked for its function in creating values added and adapted accordingly,”* Kunert explains. Transports, stocks, waiting times, and handling times are reduced to optimum values.

The theoretical part of the training was developed by experts of KIT in cooperation with the McKinsey consulting company. Known methods of lean management are transferred to warehousing. Knut Alicke, Head of the European Supply Chain Management Practice of McKinsey: *“Transfer of lean management concepts to warehousing is associated with an average cost reduction potential of 20%. The learning-by-doing approach of the model warehouse supports companies in sustainably developing the capacity to use these potentials.”*

“Consistent measurement of performance and standardisation of the improvements reached are important elements that make lean management so successful,” says Kai Furmans, Head of the KIT Institute for Materials Handling and Logistics, where the model warehouse is located. *“Sustainable improvement, however, also depends on soft factors, such as the attitude and behavior of the staff.”* For this reason, the training also addresses leadership issues and personnel management at a lean enterprise.

Lean management at the warehouse allows for sustainable operative improvements without high investments and, hence, is also attractive for small and medium-sized enterprises. Lean processes between incoming and outgoing goods directly enhance the productivity of the warehouse.

For more information, click http://www.ifl.kit.edu/projekte_lean_warehousing.php

Karlsruhe Institute of Technology (KIT) is a public corporation pursuing the tasks of a state university of Baden-Württemberg and of a national research center of the Helmholtz Association. The KIT mission combines the three strategic lines of activity of research, higher education, and innovation. With about 9,400 employees and 24,500 students, KIT is one of the big institutions of research and higher education in natural sciences and engineering in Europe.

“Warehousing often is neglected by the company management...”

HOW TO SOLVE THE PLM-ERP INTEGRATION CHALLENGE

Labelling content management leader Kallik has produced a new guide on how to plug the gap between ERP and PLM when it comes to packaging, artwork and labelling management workflow.

Labelling content and artwork management leader Kallik has announced a new whitepaper to help businesses, from consumer goods to closely-regulated industries, become more integrated in their packaging, artwork and labelling management processes.

The paper's insights, based on dialogues over the course of many years with the Kallik customer base, as well as its network of integration partners, highlights how in some parts of the packaged goods sector, there is a 'crack' in the system - a gap left between core ERP and PLM systems when it comes to packaging, artwork, and labelling management workflow.

This is a growing problem, as businesses need to connect the data in the ERP system and the data in the PLM to the artwork management side of the system so as to have a properly unified, single source of truth for all their product information.

And as labelling content and brand identity become a greater priority - due to a combination of rising customer choice and tightening international compliance strictures - this breach in integrating key processes is becoming less and less tolerable.

One Kallik AMS packaging, artwork and labelling customer, for example, has realised a 40% improvement in turnaround due to saved time and errors by using the Kallik system to bridge that crucial ERP-PLM gap.

The document goes on to explain that a new generation of business software systems offer better performing alternatives to the large monolithic ERP systems of old, with a major breakthrough being more use of Open Source and Agile development techniques, which offer superior connectivity.

The paper also offers practical advice on how to manage an integration project internally, as well as case study-based ROI analysis on how to maximise benefits.

Neil Gleghorn, Chief Executive Officer of Kallik comments, *“This resource is good news for business leaders in the regulated and packaged goods industries, who will find it a useful reference tool for making integration go a lot smoother.”*

Kallik has a proven track record of working in regulated industries, offering integration solutions that use a data-centric approach to labelling creation and management.

The paper, *‘The Integrated Enterprise,’* is available to download at www.kallik.com

“there is a ‘crack’ in the system - a gap left between core ERP and PLM systems”



INVENTORY OPTIMISATION A TOP PRIORITY FOR NEARLY EIGHTY-FIVE PERCENT OF CONSUMER GOODS COMPANIES

Logility and Consumer Goods Technology Research Shows Significant Opportunity for Improvement through Advanced Supply Chain Solutions.

Logility, Inc., a leading provider of collaborative supply chain optimisation and advanced retail planning solutions, partnered with industry publication Consumer Goods Technology to determine the current state of multi-echelon inventory optimisation (MEIO) in the consumer goods industry. According to the report, **Inventory Optimisation: Still a Supply Chain Priority**, consumer goods companies understand the importance and benefits of MEIO; however, 69% still rely on static and cumbersome spreadsheets or the basic capabilities of their ERP/APS systems to manage inventory optimisation initiatives.

The report states, *“Inventory optimisation technology and accompanying processes allow further reductions in inventory while enabling high service levels amidst challenging conditions.”* In fact, Logility Voyager Solutions has helped consumer goods companies realise up to a 30% reduction in inventory while improving customer service. Utilising advanced modelling techniques to define various inventory strategies, compare their effects and reveal the optimal direction, Voyager Solutions helps companies move beyond the simple, rule-of-thumb policies currently in place.

NOTABLE FINDINGS:

- At the vice president level 69% rank inventory optimisation as a top priority
- Improving customer service levels is cited as the top reason for implementing an inventory optimisation initiative
- The need to integrate inventory optimisation with the sales and operations planning (S&OP) process ranks as the top new initiative to start
- Only 21% of respondents perform MEIO across multiple stages/locations of their supply chain

“The research clearly shows a large opportunity for consumer goods companies to improve their supply chains through more advanced inventory optimisation initiatives,” said Mike Edenfield, president and CEO, Logility. *“Logility Voyager Solutions has helped our customers reduce their inventories by up to 30%; saving millions of dollars in working capital that can be reinvested in the company for new product development and growth. Inventory optimisations proven benefits, including cost reduction and improved customer service, are critical in today’s dynamic global market.”*

Download the Report: Inventory Optimisation: Still a Supply Chain Priority ([http://consumergoods.edgl.com/magazine/October-2014/Inventory-Optimization-\(1\)95697](http://consumergoods.edgl.com/magazine/October-2014/Inventory-Optimization-(1)95697))

ABOUT LOGILITY

With more than 1,250 customers worldwide, Logility is a leading provider of collaborative supply chain optimisation and advanced retail planning solutions that help small, medium, large, and Fortune 500 companies realise substantial bottom-line results in record time. Logility Voyager Solutions is a complete supply chain management and retail optimisation solution that features a performance monitoring architecture and provides supply chain visibility; demand, inventory and replenishment planning; Sales and Operations Planning (S&OP); supply and inventory optimisation; manufacturing planning and scheduling; retail merchandise planning and allocation; and transportation planning and management. Logility customers include Abercrombie & Fitch, Big Lots, Fender Musical Instruments, Parker Hannifin, Verizon Wireless, and VF Corporation. Logility is a wholly owned subsidiary of American Software, Inc. (NASDAQ: AMSWA). For more information about Logility, call 800-762-5207 USA or visit <http://www.logility.com>.

FORWARD-LOOKING STATEMENTS

This press release contains forward-looking statements that are subject to substantial risks and uncertainties. There are a number of factors that could cause actual results to differ materially from those anticipated by statements made herein. These factors include, but are not limited to, continuing U.S. and global economic uncertainty, the timing and degree of business recovery, unpredictability and the irregular pattern of future revenues, dependence on particular market segments or customers, competitive pressures, delays, product liability and warranty claims and other risks associated with new product development, undetected software errors, market acceptance of Logility’s products, technological complexity, the challenges and risks associated with integration of acquired product lines, companies and services, as well as a number of other risk factors that could affect the Company’s future performance. For further information about risks the Company and American Software could experience as well as other information, please refer to American Software, Inc.’s current Form 10-K and other reports and documents subsequently filed with the Securities and Exchange Commission. For more information, contact: Vincent C. Klinges, Chief Financial Officer, American Software, Inc., (404) 264-5477 or fax: (404) 237-8868.

Logility is a registered trademark and Logility Voyager Solutions is a trademark of Logility, Inc. Other products mentioned in this document are registered, trademarked or service marked by their respective owners.

LINEAGE LOGISTICS LAUNCHES NATIONWIDE ENERGY MANAGEMENT PROGRAM

Lineage Logistics (“Lineage”), a warehousing and logistics company backed by Bay Grove, recently announced that it has joined the U.S. Department of Energy’s Better Plants Program, a national partnership initiative to drive significant improvement in energy efficiency across U.S. industry. By joining the program, Lineage pledges to reduce its energy intensity by 25% over the next ten years company wide. Lineage launched its energy management program yesterday at its Allentown, Pennsylvania cold storage facility.

“Lineage’s commitment to reducing its energy intensity by 25% over ten years establishes the company as a leader in industrial energy efficiency and helps advance the nation’s progress toward a sustainable, clean-energy future”

“Lineage’s commitment to reducing its energy intensity by 25% over ten years establishes the company as a leader in industrial energy efficiency and helps advance the nation’s progress toward a sustainable, clean-energy future,” said Mark Johnson, Director, Advanced Manufacturing Office, U.S. Department of Energy.

Lineage will partner with Sustainable Industrial Solutions and Cascade Energy to implement the energy management program across its nationwide network of 111 facilities in 21 states. Durham-based Sustainable Industrial Solutions will provide energy monitoring software that reports energy usage in real time, incorporating data from energy drivers like warehouse throughput and outside weather to deliver accurate results and allow for real-time adjustments. Cascade Energy will provide training and optimization tune-ups to ensure facility operators are implementing best practices in energy efficiency. The Portland-based company partnered with Lineage on a series of successful pilot programs that have already garnered positive results and significant cost savings.

“Global food and food retail companies like our customers continue to focus on sustainable practices, and we, as their supply chain partner, must rise to the challenge to support their conservation efforts,” said Bill Hendricksen, CEO of Lineage. *“Lineage is committed to not only being the leading temperature-controlled logistics company but also a leader in helping our customers to ‘green their supply chains’ and reduce their carbon footprint.”*

“Our participation in the Better Plants Program is yet another example of our commitment to corporate social responsibility,” said Adam Forste, Managing Director at Bay Grove. *“We recognise the supply-chain business is resource-intensive, and we are fully committed to surpassing current conservation standards to minimize our impact on the environment.”*

“Global food and food retail companies like our customers continue to focus on sustainable practices”

HOWDENS JOINERY OUTSOURCES ENTIRE FLEET TO RYDER

Leading Kitchen Supplier in the U.K. Upgrades Fleet with 100 New Vehicles.

Ryder System, Inc., a leader in commercial fleet management and supply chain solutions, today announced that it has been selected as the outsourced fleet provider for Howdens Joinery, one of the U.K.’s leading manufacturers and suppliers of kitchens and joinery products. Howdens is replacing its existing fleet with 100 heavy duty, Euro 6 compliant tractors, under a full service lease from Ryder. Euro 6 is the latest diesel engine emission legislation being driven by the European Commission.

The new vehicles feature high-tech specifications including lane departure systems, adaptive cruise control, forward facing cameras, and on-board telematics. The vehicles will operate across Howdens Yorkshire and Northampton distribution hubs and its four regional transportation hubs, delivering to nearly 600 trade depots.



“As a customer-focused business, we take our environmental and safety responsibilities very seriously”



“As a customer-focused business, we take our environmental and safety responsibilities very seriously,” said Charlie Nissen, Howdens National Transport Manager. *“Specifying Euro 6 and numerous safety features on the vehicles was a logical business decision. Because our own service levels and expectations are high, we are very demanding in what we want in a contract. We found that being associated with a market leader like Ryder provides us with the high service levels that are critical to the continued success and expansion of our business.”*

Robin White, Ryder Sales and Marketing Director said, *“As a result of this new deal, Howdens now has the most modern and high-tech fleet in its sector and one which will provide significant operating efficiencies and brand image benefits. We look forward to a long and healthy working partnership with Howdens and helping the company continue to grow and expand.”*

ABOUT RYDER

Ryder is a FORTUNE 500® commercial fleet management and supply chain solutions company. Ryder’s stock (NYSE:R) is a component of the Dow Jones Transportation Average and the Standard & Poor’s 500 Index. Inbound Logistics magazine has recognised Ryder as a top third party logistics provider and green supply chain partner. In addition, Security Magazine has named Ryder one of the top companies for security practices in the transportation, logistics, supply chain, and warehousing sector. Ryder is a proud member of the American Red Cross Disaster Responder Program, supporting national and local disaster preparedness and response efforts. Ryder Europe was established in 1971 and has grown through acquisition and organic development into a sizeable force in transportation with a fleet of more than 22,500 trucks and trailers. The European business focuses on commercial vehicle rental, contract hire and maintenance operating from 29 locations with dedicated delivery solutions operating across a further 23 locations. For more information, visit www.ryder.com and follow us on Facebook, YouTube, Twitter, and on our Online Newsroom.





“Safety is a crucial factor in any logistics operation, and we believe the introductions we’ve made will become the new industry standard in the future.”

INTRODUCING THE SAFEST POWDER TANKER ON THE MARKET

Abbey Logistics Group has recently unveiled the latest additions to their extensive vehicle fleet, introducing 25 state of the art bulk powder tankers, bringing cutting edge, industry-leading technology to Abbey’s customers. Abbey has joined with a number of customers, including British Salt and Tata Chemicals, to ensure that the tankers are the finest example of tanker technology available.

Steve Granite, Managing Director of Abbey Logistics Group described what Abbey and their partners have achieved with the new tankers. *“Safety is a crucial factor in any logistics operation, and we believe the introductions we’ve made will become the new industry standard in the future. From inception to completion the development process has taken 6 months, with an unwavering focus on making the new tankers the safest they can be to protect the driver, the public and the environment throughout the process. In addition to the new safety features, the tankers will also be able to deliver a significant improvement to payload.”*

Abbey Logistics Group Commercial Director, Dave Coulson, believes that the new tanker will also offer enhanced service capability for customers. *“Having the safest powder tanker on the market means there are greater opportunities for customers who previously wouldn’t have considered us for bulk powder transport. There is simply no safer powder tanker on the market and I’m confident our customers will be delighted about the new technologies we’ve incorporated.”*

Each of the new technologies used in the design of the powder tankers targets an area which is of higher risk to operators, the public or the vehicle to ensure that the risk is negated to the greatest extent possible.

During the loading and unloading phases of bulk powder transportation, there is increased risk to the driver, the stability of the load and also to any personnel in the immediate vicinity of the trailer. By implementing extensive safety systems, Abbey has reduced the potential for injuries and damage to parties throughout this process. A full scope reversing camera specifically designed for enhanced low light usage provides a greater field of view, making it easier to spot potential obstructions and prevent collisions. Other improvements in this area include the incorporation of ultrasonic reversing sensors which detect the distance to loading bays, which provide data to a system which automatically brakes the vehicle if a collision is possible. Accompanying these two technologies are visual and audio warnings directly into the cab for the driver to monitor.

Another potential risk for drivers comes when accessing the tank top of the vehicles during the loading or unloading of the payload. For Abbey, the introduction of equipment specifically

designed to minimise harm to the driver whilst atop the tanker has been crucial. Before a driver begins to climb the tanker in order to access the tank top, they will apply a full safety harness, which utilises arrestor gear to dampen the fall if a driver was to slip or trip.

When drivers are on the ground for discharging purposes, they will now have access to an emergency shutdown system, which can also be operated by untrained persons. This emergency shutdown will allow any person to immediately shut off the discharge from a single point, for situations when a burst discharge pipe or overflowed silo causes problems.

Stability is another key consideration for the new tanker design, with anti-topple protection preventing tipping tanks from raising unless the stabilising feet are fully seated or extended to the ground, making the vehicle steady.

It’s also crucial that the tankers have stability when on the road, so the design incorporates vehicle stability control, which uses a series of sensors to constantly assess the stability of the tanker, applying brakes intermittently if there is excessive speed or unusual movement from the vehicle. Preventing an incident whilst in transit is vitally important and this new system will help safeguard against traffic collisions.

Abbey’s introduction of the safest powder tanker on the market has certainly raised the bar for other logistics providers, with the customer and safety of those operating and using the tankers set to benefit.

PREDICTIONS MADE FOR TRANSPORT AND LOGISTICS INDUSTRY IN 2015, BLACKBAY RESPONDS

A strategic transportation and logistics advisory firm has released a semi-annual market perspective, exploring the trends we could expect to see in 2015. A spokesperson from Blackbay responds to the report.

The transport and logistics sector will continue to grow in 2015, according to industry advisory firm CarrierDirect. The company believes that technology and service offerings will continue to improve over the year, despite the fragile global economy. This is because of reduced costs and an improved reliability for deliveries.

The report claims that technology will revolutionise the logistics space. A large amount of money was invested into companies over the last year to streamline shipping through new technologies and web-based services. This means that the benefits can be reaped in the coming year, as the sector goes from strength to strength.

Blackbay, a leading provider of delivery solutions for the transport and logistics industry, takes a keen interest in industry related news such as this. A spokesperson was able to provide this statement: *“This report is very positive and predicts a strong year ahead for the transport and logistics sector. New technology is indeed at the forefront of everything that’s good in this industry, and it’s up to people to take advantage of the benefits on offer.”*

“Blackbay is a firm believer in the ability for technology to help make deliveries more cost efficient and effective. We offer several solutions that have helped companies and drivers all over the world, and they’ve been able to streamline operations, increase revenue and improve customer experience thanks to our products. Get in touch with Blackbay today to find out how our processes can benefit you.”

Blackbay is the leading provider of mobility enabled solutions for the transport and logistics industry. The company’s configurable end-to-end products ensure first time, on time, every time delivery by connecting the shipper, operations, management, drivers and crucially the customer with real-time information and flexible workflows to create smarter delivery companies. Blackbay, headquartered in London, operates across APAC, EMEA and the USA, supporting over 145,000 drivers delivering in excess of 6 million deliveries per day.

“Each of the new technologies used in the design of the powder tankers targets an area which is of higher risk to operators...”

FOI FIGURES REVEAL THAT ELECTRONIC LICENCE CHECKING IS BECOMING BEST PRACTICE FOR FLEETS

Freedom of Information statistics obtained by the ADLV (Association for Driving Licence Verification) from the DVLA, reveal that there has been a considerable increase in commercial electronic checking of licenses by fleets. The figures record the volume of licence checks made through members of the DVLA's EDECS Electronic Driver Entitlement Checking Service, the vast majority of which are ADLV members. In the last three months of 2014, the statistics show that the volume of licenses checked electronically, by these organisations, rose sharply by more than 22% on prior year; this represents an increase in the percentage growth rate on prior year by 34% over just one quarter. The total number of checks undertaken by EDECS users on behalf of UK fleets was in excess of 1.7M in 2014.



“These figures are highly significant. They show that Fleet Managers are recognising that best-practice has changed ...”

According to ADLV Member Richard Brown the figures reflect both the news that the paper licence counterpart is set to disappear and awareness that the ADLV has been launched to advance the cause of commercial best-practice for electronic checking. In his view: *“These figures are highly significant. They show that Fleet Managers are recognising that best-practice has changed and that electronic checking through a fully managed service from a professional third party is the right way to check driver entitlement; as it enables automated and continuous checking with full reporting and audit trails. We expect that these figures will continue to rise, especially as we get closer to the disappearance of the paper counterpart.”*

“The change in practice has also been reinforced by a general understanding that the paper .pdf generated through the DVLA's single record Share My Driving Licence alternative has no legal standing. There is also a concern, that PDF and printed paper documents are open to fraud, which could leave organisations exposed to compliance risk. Many Fleet managers see electronic checking as a superior and risk free path to follow and as the message spreads we expect a significant adoption of these processes over the next 6 months.”

The current list of ADLV members that fleet managers can contact should they require driving licence checks is as follows:

The AA, Admin Business Solutions, Chalcheck Ltd, Descartes Systems UK Ltd, DriveTech (UK) Ltd, Drivercheck Ltd., DrivingMonitor, Fleet Claims Administration Ltd, Fleet Partnership Solutions Ltd, GB Group plc., Jaama Ltd, Inchcape Fleet Solutions, Intelligent Data Systems (UK) Ltd, Interactive Driving Systems Ltd, Licence Bureau Ltd, Licence Check Ltd, and Pinewood Technologies.

Technology

TRACKER LAUNCHES TRACKER FLEET EVO

www.TRACKER.co.uk

Bringing SMEs telematics solutions catering to smaller fleets

In direct response to increasing requests from its SMEs customers, TRACKER (part of the Tantalum Corporation) has launched TRACKER Fleet Evo, an entry based telematics solution suitable for businesses with a fleet of up to 20 vehicles. Based on the highly successful TRACKER Fleet telematics solution, the Evo offering enables businesses to select the degree of data and functionality they need to support their fleet practices.

TRACKER Fleet Evo features as standard journeys and mapping, offering route planning, traffic alerts, as well as providing vehicle and asset status and locations. Businesses can also benefit from journey playback, including start and stop times, giving fleet owners an overview of their vehicles and identify any issues, such as reasons for repeated journey delays. It even provides an option to set-up alerts such as geofences alerts, so if a vehicle enters or leaves a pre-determined geographical area or operates outside a pre-determined time without authority, an alert will be triggered.

TRACKER
FleetEvo



Photo: TRACKER
Fleet Evo - iPad

For those that want to employ a telematics solution to monitor driver style and low impact collisions, TRACKER Fleet Evo will shortly have the option to be upgraded at any time, to include driving style and impact detection modules, as needed. Users can even upgrade to the full TRACKER Fleet web based service, which also includes the driving style and impact modules as standard.

“Based on feedback from our customers, SMEs see the benefits of telematics, but often don't need all the features provided on more complex systems,” explains David Wilson, Chief Operating Officer at TRACKER. *“By creating TRACKER Fleet Evo, we can offer smaller fleet owners a modular system, allowing them to simply ‘Track and Trace’ vehicles or add more features, as they go.”*

“Most fleet telematics solutions focus on organisations with hundreds or even thousands of vehicles, but TRACKER Fleet Evo targets businesses with fleets from one vehicle, up to 20. With access to a streamlined level of information on their vehicles, smaller fleet owners can make positive changes to drive down mileage and the associated fuel and repair costs. Telematics can also help them better manage journeys to improve customer service, delivering tangible business benefits. This launch is part of TRACKER's commitment to ensuring more businesses can harness the power of telematics.”

TRACKER Fleet Evo costs start from as little as £4.95 per month*.

*Terms and conditions apply

LEADING FROM THE INSIDE OUT

Ali Al-Aradi



Ali Al-Aradi, Lecturer,
Kingdom of Bahrain

Leader's relations with customers, employers, partners and the community are key to business success. However, there are huge disruptive forces which are changing the simple things we already know - globalisation, innovation, financial uncertainty and the emerging digital age are challenging the assumptions we have about business success.

In recent research conducted about business leaders, the emerging theme was the radical shift in the way information spreads, with diminishing time and space but also increased transparency identified as a major risk to reputation and value. At the time when relationships are the engine of success and reputation, leaders are under pressure to control and manage communication flows to maintain good relationships with all stakeholders.

In the questionnaire, most leaders gave themselves a seven out of ten in their inspirational quotient. Whereas when their employees were asked about the same thing, they rated their leaders on a good day at five out of ten, with only one in five being inspiring, and only one in twenty being exceptionally inspiring. This exposes a huge inspiration gap one that needs to close in order to secure the sustainable business that all of us aspire to. The research also found big differences between how leaders are seen across different sectors, age groups and geographies.

With these considerations in mind, we need to do more to prepare leaders for the world we live in today, and specifically in helping them speak the language that engenders trust. Because leaders spend an inappropriate and ineffective amount of time thinking about the intangible assets, about how to measure, monitor and manage them. Iconic leaders, such as John Kennedy, Nelson Mandela, Mahatma Gandhi, are not only inspiring but awe-inspiring the people.

Most of leaders who are taking the intangibles seriously enough. They don't have the first idea of how to measure them properly and manage these things, and so they tend to focus on budgets, and operational performance, and hard numbers while ignoring the soft intangibles that drive exceptional performance. And therein lies my key message - ***in order to realise the incredible value of intangible assets, leaders require extraordinary communication skills.***

So what kind of language do we need, and what type of sensitivity and language do we need to enhance these intangible assets? And how do we educate businesses that will be tomorrow's companies?



Leaders need to think of the principles of inspiring communications as below:

- **Authentic leadership:** Followers must trust and believe their leaders, bringing and revealing yourself in a way that reflects your values and beliefs.
- **Purpose and values:** Strong sense of the company's mission helps establish a framework for the organisation and encourages people involved to make the right decisions.
- **Have a vivid picture of the future:** Fuse the vision (what success will look and feel like) to the purpose (what we are here to do) and the values (how we do it).
- **Focus on relationships:** Keep in touch with the state of all key relationships.
- **Encourage continual improvement:** Enable and give feedback; learn, rehearse, review and improve.
- **Engagement through conversations:** A high level of engagement with your employees is only achieved through conversations that allow them to fully understand the big objective.
- **Understand your audiences:** Understand the stories that will speak best to every separate audience you address.
- **Listen with intent** and learn to ask great questions and unleash your curiosity about people.
- **Signals you send can overwhelm your words:** Become aware of the conflicts between what you are saying and the signals you are sending.

“...in order to realise the incredible value of intangible assets, leaders require extraordinary communication skills...”

We need to give everyone the opportunity to live the values we stand for. Leadership is not something that comes from the top; it comes from within the body of the organisation. It's all about giving people the opportunity to lead.

Leaders have to turn people into advocates and ambassadors of the company's vision and values by speaking the language of trust. Better communication is about resonance, connection and engagement. It is about moving people and changing how you make them feel. It is about dialogue, not monologue. And it is not about trying to inspire, but about making people feel inspired.

Leading from the inside out, is all about doing the right thing for your employees, customers, your community and the environment.



THE ENTREPRENEUR'S SOURCE RELEASES YOUR CAREER 2.0: A SURVIVAL GUIDE FOR THE BATTERED CAREER AND INVESTOR SYNDROME

National Alternative Career Coaching Franchise Offers In-Depth Advice with Recent Book Launch.

Recently released by the leading alternative career coaching franchise, Your Career 2.0: A Survival Guide for The Battered Career and Investor Syndrome is a thoughtful examination of making your dream of self-sufficiency a reality through exploring and learning about the best options for you to accomplish your goals, needs and expectations.

"This book is for them, in their continued journey, and for all of those who are part of the 75% of Americans seeking self-sufficiency and have considered taking that step towards a more fulfilling career to meet their desired Income, Lifestyle, Wealth, and Equity® Goals."

Authored by The Entrepreneur's Source®, the book is a must-read for any individual who is at a cross road in their career and has ever considered taking the path less travelled.

"We decided to take everything that our coaches do on a daily basis and put it into a form that can benefit the masses. We're inspired every day by our clients that transition from employment or underemployment or even unemployment to a place of empowerment and commend them for their passion, bravery and dedication," said Terry Powell, founder of The Entrepreneur's Source.

Your Career 2.0: A Survival Guide for The Battered Career and Investor Syndrome, provides guidelines and encouragement to those seeking greater fulfillment in their careers and consequently, their lives. With each chapter acting as a guide, and the final two including case studies, resources and worksheets, Your Career 2.0 is a piece of collateral that can serve as the handbook to launching a career in entrepreneurship. The chapters are as follows:

- **The Career Revolution.** Examines what is, the Battered Career and Investor Syndrome™ while encouraging the reader to take a thoughtful look at options, ambitions and possibilities. The first chapter opens up the world of possibilities and discusses breaking stride and moving on from the often stifling corporate environment.
- **Writing Your Own Success Story.** Introduces YOU 2.0® and what it means to pursue and achieve your Income, Lifestyle, Wealth and Equity Goals. Chapter two navigates toward the final destination that is determined by an introspective counsel of what YOU 2.0 entails: what are the dangers you face, what are your opportunities and what are your strengths.



- **What Holds You Back.** Tackles the obstacles that often deter or discourage people from following through and achieving YOU 2.0. Often hindered by financial concerns or poor timing, this chapter breaks down the all-encompassing hurdle that everybody faces: Fear.
- **Making Your YOU 2.0 Real.** Provides an outline for taking the next steps. Chapter four examines various ways to accomplish your You 2.0. Can it be accomplished through a job or through investments or via business ownership?
- **The Coaching Experience.** In this chapter the reader learns that making your next career move, or exploring entrepreneurship or business ownership does not need to be a solo journey. Building a network of reliable professionals is the greatest key to success. Partnering with a coach can help individuals think outside the box and find success in places that they were blind to before.
- **The Final Step.** Discusses embracing your financial independence. The final steps chapter offers preparation and insight into your financial options, transitions and inevitable decisions. Embracing the opportunity to evaluate your own self-sufficiency is examined in determining funding and fiscal options for launching YOU 2.0.

Chapter seven highlights case studies highlighting people from all different walks of life with different goals, but the same dream of self-sufficiency. Each of the five studies provide unique and thoughtful perspectives on determining their individually desired Income, Lifestyle, Wealth, and Equity Goals and ultimately achieving their own YOU 2.0.

The final chapter rounds out the guide with resources and worksheets that include questions you should be asking yourself when considering your next career path, focused goals and personal ambitions to consider benchmarks, and attainable objectives.

Your Career 2.0: A Survival Guide for The Battered Career and Investor Syndrome can be purchased online through www.amazon.com/s/ref=nb_sb_noss_1/190-2588167-1461850?url=search-alias%3Daps&field-keywords=Your+Career+2.0 (ISBN-13: 978-1501025846). The paperback version can be purchased for \$5.95 (128 pages). The Kindle Edition can be purchased for \$4.95 (71 pages).

For more information regarding coaching support from The Entrepreneur's Source, visit <http://www.EntrepreneursSource.com/>

"We decided to take everything that our coaches do on a daily basis and put it into a form that can benefit the masses"

DATA SECURITY - TOP TIPS FOR SENIOR MANAGERS



Ian Kilpatrick, chairman Wick Hill Group, explains why senior managers now need to be more involved in data security and offers his top tips.

The networking environment has changed radically in recent times. In today's world of increasing wireless use, widespread BYOD, more home working, more remote access, more consumer devices and the huge popularity of social media, the network is becoming ever more distributed. In this situation, security breaches are inevitable, as is evidenced by the regular reporting of breaches at major organisations.

These breaches are of course only the tip of a large cyber-insecurity iceberg. As we have seen from many of the post-mortems, and increasingly senior level sackings, many of the problems relate to poor management and the oversight of relatively junior individuals, rather than a fundamental failure of business security across the organisation.

There is now a growing groundswell of change in the way we approach and look at data security. Clearly, in a world where breaches, and the associated consequences, are inevitable, relying solely on, or blaming, the information security team is no longer viable. With the business cost of a departmental (or individual within that department) breach now directly impacting business reputations and bottom lines, security needs to come from a bottom-up approach as well as from the CEO down.

Security has often been seen as a business enabler, rather than a business disabler. It is sometimes seen as a costly nuisance, to be avoided if it impacts projects delivery or performance. The responsibility for all security is often left to the security team. This attitude is now sharply changing in many organisations (particularly those with significant retail or B2B profiles), with a root and branch review of security taking place at many of them.

We're all (or should be) aware that security is the responsibility of everyone in the organisation, top-to-bottom or vice-versa. But sometimes, in the heat of trying to achieve tactical business objectives, that responsibility gets overlooked.

We are in a time of rapid and brutal change in cyber risks and cyber security failures. Below are reminders of some of the areas we need to revisit and review from time to time, to ensure we're protecting the company and everyone's jobs, including our own.

Starting from the premise that, as all the high profile cases have shown (and the significantly greater number of unreported failures), it is now not possible to guarantee defence against data breach. However, it is still possible to defend critical data against breach, if that data is identified and defended.

There's no rocket science here. Just a review and reappraisal, from a business perspective, of what our goals are and what is important, coupled with a desire, through defence and training, to protect it.

DEFINE GOALS - The first place to look is at what is actually important. "Everything" is the wrong answer. Priority one is what is business critical or business threatening. This is a much smaller departmental and organisational list. Then decide what risk profile, and associated

costs, you are prepared to accept in order to defend key data, given that the perimeter will be breached. That, almost certainly, will throw up some interesting discussions.

PROTECT THE KEY DATA - Decide how to protect key data, rather than just defending all assets and all of the perimeter. Breach defences need to be in place, alongside consolidation and regular reporting, as breaches are now taking longer and longer to detect.

It may also move some defences and focus from broadline perimeter defence to specific areas. All key relevant stakeholders should be aware of the risk analysis and risk acceptance involved. This not only gets buy-in and increased security awareness, it also creates recognition that just having a defence doesn't guarantee security.

RISK ANALYSIS AND RISK ACCEPTANCE - Before any mobile device, access, application, new technology or service is added to the company network, it should be signed off as accepted by the Board, and the proposing department or users, with a risk analysis as part of the sign-off. This is a similar process to the previous point and needn't be too onerous. Interestingly, building-in security, as part of deployment rather than post-event, often provides better security at a lower overall cost.

PLANNING AND DEPLOYMENT - Planning for deployment should include security implementation and acceptance of the risk. Security needs to be deployed with the solution, not post event.

Deployment of security for mobile devices and remote access is a key element in protecting networks today. However this can often be honoured more in the breach than the reality, with individuals and departments seeing security as a disabler, to be circumvented, rather than as an enabler to be appreciated.

Web applications (and indeed the cloud) present some specific risk points. Understanding and securing data in these areas needs particular focus, based on the risk and consequences of failure. I've seen many poorly implemented projects fail through lack of consideration regarding the security implications.

POLICIES - Given that there is a shift from a belief in security to acceptance that there will/could be a breach, policies need to change to encompass this.

Policies need to be clearly enunciated, not just contained in a policy document.

Given the rapid shift in risks based around wireless, mobility and social media, co-opting some younger staff members onto the team can provide enlightening insights into what the risks really are.

EDUCATION AND STAFF INVOLVEMENT - Security processes need to be clear, as do the consequences of not following them. It's not sufficient to have security policies, if it is clear to staff that you aren't managing them and that, actually, nothing will happen if they don't follow the correct security procedures. Education and defence training are essential and should be 'education', not just a list of things staff can't do.

This is an easy thing to say, but much harder in practice. It needs leadership from all staff, but especially from all IT professionals. Given the jaded view, sometimes deservedly so, of IT security in some organisations, it is a difficult culture change to now embrace security as everyone's responsibility. Training needs to reflect that.

MONITORING AND FEEDBACK - It is crucial to not only monitor, but also to be seen to be monitoring mobile security measures. High visibility and regular feedback to all staff, on both success and failure, are very important. Reinforcement across all levels means that security awareness can infiltrate the DNA of an organisation.

ANALYSIS - All the relevant stakeholders, need to have regular reporting of the security landscape, so they are aware of the level of threat, and the levels of risk that they have accepted. Ideally, the Board should also have a disaster plan to implement, in the case of failure. That would certainly guarantee to focus an individual director's mind on security issues!

BIO OF IAN KILPATRICK

Ian Kilpatrick is chairman of international value added distributor Wick Hill Group, specialists in market development for secure IP infrastructure solutions. Kilpatrick has been involved with the Group for almost 40 years. Wick Hill supplies organisations from enterprises to SMEs, through an extensive value added network of accredited VARs.

Kilpatrick has an in-depth experience of IT, with a focus on networks, particularly security. He has a strong vision of the future in IT, focussing on business needs and benefits, rather than just technology. Ian Kilpatrick is a published author and has written numerous articles and features, both domestically and internationally, as well as being a regular speaker at conferences, seminars and exhibitions.

FORGET BONUS CULTURE AND USE BEHAVIOURAL SCIENCE TO BOOST EMPLOYEE MOTIVATION, SAYS NEW CIPD REPORT

Reward specialists and HR professionals could significantly increase employee motivation with a better understanding of the science behind the impact of pay and reward on employee behaviour. That's according to a new report by the CIPD, the professional body for HR and people development.

The report, *'Show me the money! The Behavioural Science of Reward'*, discusses how money may not be the straightforward workplace motivator we expect, and highlights how alternative approaches to reward may be more effective in increasing employees' intrinsic motivation to succeed. By evolving the reward structure, organisations can take more control over the complex array of factors that determine their employees' motivation and effectively enhance their business success.

According to the CIPD's report, employees' perceptions of rewards are defined by the circumstances in which they are received. For example, a bonus received during tough economic times will be perceived as having much greater value than the same reward given in times of prosperity. On the other hand, a bonus may be perceived as having less value if the recipient considers their own performance to be stronger than other employees who receive the same amount as part of a team reward. Given the tendency of people to overestimate their own abilities when performing familiar tasks such as those at work, reward and HR professionals need to be particularly wary of promoting a performance-based pay scheme to avoid disillusionment if employees' rewards don't match their expectations.

Jonny Gifford, Research Adviser at the CIPD, comments: *"These are interesting and challenging times for reward specialists. We need to recognise employees when they go the extra mile and add increased value, but there are a number of behavioural factors that should be considered when shaping a reward programme. Crucially, we must acknowledge that monetary rewards aren't everything and that they can even distort people's motivation. For example, enticing the workforce with financial incentives and a strong bonus culture can lead to unwanted, risky and even unethical behaviours. Equally, because we tend to overestimate our ability as individuals, many if not most people find performance-based pay attractive in the first instance, but ultimately disappointing and demotivating. The key is having a flexible reward package that takes into account behavioural nuances and doesn't rely solely on a wad of cash as the only means to motivate staff. It's a change in direction for many but should also be welcome news for organisations who, in a challenging economic context, need to be more creative with their rewards package."*

The report suggests that alternative rewards can build intrinsic motivation among employees. It notes that recognition through appropriate symbolic awards - for example, through employee award schemes or discretionary ad-hoc gifts from line managers - are consistent with a workforce whose desire to succeed is self-sustaining, rather than driven by a desire to earn more money. These rewards also have the added benefit of being cost-effective and easy for businesses to disperse at ad-hoc moments, rather than building up to a single moment of reward in any given year.

Time and timeliness are key aspects explored in the CIPD's report. It references a study by Zedelius and colleagues* which found that when people were promised reward for a later task, they started to perform better at intermediate tasks, even when those weren't subject to a reward. It also explores the difference in perception between

instant gratification and rewards that are of equal value but deferred, such as pension contributions. This difference is starkest among the youngest workers, who place the least value on pension contributions and other benefits deferred to later life.

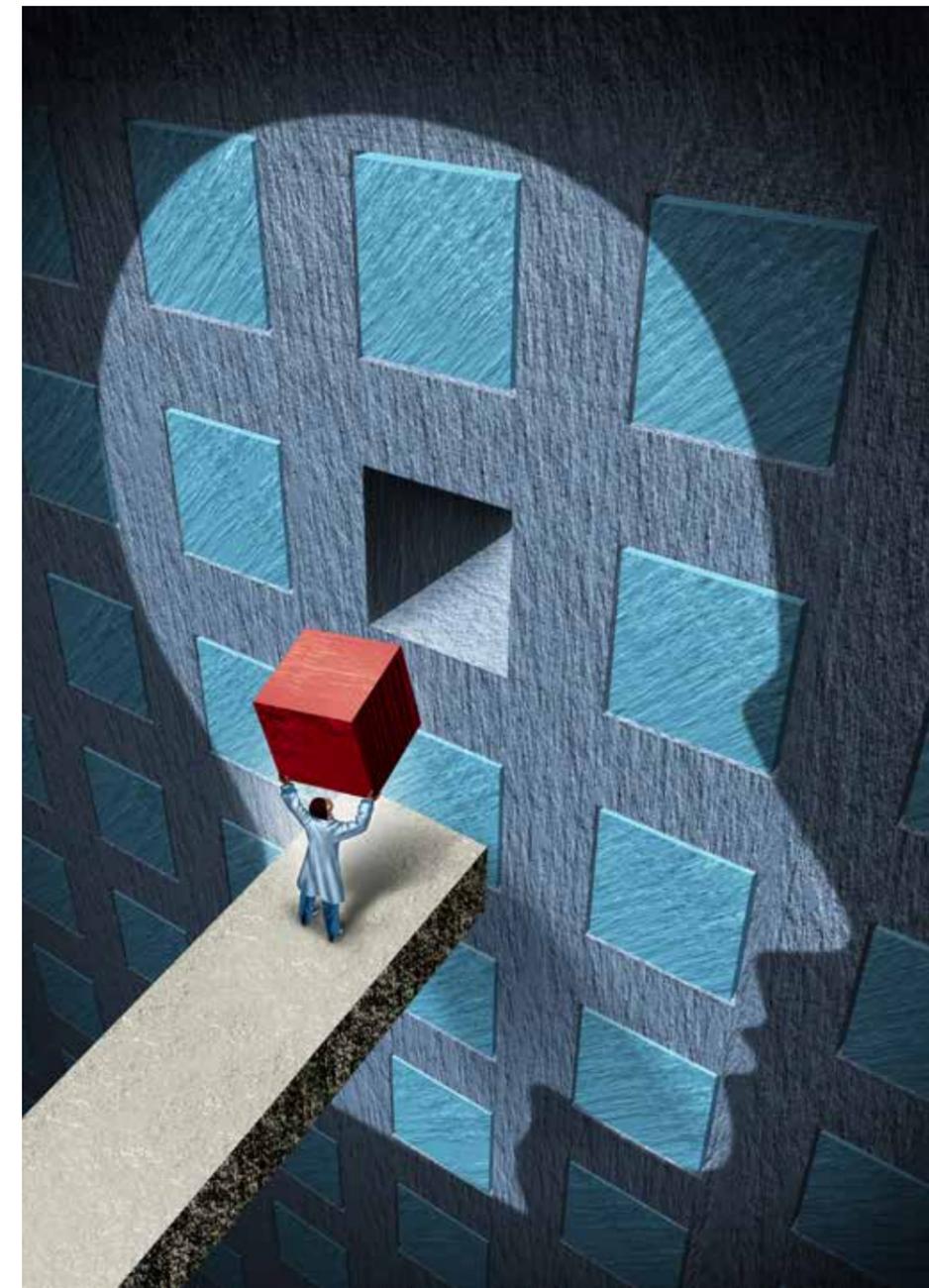
Charles Cotton, Performance and Reward Adviser at the CIPD, comments: *"Workplace pension schemes boost employee pay packets by thousands of pounds over the course of their employment but without the instant gratification of seeing that money land in their bank accounts each month, many employees fail to value the schemes. When it comes to reward, it's important that businesses regularly reinforce the total value of the package that they offer to individuals and pay equal attention to both short and long-term rewards. This can include communication and education, but should form part of a well-thought out financial wellbeing strategy."*

With such a range of factors in play, the report concludes that the best reward strategies take into account both individual and group success, while not being overly complicated. By rewarding people for their individual performance as well as their contribution to a specific team or the overall company's success, a business is most likely to see improved engagement, enhanced performance and good citizenship behaviours.

*Zedelius, C, Veilung, H, Custers, R., Bijleveld, E, Chiew, K and Aarts, H. (2014) A new perspective on human reward research: How consciously and unconsciously perceived reward information influences performance (Cognitive and Affective Behavioural Neuroscience. Vol, 14, pp493-508.)

"When it comes to reward, it's important that businesses regularly reinforce the total value of the package that they offer"

"We need to recognise employees when they go the extra mile and add increased value..."



WAREHOUSING

Job Title Sales Manager - Warehousing**Location:** Abu Dhabi, UAE

Brief Job Description: To manage the organisation sales objectives through careful planning and execution of Marketing/Advertising campaigns and a well elaborated business development strategic plan. This is a varied role which includes planning, advertising, public relations, event organisation, product development, distribution, sponsorship and research.

More Information: <http://www.indeed.ae/job/Sales-Manager-at-Cobalt-Abu-Dhabi-in-UAE-b1e7176762763cd3>

Job Title General Manager, Logistics & Warehousing**Location:** Jurong Island

Brief Job Description: Head of Department for Yang Kee's Contract Logistics and Warehousing business unit.

You will be responsible for leading Warehouse team and managing business unit's overall P&L performance. Driving warehousing product development, build high-quality operations and achieve profitable business growth. Leading teams in business discussion, contract negotiations and project implementations.

You will be working closely with Business Development, Solutions Design and Implementation team to develop Yang Kee's value proposition, maintain a healthy sales pipeline and gain new business. Supporting the Divisional Head in achieving corporate objectives for Contract Logistics business.

More Information: <http://www.indeed.com.sg/job/Deputy-General-Manager-in-Jurong-Island-2b676dc7f875e13a>

FREIGHT

Job Title Business Development Manager - Freight**Location:** Johannesburg

Brief Job Description: A top global freight forwarder is looking to reinforce their sales team by bringing in a sales expert based in their Johannesburg office.

In this role you need to have a solid proven background in freight forwarding sales, as well as experience of managing the complete sales pipeline, from generating leads, booking appointments, presenting to clients, compiling tenders, on-boarding business to the operational team and managing the account and building relationships. You will also be responsible for up selling to existing clients and maximising business opportunities and ultimately revenue & profit. You will also be responsible for two sales staff.

More Information: <http://www.indeed.co.za/job/Business-Development-Manager-at-Communicate-Personnel-in-Centurion,-Gauteng-4192b564fc9672a5>

PURCHASING

Job Title Local Buyer - Food and Beverage**Location:** Belgium**Salary:** Negotiable

Brief Job Description: An ambitious and expanding Food and Beverage company is seeking an experienced procurement specialist. This global organisation provides a variety of many well-known brands to millions of consumers all over the world, and has deep roots in the culture and commerce of the Netherlands, Germany and Belgium. A company that has withstood the test of time, which continually strives to promote growth that keeps in balance the needs of people, communities and nature, as well as that of their business.

The right candidate will be independent and proactive team player, who can embrace a sustainable culture, while being very entrepreneurial in terms of formulating, developing proposals and initiatives. Driven and motivated individuals will find that there is no limit in terms of your development and advancement.

More Information: <http://www.jobs4purchasing.com/jobs/local-buyer--food-and-beverage--belgium-218512.htm>

SHIPPING

Job Title Urgently Seeking Export Sales Coordinator**Location:** West London, Spirits Sector**Salary:** £24k - £26k

Brief Job Description: To achieve our ambitious sales growth plans we are looking for an Export Sales Coordinator to join and support our existing sales and logistics team, to facilitate the international distribution of our products. This is a full time office-based role, available initially on a temp to perm basis, starting as soon as possible.

The ideal candidate will have experience in administering the complete sales order process, arranging delivery of products, ensuring all documentation, government certification and traceability requirements are met. They will prepare all necessary documentation, e.g. bills of lading, delivery notes, invoices, letters of credit etc, negotiate cost reductions, maintaining a full stock control system, rebalancing stocks, ensuring optimal stock rotation and disposal of out of date stocks. The candidate must also be confident in providing data for cost calculations, monthly forecasts and operations meetings.

The person will possess a relevant import and export qualification

More Information: *We need to fill this vacancy urgently* so if you are available immediately this could be the opportunity of a lifetime! Don't delay, send your CV to recruitment@nthorneconsulting.co.uk today!

LOGISTICS

Job Title Senior Logistics Co-ordinator**Location:** Clapham South, London

Brief Job Description: Responsible for one of the most critical parts of our business: ensuring our customers get the right products delivered within the quickest possible time!

KEY RESPONSIBILITIES

- Day to day management of both inbound and outbound shipments through 3rd party warehouse for standard replen skus and flash sales
- Responsibility for purchase of stocked skus in ERP system
- Work with internal stakeholders, suppliers, and the warehouse to ensure consistent great service delivery experience for our customers
- Work with customer service to resolve issues on delivery
- Work with buying team to ensure timely fulfilment of deliveries from our suppliers
- Anticipate problems with shipments and recommend solutions before they arise
- Manage product replacements process
- Manage inventory levels and arrange timely dispatch of returns to suppliers
- Involvement in the management and measurement of KPIs and SLAs and driving these in the business and at our 3PL
- Work with Head of Logistics and COO to drive strategic improvements, drive efficiency and optimise fulfilment approaches to deliver products more accurately and faster!

YOUR SKILLSET

- Experience of working in a fast-paced, deadline-driven environment
- Strong analytical skills, including knowledge of MS Excel
- Understanding of outbound and returns logistics,
- Knowledge of international shipping (B to C) and imports (B to B)
- Able to manage and motivate people at all levels in our business and our third party warehouse
- Real people person
- Ability to juggle many tasks and complex problems at same time
- Attention to detail
- Creative problem solver
- Team player
- Self-starter able to work independently and communicate clearly
- Experience in logistics within an e-commerce environment an advantage

EDUCATION

Ideally undergraduate degree in a numerate subject

More Information: To apply email join@sportpursuit.co.uk with your cv and cover letter

SUPPLY CHAIN

Job Title Supply Chain Lead**Location:** Glasgow, Scotland**Sector:** Transport & Distribution**Salary:** Initial 6 Month Contract - £20.69 per hour

Brief Job Description: To manage and deliver the procurement/supply chain activities associated with a defined area. The role includes the development of procurement/supply chain strategies & plans, and the associated engagement and management of suppliers/projects. The management and development of team members to drive performance and meet the project/business objectives.

More Information: <http://www.jobs4supplychain.com/jobs/supply-chain-lead-220567.htm>

Job Title Supply Chain & Inventory Manager**Location:** London, UK

Brief Job Description: The role of the Inventory & Supply Chain Manager will be to help implement process from the warehouse through to customer deliver.

You will be required to help all areas of this fast growing business in order to achieve their exciting goals.

More Information: <http://www.jobs4supplychain.com/jobs/supply-chain-&-inventory-manager-220560.htm>

Job Title SENIOR SUPPLY CHAIN MANAGER**Location:** London, UK**Salary:** £65,000 to £90,000 per annum

Brief Job Description: This premium organisation is the most recognised online retail brand worldwide, attracting only the best talent in the industry. With a core focus on values that drive best in class strategy and experience for the customer, whilst improving efficiency of delivery. Team members continually develop new opportunities to improve the organisation and inspire innovation making it a highly enjoyable team to be a part of.

More Information: <http://www.jobs4supplychain.com/jobs/senior-supply-chain-manager-220521.htm>

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up & coming events



India Warehousing Show 2015

1st - 3rd July 2015 | Pragati Maidan, New Delhi

Why Should You Visit?: 5 Years of Serving Logistics Industry. India Warehousing Show is a well-established exhibition for logistics and supply chain professionals, taking place every year at New Delhi. Running in its 5th edition, the show is an ideal destination for businesses targeting growing markets of India and south Asia.

Annually, IWS welcomes more than 200 exhibitors from 25+ countries representing supply chain holistically. Reed Manch Exhibitions run VIP Buyer and Business Matchmaking programs to ensure maximum ROI and value to international participants.

Since 2011, India Warehousing Show has grown to become South Asia's leading trade fair where 93% of exhibitors are satisfied with the event and about 88% of visitors agreed that 'India Warehousing Show is a must attend event'.

More Information & Booking:

<http://indiawarehousingshow.com/about-india-warehousing-show-2015/>

Multimodal 2015

28th - 30th April 2015 | NEC Birmingham, UK

About: Entering its eighth year, Multimodal has grown to become the UK and Ireland's premier freight transport and logistics event.

It is a firm fixture in shippers' diaries, whose decision-makers visit to find ways of operating more efficiently and sign contracts with those that can help them achieve their aims.

Exhibitors at Multimodal represent every logistics sector - road, rail, aviation, maritime, warehousing, storage services. It is this ability to present the entire freight transport and logistics supply chain under one roof that makes Multimodal the go-to event for shippers, importers, exporters, manufacturers, wholesalers, retailers - all seeking ways to run a slicker supply chain.

More Information & Booking:

<http://www.multimodal.org.uk/>

London International Shipping Week

7th - 11th September 2015 | London, UK

Agenda: LISW will be the 'must attend' event of 2015, offering over 100 industry functions and unique networking opportunities for leaders across all sectors of the international shipping industry - regulators, charterers, ship owners, ship managers, bunker suppliers, lawyers, ship brokers, bankers, insurers, insurance brokers, commodity traders and brokers, ship suppliers, port operators, shipping service providers and many more.

More Information & Booking:

<https://www.londoninternationalshippingweek.com/>

Total Supply Chain Summit

11th - 12th May 2015 | Heythrop Park Resort, Oxfordshire, UK

Agenda: In this ever changing environment, all companies need to source Supply Chain and Logistical products and solution providers that offer the best value for money. At the Summit, you can find them quickly and efficiently.

The Summit is specifically organised for senior decision makers who are directly responsible for the purchase of their organisation's supply chain, logistics and distribution products and services in wide range of sectors.

More Information & Booking: <http://www.forumevents.co.uk/forum/Total-Supply-Chain-Summit/>

3rd Annual Smart Manufacturing Summit

28th - 30th April 2015 | Cummings Headquarters, Indianapolis, America

About: Chief Executive magazine is pleased to announce that the 3rd annual Smart Manufacturing Summit will take place April 28-30 in Indianapolis. Cummins CEO Tom Linebarger and his executive team will share with attending CEOs and senior executives strategies for adjusting to the new realities of manufacturing. Participants will be taken on a tour of their advanced diesel engine plant to see how manufacturers can put their lessons into practice.

In addition to Cummins, other participants include leaders from Stanley Black & Decker, Eli Lilly Manufacturing, Pratt & Whitney, Rockwell Automation, Siemens, Autodesk, IBC Advanced Alloys, Cisco, Microsoft and PwC. All will lead discussions on how CEOs and other attendees can take advantage of new manufacturing opportunities and challenges.

More Information & Booking:

<http://www.SmartManufacturingSummit.com>

MULTIMODAL 2015 LAUNCHES ACHIEVEMENT AWARDS AND GEARS UP FOR RECORD ATTENDANCE

Multimodal 2015 is set to be the biggest in the show's eight-year history, as its Awards evening grows to include categories celebrating young people and women

Over 90 new exhibitors will be joining a total of up to 300 leading logistics firms showcasing innovation at this year's Multimodal Exhibition and Conference, from April 28th to the 30th, at the Birmingham NEC.

APL Logistics, Clipper Logistics, and DFDS are just three of the Blue Chip companies set to welcome over 7800 supply chain decision makers at the UK and Ireland's most important transport show.

Pre-registration for the free-to-attend event is already up 30% from last year, and organisers are expecting 2015 to be the busiest Multimodal in the show's eight-year history.

"Multimodal brings supply chain decision makers together with innovators and suppliers with the right experience," said Robert Jervis, Multimodal Director.

"We are looking forward to a lively three days of networking and business opportunities for visitors and exhibitors, as well as some informative debate and useful training sessions."

Jervis said the Multimodal Awards would feature two new categories, following their successful launch at the VIP Gala Dinner last year.

Simon Weston, OBE, will take to the stage at the National Motorcycle Museum in Birmingham on April 29th to hand over prizes for Contribution to Multimodal Development and Contribution to Environmental Sustainability, as well as Personality of the Year and Multimodal Exhibitor of the Year.

New categories include Woman of the Year and Young Logistics Professional of the Year.

"We are committed to helping our industry to find and encourage the next generation of leaders," said Jervis.

"We think it is important to recognise talent and hard work, and shine a light on the great career opportunities on offer in transport and logistics."

Multimodal will also host 24 workshop and seminar sessions involving 70 industry thought-leaders, including speakers from Waitrose, Boots, Lafarge Tarmac, and the co-operative.

To register and find out more about the show and the speakers visit multimodal.org.uk

"Multimodal brings supply chain decision makers together with innovators and suppliers with the right experience"

MULTIMODAL
NEC BIRMINGHAM • 28-30 APRIL
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VIP INVITATION

VISIT INSTITUTE OF SUPPLY CHAIN MANAGEMENT ON STAND 764

We are pleased to be participating at Multimodal 2015 and would like to invite you to join us as our VIP Guest

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- **Network** with the industry's elite
- **Forge** new business partnerships
- **Exclusive** Shippers' Village for private discussions
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NEC BIRMINGHAM, 28 - 30 APRIL 2015 | WWW.MULTIMODAL.ORG.UK

Supply Chain Outlook



www.ioscmmembers.com

