

LOGISTICS LEADERS 6

Case studies and insights from the best in the business

THIS WAY UP

Logistics and Supply Chain Leadership moves centre stage

BEST IN CLASS

Stars of the sector come out to shine at Logistics Leadership Awards

PLAYING TO WIN

International logistics board game makes all the right moves

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Stories to get you fired up for growth



QUALITY BRANDS | INNOVATION | EXCELLENCE

A vibrant collage of fashion accessories. At the top left is a white handbag with a colorful floral scarf tied around its handle. A hand with blue nail polish and a large, round, pink ring is positioned in the center. To the right, a colorful striped scarf is draped over a pair of black sunglasses and a pearl necklace. Below the hand, a blue belt with a large buckle is visible. At the bottom, a pink bag and a pair of high-heeled shoes are shown. The background is a bright orange with a green circular shape in the top left corner.

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COVER STORY

Alan Waller OBE has been involved in more than 50 strategic supply chain assignments in his distinguished career, so he knows a thing or two about what's required for a successful change management project. Read his views, starting on page 6



BDO

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LOGISTICS & SUPPLY CHAIN MANAGEMENT FOR CARGO OWNERS

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16 - 18 JUNE 2020
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Driving change

Logistics leaders know how to inspire, says Peter Acton



Qualities of a Great Leader

- Honesty and Integrity
- Confidence
- Inspires others
- Commitment and Passion
- Good Communicator
- Decision-Making Capabilities
- Accountability
- Delegation and Empowerment
- Creativity and Innovation
- Empathy

For three years, politicians have been struggling to implement the biggest change affecting the future of the UK both socially and economically since World War Two. It got me to thinking how many of the acknowledged qualities of leadership (listed on the left) Theresa May has shown in her failed attempt to deliver Brexit.

There is no doubt she set out with honesty and integrity to deliver the 2016 referendum vote, showed bundles of commitment and passion to get the job done, and embraced delegation and empowerment in giving David Davis and his team scope to negotiate an acceptable settlement. Where the process has patently failed has been a complete lack of creativity and innovation in the solution in the form of the Withdrawal Agreement. And there has been very little in the way of empathy with the voters on both the Remain and Leave side of the debate.

Charles Darwin was right when he said that it's not the strongest or the most intelligent who will survive but those who can best manage change. I share Professor Alan Waller's view (see our cover story) that effective supply chain capability is critical to achieve step change in business performance. Alan argues that supply chain re-engineering as part of a business change strategy will introduce new risk to the business and that having the same types of people around the boardroom table talking the same language can lead to a blinkered view and a lack of creativity and innovation.

Logistics leaders are well placed to introduce the disruptive thinking and practical supply chain capability skills required to inspire a business to approach change with confidence. They have intimate knowledge of how their business operates from end to end. They also have a built-in empathetic approach with internal teams and external supply chain partners to deliver product at the right place at the right time at an affordable cost.

Talking of inspiration, let me leave you with a great quote by Brad Henry, a former Governor of Oklahoma. Frame it and put it on your wall:

"Believe in yourself, and the rest will fall into place. Have faith in your own abilities, work hard, and there is nothing you cannot accomplish."

Logistics Leaders Network 10th Anniversary Programme 2019/2020

11 September 2019
LOGISTICS FUTURES -
POWER NETWORKING DAY
Venue: Clipper Logistics/John Lewis Northampton
AM: Debate the future of technology in logistics operations
PM: Meet face-to-face up to 30 logistics innovators

14 November 2019
LOGISTICS LEADERSHIP AWARDS CEREMONY
Venue: St John's Hotel, Solihull
GALA DINNER: Celebrate excellence in logistics leadership

12 February 2020
2020 VISION OF LOGISTICS WORKSHOP
Venue: ASOS Doncaster
Reverse Logistics

25 March 2020
10th ANNIVERSARY LOGISTICS LEADERSHIP
Venue: Unipart Logistics University, Oxford
Logistics Leaders share their experiences

6 May 2020
10th ANNIVERSARY GREEN LOGISTICS SUMMIT
Venue: tbc
Best Environmental Logistics Practice

16 June 2020
10th ANNIVERSARY LEADERSHIP SEMINAR
Venue: Multi-Modal, Hall 4 NEC
What makes an excellent logistics leader?

16-18 June 2020
THREE-DAY MEMBER NETWORKING EVENT
Venue: Multi-Modal, Hall 4 NEC
Meet: Award Winners, Innovators and Emerging Leaders

9 September 2020
LOGISTICS FUTURES
Power Networking Day

22 October 2020
LOGISTICS LEADERSHIP AWARDS
Gala Dinner Solihull

Handle with care: The art of driving supply chain change

Alan Waller OBE, Vice President of EFESO Consulting, shares some critical front-line thinking on supply chain strategy and how to de-risk the complex process of change

Success in today's marketplace is dependent on creating a compelling customer proposition, promoting it to the right people and satisfying the resultant demand, including support of the outcomes of customer satisfaction and dissatisfaction.

Supply chains are an integral part of achieving that desired success. They should be front and centre in the minds of CEOs and in the boardrooms of retailers, e-tailers and manufacturers.

Effective supply chain capability is critical to achieving step change in business performance. A good example is omni-channel retailing. Customers and consumers are looking for omni-channel capability, which, so far as the customer is concerned, means viewing the product, choosing it, paying for it, receiving it and returning it if it is not needed.

In many cases, support for the product, if it is kept, lies with individual customers wanting the options to carry out each of the processes mentioned above through different channels including:

- Retail store
- Catalogue
- Website
- Home delivery
- Click and collect.

For the retailer/brand owner, all of this is hard to create and costly to implement and operate. It requires strategic thinking and collaboration within the business and with supply chain partners to develop and get ownership of a shared vision to create an effective strategy. The subsequent implementation of a new strategy is essential

to success but can be complex, expensive and fraught with danger.

Successful change – the reality

Research carried out in 2012 by Cranfield School of Management and sponsored by EFESO Consulting has shown that companies experienced a success rate of only 50% in driving through successful change involving supply chain strategic initiatives.

This practical research also highlighted the key 'get-rights' for driving successful change. Barriers involving people made up 80% of the identified constraints to be overcome, the remainder being technology issues.

In 2017 a major survey was initiated with the objective of updating the earlier research and focussing on the leadership and change management requirements to ensure success.

The 2017 research showed businesses were experiencing improved overall success rates of more than 60% but that many were still failing to take strategic change forward to realise the planned benefits. The new

research again showed an 80:20 ratio of people versus technical when it came to perceived barriers. What also emerged was critical new guidelines for the board around leadership and change management behaviour.

What boardrooms need to address

The research drew on my involvement in more than 50 supply chain strategic assignments in different sectors and geographies, and on my practical work with supply chain leaders from retailers, manufacturers and logistics businesses around the world.

One major project I was closely involved with was with a leading consumer goods manufacturer in Indonesia, where supply chain strategic capability was the fundamental driver in enabling a step-change in business growth to exploit the new market opportunities created by rapidly growing consumerism.

The key ingredients to successful implementation of change included:



Alan Waller says the role of the CEO and the board in appreciating the importance and value of an effective supply chain is critical to achieving success

Are you a supply chain leader of the future or the past?

Past Profile

- Technical, analytical background
- Single discipline, functional focus
- Works within function, not outside
- Fact-based – not trained to challenge commercial plans
- Limited involvement in business and commercial strategies
- More focused on mastering the planning IT system than on cross-functional communication
- Linear career

2020 Logistics Leader

- Strong communicator
- Multi-disciplinary
- Collaborative
- Vision-Led
- Practical and pragmatic
- T-shaped zig-zag career
- Persuasive
- Understands outcomes
- Identifies effective leadership
- Keeps the board goal-focused





KFC's closure of hundreds of outlets in early 2018 after problems with a new delivery contract is cited as a classic example of introducing risk to the supply chain

- Effective raw material sourcing
- Flexible manufacturing
- Identifying multiple channels to market
- Understanding the complex and challenging environment.

Most important, the role of the CEO and the board in embracing supply chain as a value-added process to drive change both within the organisation and with key supply chain partners was critical to success.

The role of technology and people

A key requirement for modern supply chain leaders is to embrace technological change but with technology following rather than leading. That means technology is there to support the organisation's processes, systems and strategy, which are themselves driven by the customer's needs in the marketplace.

It's a temptation to identify new technology and say 'how can we use it?' But that is the wrong approach. It may create some interesting results but we have to be led by the business strategy. Looking back at new technologies as they have emerged at various periods in industry, whether that was barcodes, containerisation, RFID, robotics or autonomous vehicles, these are fantastic innovations but they should be used on the basis of their merits to the business, not simply because other organisations are using them.

The business case must come first. The business case must be driven by strategy, and strategy must be driven by the vision for

succeeding in the marketplace.

Research carried out at Cranfield School of Management shows there is no correlation between the amount of money invested in technology and business success.

The risks of change

This reality should not become an excuse for inaction. Businesses must embark on change, because if a company is changing slower than the market, then it is going backwards. If it's changing slower than competitors, it is losing competitive advantage. So it has to progress.

But don't be fooled into thinking technology is a panacea, an answer to everything. Change is necessary but it carries risk, and these risks need to be laid bare and managed to maximise the probability of success.

Remember the much-publicised problems at KFC in 2018? That is a classic example of supply chain risk in action.

Supply chain risk has historically been tackled by looking at the risk to existing operations - "we're doing this, what can happen to disrupt what we're doing?" Traditional risk management mindsets are about trying to prevent that happening, estimating the probability and the impact, taking preventive action and having contingencies in place in case it does happen.

However, a broader view is needed in the modern era, beyond simply looking at risk to existing operations. If business strategy is about change, and if we accept that doing nothing is not an option, then to do

anything strategic is, by nature, a new risk. Strategic supply chain review is putting risk into the business that wasn't there before.

When KFC decided strategically to reallocate the inbound logistics to DHL to deliver to 650 outlets it was a strategic direction which introduced a risk into the business. Failure to be successful in strategic change is a double hit, because you have not only wasted all of your effort but you also have a business without a strategy.

Too many risk assumptions are not realistic. If you have the same people round the boardroom table every month, having the same conversation, they get blinkered. They persuade each other that route A is the one and that route B will never happen. You are left with this dangerous form of 'group think'.

If you do not have a disruptive influencer around the table, then the conversation and people themselves can become fixated and can end up with very poor decisions.

It's human nature that people don't like to talk about the serious things that might go wrong. They like to talk about familiar risks, like currency fluctuation. In practice, they are managing risk within their comfort zone, but real risk management is about getting outside the comfort zone.

An Interim White Paper summarising the practical research findings was published in 2018 and is available by request. The joint Cranfield/EFESO research programme is continuing in 2019 and will lead to the publication of a final White Paper.

FOXTON WREN

PROFESSIONAL EMPLOYMENT ORGANISATION

FOXTON WREN ARE A PROFESSIONAL EMPLOYMENT ORGANISATION 'PEO'

A PEO OFFERS 'TOTAL PROVISION', WHICH MEANS WE DEAL WITH EVERYTHING PEOPLE-RELATED IN YOUR BUSINESS

- Foxton Wren has adapted the US model within the UK and is now the UK's leading PEO
- We are currently servicing over 6000 staff with an aggregate payroll of ~£100m pa
- Our ideal customer has between 100-1500 employees

Everything Foxton Wren does is about improving business value

DRIVERS OF BUSINESS VALUE

However you define business value – extractable income, annual profits, market share, exit value... these 8 factors make the biggest difference to the number. But what drives all 8?



PEOPLE ARE BEHIND ALL 8 DRIVERS

- Business Strategy • Financial Performance • Growth Potential • Protection from Risk
- Zero Dependency • Differentiation • Customer Satisfaction • Compliance

All 8 of the business value drivers are impacted heavily by the 'people' in the business

THE DISCOVERY

The process begins with a Discovery, where our experts audit all people aspects of the business and recommend improvements that will help drive business value



IMPLEMENTATION

We lend large corporate benefits (tools/experts/software) to our SME clients...

Pensions | payroll | recruitment | fractional HR | employee engagement | HR Consultancy employee benefits | compliance | e-learning | employee survey performance management and monitoring | HR admin

We can prove that offering 'bits and bobs' from the list above does little to help business growth. Instead we execute a joined-up strategy that maps the entire business and brings your people inline with your commercial strategy



Leaders one and all

Awards night draws stars of the logistics sector in a celebration of enterprise and excellence

Following the success of the inaugural Logistics Leadership Awards, the 2018 event built on the strong platform and drew more than 100 guests back to the St John's Hotel in Solihull. Leading lights from the UK logistics industry gathered for an evening of relaxation and affirmation of the remarkable talent that drives us forward as a sector and which serves as a beacon for future leaders.

There were two new categories - Warehouse Leader of the Year and Innovation of the Year - and a new feature, a one-on-one interview conducted by Logistics Leaders Network founder and chairman Peter Acton.

Peter's guest was **Paul Carvell** (pictured right, on stage with Peter), Chairman of the Delivery Group, who talked about the big issues that had confronted him in his various roles at TNT, TDG, UK Mail, Penske Logistics and Christian Salvesen.

Paul emphasised the importance of building a team ethos to keep costs under control and customer service levels high.



Above: **Gordon Knox** is the 2018 Logistics Leader of the Year. Gordon received his trophy from special guest Paul Carvell, Chairman of The Delivery Group

Below: **Jayne Masters**, the 'boss' of Miniclipper Logistics (don't tell Peter!), receives the inaugural Warehousing Leader of the Year Award from Philippe Dugougeat, MD of Böwe Systec UK



2018 ROLL OF HONOUR



Logistics Leader of the Year

Sponsored by @Logistics Reply

Winner: Gordon Knox, Head of Logistics, Superdry

Finalists: Paul Bennell, Managing Director, Samworth Supply Chain; Simon Wheeler, Head of inbound supply chain, Howdens



Emerging Logistics Leader of the Year

Sponsored by SSI Schaefer

Winner: Alex Knowles, Knowles Transport

Finalist: Mark Keresztes, Arla Foods



Warehousing Leader

Sponsored by Böwe Systec

Winner: Jayne and Peter Masters, Miniclipper Logistics

Finalists: Stuart Charter, Aztec Logistics; Ben Morris, Howard Tenens



Freight Leader of the Year

Sponsored by Freightbase

Winner: Europa Worldwide

Finalists: Stalker's Transport; Maxim Logistics



Logistics Partnership of the Year

Sponsored by Pallite

Winner: Royal Mail/ Arrival Vans

Finalist: Hoyer/BP

People Development

Winner: Business on the Move International Logistics Board Game

Finalists: Jaguar Land Rover; Kuehne & Nagel

Innovation of the Year

Winner: Snows Timber

Finalists: Transdek and Dawson Cold Storage

Lifetime Achievement Award

Winner: Jim Spittle, NHS Supply Chain



The Logistics Industry's Night of The Year



Above, left: **Alex Knowles**, managing director of Knowles Transport at 28, receives the Emerging Leader Trophy from Mike Alibone, Business Development Manager of sponsor SSI Schaefer



Above, right: **David Leach** from Aston University presents the People Development Award to **Andy Page** and **Patricia Smedley**. Business Studies school teachers Andy and Patricia have created a simple way of explaining the complexity of global logistics and supply chain management through the medium of a board game

Below, left: **Paddy Mulhall**, Commercial Director of Pallite, collects the Partnership in Logistics Award ready to present to Royal Mail/ Arrival Vans for trialling new city electric vans in London

Below, right: **Graham Dezelsky** from Europa Worldwide receives the Freight Leader of the Year trophy from **Craig Headford**, MD of the Headford Group





Above: **Snow's Timber** demonstrates that supply chain and logistics innovation is indeed a team game. Craig Willoughby, holding the trophy, is joined on stage by Gary Mecrow (centre) and Justin Langford. Dave Prescott, Sales Director of Toyota Material Handling (far right), handed over the award

Below: **John Harvey CBE** accepted the Lifetime Achiever Award on behalf of **Jim Spittle** (inset) who as Chairman of the new NHS Supply Chain Organisation is tasked to deliver £3bn of savings. Good luck, Jim!



Help us find the 2019 winners

This year will see the presentation of a new award – the Military Logician of the Year Award, which will be presented in the memory of Lt Col Paul Holder, who was the first active soldier to be Master of the Worshipful Company of Carmen in 400 years. Lt Col. Holder, one of Britain's most decorated soldiers, died in 2017 aged just 50 from pancreatic cancer and just weeks after the birth of his son. The award is very kindly sponsored by the RLC Foundation (www.rlcfoundation.com)



We will also be introducing the Green Logistics Leader Award, which will be presented to the individual, team or company which, in the judges' view, has done most to make their supply chain move along the road toward a carbon neutral future.



The Logistics Leaders Network accepts nominations from members, friends, supporters and our 12,000 LinkedIn followers and 5,000 readers of Logistics Leaders Magazine until the end of August 2019. The panel of 10 judges will then create a shortlist for each category

- Logistics Leader of the Year sponsored by Pallite
- Emerging Leader of the Year sponsored by SSI Schaefer
- People Development Award sponsored by The Logistics Partnership
- Warehousing Leader of the Year sponsored by Böwe Systec
- Logistics Partnership of the Year
- Innovation of the Year
- Freight Leader of the Year

Do you know someone who has what it takes to be a Logistics Leadership Awards winner in 2019? Just email info@logistics-leaders.co.uk with a short explanation of why your nominated person, company organisation is 'making a real measurable difference'.



The great employment status headache

It's time to review your supply chain and tax situation, says BDO

The use of Non-Payroll Labour (NPL), where workers are engaged either on a sole trader basis or engaged with via their own limited company, has grown substantially in recent years.

The rationale for engaging workers in this manner is simple; it gives increased flexibility to respond to fluctuations in demand, with the added benefit of being cheaper. Businesses will generally benefit from reduced Employer's National Insurance and not having to incur benefits and payments that are typically associated with employment.

A side effect of the increase in NPL use has been the corresponding growth of different business models to provide this labour. These models often draw upon elements of the tax legislation to deliver financial benefits to either the worker, the engaging business or potentially another party involved in the supply of labour.

It is therefore not surprising that HMRC views these different business models with increased scrutiny, and over the past few years has introduced numerous anti-avoidance measures to mitigate arrangements HMRC perceives as either non-compliant or not within the spirit of the law.

However, the introduction of these measures has created yet more complexity and leaves us with a set of tax rules and regulations which businesses are struggling to understand, never mind how to implement processes to ensure full compliance.

The boundaries between what is an

employee, or what is a self-employed individual has also become increasingly blurred (note, on the legal side, we also have the concept of 'worker' to consider).

Employment status can be a real headache for businesses, and while potential new legislation could provide more certainty, until this is introduced businesses will continue to face challenges in this area. Furthermore, it will be necessary to keep a watchful eye on any emerging case law that could set a new precedent.

There are still actions businesses can take now to either prepare for the expected change in legislation or at least ensure compliance with the existing legislation.

These are the questions to ponder:

- Could now be the right time to undertake a rigorous review of your supply chain?
- Are you getting the best value from suppliers?
- Are you exposed to tax risk now (under the existing legislation)?
- Could a new engagement model create efficiencies not only in terms of costs, but also in terms of output, service, quality or brand reputation?

Why is employment status a tax risk?

Employment status remains a key focus for HMRC and it always looks to review employment status as part of any business update meeting, risk review or employment tax compliance review.

HMRC will check that PAYE and National Insurance is being collected by the correct business/party and, ultimately, reported and paid to HMRC by the

relevant due deadlines. Often it leads to disputes arising, with HMRC and employers entering into prolonged periods of settlement negotiations. The recent BBC case is a prime example of this - and that took five years to reach a conclusion (in HMRC's favour).

In addition to HMRC seeking underpaid PAYE, National Insurance and automatic late paid interest, any incorrect application of the legislation could also result in:

- Under-deducted/unpaid auto-enrolment employee pension contributions
- Unpaid auto-enrolment employer pension contributions
- Financial penalties for the above failures
- Claims for entitlement to employment rights
- Unpaid Apprenticeship Levy.

HMRC activity is not the sole reason why this area is problematic. The introduction of the Corporate Criminal Offences (CCO) legislation means all organisations will need to review thoroughly their supply arrangements. Failure to do so can potentially lead to criminal convictions, unlimited fines and a public record of the offence.

Furthermore, for larger businesses that fall under the remit of the Senior Accounting Officer (SAO) legislation, it is necessary to undertake an assessment of your controls/processes and systems in place around employment status, and if anything, the legislation brings further focus on the business to accurately and correctly apply

“The use of NPL cuts across all sectors, so it is relevant for any organisation working in the logistics sector, retailers and manufacturers operating a fleet of vehicles”

the specific tax legislation.

Reputation is also a key consideration. The UK media has been very vocal about this topic, as indeed has the public generally, and this led to an unwanted impact on business reputation and brand.

There are also a growing number of employment status cases being taken to employment tribunal or the upper UK courts, with recent cases involving delivery drivers, taxi drivers, plumbers and a UK media outlet.

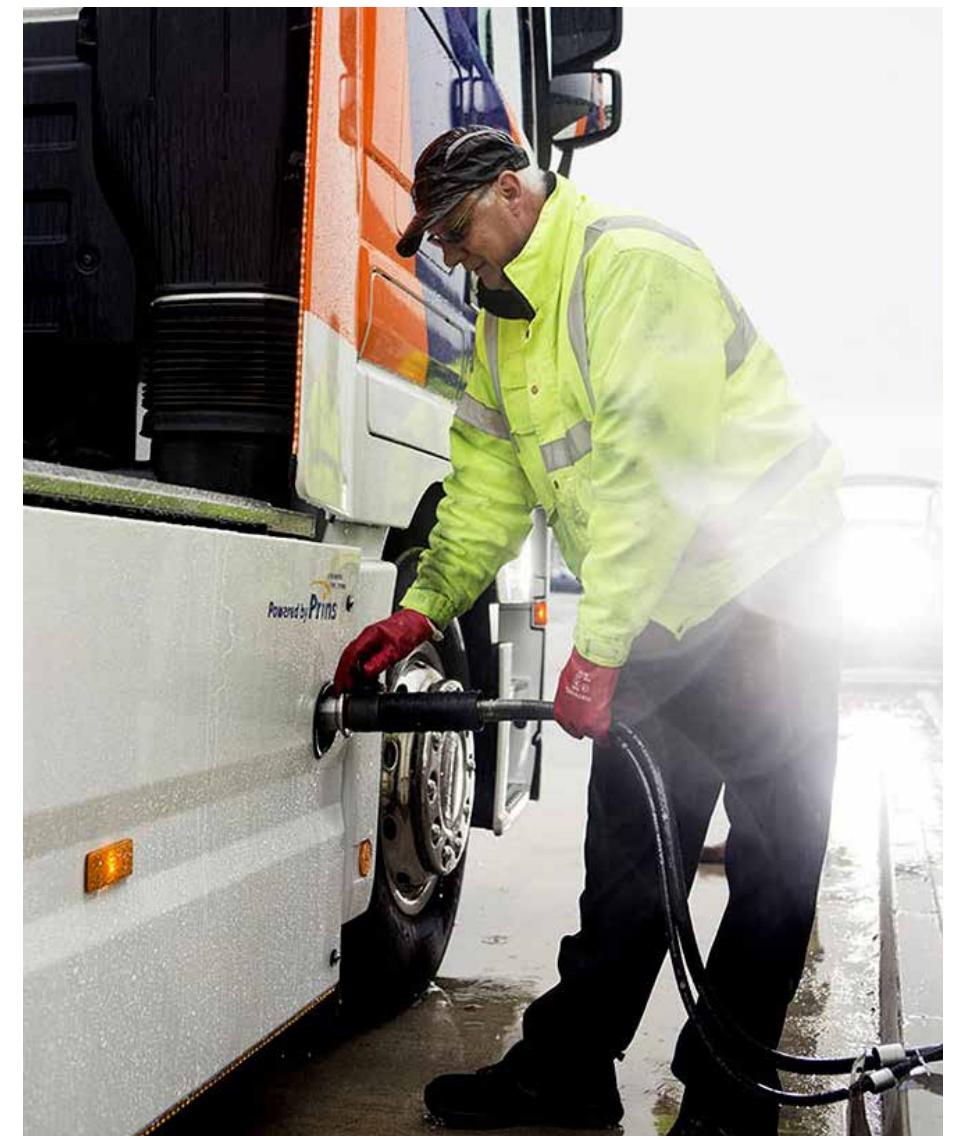
In all of these cases, the same conclusion was reached; the individuals should be categorised as workers, meaning they are entitled to additional rights such as National Minimum Wage, holiday pay and pension auto-enrolment, all of which will increase a company's overall labour costs.

Is this sector specific?

While there are aspects of employment status which are sector specific, such as the legislation for Off-Payroll Workers in the Public Sector, introduced 6 April 2017, the use of NPL cuts across all sectors. The NPL legislation is relevant for any organisation working in the logistics sector, retailers and manufacturers operating a fleet of vehicles.

Moreover, as the rules introduced in the public sector have been deemed a success by the Government (generating a greater tax yield for HMRC), it has entered into consultation on extending the rules to the private sector (BDO responded to this consultation prior it closing on 10th August, 2018).

These rules focus on the tax treatment of so called 'self-employed' individuals who conduct business via their own limited company (often called a Personal Service Company or PSC). The rules have led to increased costs for public sector engaging bodies due to the onus to deduct PAYE and National Insurance being placed on them. The rules can be unclear where there are more entities in the contractual chain. It is unlikely we will hear anything further on this key issue until the next Budget.



The boundaries between what is an employee, or what is a self-employed individual have become increasingly blurred. Employers need to tread with caution for fear of falling foul of HMRC



TALENT DEVELOPMENT

Contact Andy Page of *Business on the Move* via
andy@businessonthemove.org
Mobile: 07557 301238
Website: www.businessonthemove.org

It's all in the game

Play and learn: Global Edition of *Business on the Move* will open young eyes to the power and potential of logistics

Supply chain businesses, including Kuehne + Nagel, the Logistics Leaders Network and the Rail Freight Group, have come together to sponsor the new Global Edition of the board game *Business on the Move* as part of their commitment to developing tomorrow's workforce of logistics and supply chain professionals.

Claire Piotrowski, Head of Future Talent at Kuehne + Nagel, said: "Logistics and supply chain management is occurring all around us 24/7 yet so often we forget it's there and take for granted the products on the shop shelves, the food in our restaurants and the latest fashion we have delivered to our door.

"*Business on the Move* brings to life the world of logistics and international supply chains in a fun and engaging way, as well as getting players to think about finance, customer service and the multitude of careers available in our industry."

The game, launched in 2014 and now in its second edition, aims to encourage engagement with global supply chains and logistics in schools from an early age, while fostering greater gender diversity and challenging preconceptions. From IT experts to web developers and global logistics experts, *Business on the Move* will help raise awareness of the full range of career opportunities available within the industry.

With few of the 2,800 copies of the original UK version remaining, a cross-section of more than 40 supply chain organisations feature alongside Kuehne + Nagel in the new Global Edition. Players of the new edition continue to run multimodal businesses delivering freight as quickly, profitably and responsibly as they can but now must also take on new business challenges such as trading globally in Dollars, boosting business performance by investing in skills and integrating Electronic Data Interchange or EDI.



***Business on the Move* Global Edition combines powerful learning and fun. Players can now trade in Dollars and integrate Electronic Data Interchange**

Patricia Smedley, one of the game's two co-creators and a director of the social enterprise behind *Business on the Move*, said: "At a time of skills shortages and increasing globalisation, it has never been more important to build the curiosity and interest of young people in supply chains from an early age.

"It is important that 'Logistics & Supply Chains' becomes a career of choice rather than a fortunate accident. This requires those

businesses and organisations in the sector to connect with young people, celebrating the importance of the industry, its relevance to their learning and its intrinsic 'wow' factor."

Business on the Move is designed to meet the needs of widely differing learners, from pupils in primary school to post-graduates in international supply chain management, as well as trainees new to the sector.

Kuehne + Nagel is already utilising *Business on the Move* within its own organisation, incorporating it into apprenticeship, graduate and management training and engaging with schools.

One such school that has benefitted from the donation of class sets of games from both Kuehne + Nagel and the Rail Freight Group is King Solomon International Business School of Aston in Birmingham.

Furthermore, the games arrived just in time for Year 10 students at the school to play *Business on the Move* on April 11, 'European Supply Chain Day'.

Stephen Brooks, Business Manager at King Solomon International Business School of Aston in Birmingham, said: "*Business on the Move* is an outstanding resource; it delivers on business education, team-building and a whole lot of fun. Both pupils and staff thoroughly enjoyed the interactive game and learned a lot, to the extent one member of staff borrowed the game for an event with his business club.

"As a school with limited resources, we are very grateful for the donation of games by both Kuehne + Nagel and the Rail Freight Group. The active participation of Claire and Ian, from Kuehne + Nagel and the University of Warwick respectively, served to contextualise game play through their real world experiences and made it a session to remember."

Ian Evans, Senior Teaching/Research Fellow



Business on the Move Global Edition being presented to King Solomon International Business School in Aston, Birmingham by Claire Piotrowski, Head of Future Talent at Kuehne + Nagel (UK)

at the University of Warwick and a regular user of *Business on the Move* as part of his own postgraduate programmes, was pleased to witness the game in action in a school environment. He said: "For me, as a facilitator, it was extremely satisfying to watch how quickly all students captured some of the philosophies and key principles that underpin supply chains and logistics – the versatility of the game truly allows for this."

About Kuehne + Nagel

With around 82,000 employees at more than 1,300 locations in more than 100 countries, the Kuehne + Nagel Group is one of the world's leading logistics companies. Its strong market position lies in the seafreight, airfreight, contract logistics and overland businesses, with a clear focus on providing IT-based integrated logistics solutions. Further information can be found at www.kuehne-nagel.uk



KUEHNE+NAGEL



Business on the Move Global Edition being facilitated by Ian Evans of the University of Warwick



RAILFREIGHT LOGISTICS

David Cross - Commercial Manager
Iportrail Doncaster DN11 0BQ
Telephone: 07801905293
Email: David.Cross@iportrail.com

Pride of Doncaster!

IPORTRAIL promises to take intermodal rail freight to a new level, offering faster, safer and greener transport options



The UK's newest inland rail freight terminal for ten years is now open and operational in Doncaster with IPORTRAIL, a state-of-the-art facility forming part of the 337-acre iPort logistics hub developed by pan-European logistics specialist Verdion.

Intermodal rail freight provides a faster, greener, safer and more efficient way of transporting goods than by road and reportedly contributes almost £1bn to the country's economy every year. What's more, growth is forecast to continue at around 2.5 % per year for the next decade, encompassing both domestic and international freight movements.

IPORTRAIL is the first Strategic Rail Freight Interchange (SRFI) for a decade to open fully. Being located in Doncaster is a major advantage: The site has access to more than 10 million people within a 50-mile radius, around 16 % of the

UK population, and is set to change the regional and national intermodal landscape, especially around Yorkshire, Lincolnshire, Derbyshire and Nottinghamshire and the M62 corridor.

It connects to the national rail network from the South Yorkshire Joint Line, to the west of Doncaster, on the freight-only line which goes onto Maltby and Worksop. The site is also close to St. Catherine's loop, adjacent to the electrified East Coast Main Line and the gauge cleared connectivity, which the ECML offers both North and South.

Rail facilities include two sidings capable of handling 775-metre trains and a run-round loop. There is further space to expand the rail head as demand grows, potentially doubling the size of the terminal. Two new reach stackers with 115-tonne front axle loads are now on site and there is space to offer secure storage

of up to 1,500 TEU of laden and empty containers.

The site can be open 24 hours a day, six days a week and the railyard has been designed to maximise operational flexibility and efficiency while keeping costs down. For instance, there will be opportunity to deliver containers from the railhead directly to distribution centres and warehouses on the iPort estate using IMV/tugs with associated road delivery cost savings.

IPort Rail is not just open to the occupiers of iPort, however. Local, national and international businesses are all able to benefit from better rail connections, and the team is heavily engaged with all sectors and parts of the supply chain and fully expects activities and volumes to rise rapidly during its first whole year of operation and beyond.

Managed by a dedicated professional and experienced team headed by Managing



Director Steve Freeman, the terminal uses modern terminal management systems. IT systems have been developed in such a way that real time direct electronic dealings with customers will be available, and the team will continue to work with customers to create fully integrated software solutions.

Throughout the facilities development and construction the team has worked closely with Network Rail, and will continue to do so. Working with customers in the same way, the team aims to help the site occupiers improve their supply chains and, in fact, all aspects of multimodal distribution. There is a real sense of achievement that already all the iPort tenants are trialling and progressing the use of modern intermodal rail freight.

Most of all, Iport Rail understands the importance of minimising downtime in terms of assets and freight combined with the need for a first-class customer service at all times. The aim is to be a market leader in turn-around times for both road and rail and to promote more rail freight success, providing a faster, greener, safer

and more efficient way of transporting goods.

As environmental considerations loom larger in the modern supply chain, the use of rail freight through modern purpose-built terminals will become increasingly important. Every tonne of freight carried by rail produces 70% less carbon dioxide than if moved by road. Over the past six years rail freight is estimated to have saved 6.4 billion HGV kilometres and two million tonnes of pollutants.

Iportrail has unrivalled connectivity by rail and by road. By rail, the main deep sea ports at Felixstowe, Southampton and London Gateway are around seven hours away, while Teesport and the Humber ports are around two hours distant. The route to Scotland also has potential: it is around seven hours from Iportrail to the central belt. The Channel Tunnel is around nine hours away, putting continental Europe in quick and easy reach. Road-wise, a new purpose-built dual carriageway links the facility to the A1, M18 and M1 all within just a few minutes.

A LOGISTICS HUB FIT FOR GIANTS

iPort is one of the UK's largest multimodal logistics hubs, with planning consent for 6m sq ft. In late 2017, Verdion completed a 1.1m sq ft facility for Amazon on the site, while Lidl opened a 685,000 sq ft warehouse in late 2018. Build-to-suit opportunities of up to 1m sq ft are complemented by a phased speculative development programme to suit more immediate needs, and the entire site is being brought forward by Verdion to speed up and de-risk the process of getting occupiers into their space as quickly as possible.

“As ‘green’ issues assume more importance in the modern supply chain, the use of rail freight through modern purpose-built terminals will become increasingly important”





LEADERSHIP DEVELOPMENT

Clipper Logistics plc
Carlton Court, Gelderd Road, Leeds LS12 6LT

Tel 0113 204 2050
email info@clippergroup.co.uk

Clipper takes a stand on career development

Multi-pronged approach to nurturing industry leaders

The logistics industry is evolving in response to shifts in consumer behaviour and retail demands. The pace of change and the skills required to manage it properly has thrown the spotlight on recruitment and training initiatives in the sector.

Skills shortages in the UK are well documented, particularly within the transport and logistics industry, with the most acute talent shortage felt at Mid/Management and Junior/Executive levels. Gaps in education and shortcomings in training remain an issue, with learning development highlighted as an increasingly important issue across many sectors.

With this in mind, and the understanding that logistics as a career has been overlooked as a desirable industry to enter, Clipper is taking a stand. The company wants to be a beacon when it comes to considering the education of future leaders, implementing new initiatives and providing enhanced benefits, increased professional development and career progression programmes for its employees.

Sheffield Hallam University Partnership

In 2018, Clipper partnered with Sheffield Hallam University (SHU) to create the Clipper Logistics Management Degree Apprenticeship programme. Under the scheme, undergraduates begin a 42-month BA in Leadership and Management alongside a permanent job at Clipper.

By exposing young people to the opportunities that lie ahead, Clipper aims to inspire the next generation to choose a future within logistics and expects to improve the future of logistics with a significantly more knowledgeable intake of candidates boasting real-world experience.

Fifteen individuals are currently on



the management degree apprenticeship programme with the Institute of Leadership and Management at SHU. Thirteen of the participants are school leavers. Each is currently undertaking permanent roles in various functions within the business, including operations, finance, HR, admin and IT. Two senior managers are also taking part, having never had the opportunity to complete a degree or obtain a formal qualification previously. The leadership skills covered in the programme benefit both new starters and existing management.

Developing a partnership with SHU did not come without its challenges. A seamless integration between the younger apprentice and Clipper's mature workforce was required, so additional mentoring, training and support networks were put in place for employees. Clipper will measure the success of this degree apprenticeship programme based on retention and career progression.

The undergraduates who have undertaken the challenge, working with Clipper in tandem to complete their BA in Leadership and Management at SHU, have shown absolute commitment and have embraced the challenge.

The Clipper Graduate Scheme

To further the development of young

professionals within the logistics sector, Clipper champions its internal 18-month Graduate Scheme, a programme that realises and develops the skills, knowledge and ambitions of its recruits, helping them embark on a varied journey with logistics – and succeed.

Ten recruits joined the Clipper Graduate Scheme as part of the 2017/2018 intake, following a structured learning and development programme while acquiring on-the-job experience and exposure. Every year, course material is updated in line with new developments. It is tailored to its students' needs to inspire their transition toward managerial positions.

With industry expectations set high, Clipper's reward strategy is also high, offering those who want to work hard and achieve the ability to do so.

Emerging & Agile Leaders Programmes

Outside of the partnership with SHU and Clipper's Graduate Scheme, Clipper also runs an independent apprenticeship programme across all sectors of the business. The Clipper Emerging Leaders Programme is one example. Upon successful completion, individuals will attain an ILM Level 3 qualification.

While it is an apprenticeship programme, it isn't just for younger individuals: the

apprenticeship gives people of all ages the opportunity to gain the skills they need and the chance to earn while they learn.

The Emerging Leaders Programme is an 18-month programme, covering general management and management in practice, enabling the individual to develop sound managerial skills and behaviours. Those who undertake this are already employed at Clipper in positions of management, leading people within the organisation, and they have a certain level of operational responsibility. These individuals have shown ambition to progress and have an appetite to undertake independent study on top of their day-to-day activities.

To build on the Emerging Leaders Programme, Clipper also runs the ILM Level 5 Agile Leaders Programme. This is aimed at senior operational managers and employees who are already in leadership roles, are heads of department, or are general managers of a site. The programme is designed to shape and inform better and stronger leadership skills, developing them from a succession point of view, with the aim for them to progress onto higher management roles.

To date, more than 50 employees are taking part in Clipper's Leadership and Management apprenticeship programmes. This team of people not only manage a high level of operational responsibility but regularly display the ambition to improve their roles through independent study in addition to their day-to-day activities.

Fresh Start

The Clipper Fresh Start programme began in April 2018 with two strands, weighted heavily on alternative sources of recruitment in the event of a labour shortage following Brexit, but is also fuelled by Clipper's desire to continually do good within the community.

Fresh Start was born out of a small initiative with a charity that looks after ex-offenders trying to reintegrate them into society and the workforce. After extensive research surrounding second-tier workers,

Clipper discovered there were more than 11 million marginalised people in the UK who are represented by many charities, including people with disabilities, physical or mental illness, older people and ex-offenders. Clipper decided to open its doors to people who might otherwise have a barrier into entering the world of work.

By working with a variety of partners, Clipper has been able to offer a greater number of people employment opportunities while enabling the business to create bespoke labour solutions based on individual client needs. Clipper has also been able to support a broader range of vulnerable people, creating a diverse and inclusive workforce.

There are more than 400 people employed through Fresh Start, including around 60 ex-offenders, and all of Clipper's UK sites are fully engaged with a programme which earned recognition for Clipper in the national Diversity & Inclusion In-House Recruitment Awards in November 2018.

In implementing the programme, Clipper needed to ensure its management teams were provided with the necessary support required to succeed, as they were bringing on people who may not have had conventional backgrounds.

Fresh Start 'Champions' have been put in place, where individuals were trained in both mental health and first aid. These champions are people to whom the Fresh Start recruits can turn if they are ever unsure or challenged in any way – a kind of safe haven.

Fresh Start has become a significant arm of Clipper's recruitment strategy. Most impressive is the way in which people within Clipper have embraced the programme. Operations at site level are already reaping rewards and the work ethic of the people employed through the initiative is unprecedented – they are 100% dedicated and work with enthusiasm. Moving forward, Clipper will look to increase the number of charities it partners with to ensure the initiative engages a wider range of people and talent.



TEAM SPIRIT DRIVES CLIPPER:

Clipper's workforce is an integral element in sustaining business growth. The programmes the company has put in place have laid the foundations for Team Clipper, enabling it to stand out as an employer that offers career opportunities with a real chance for progression. Across the board, Clipper strives to support its workers at every level – from providing the best education to supplying the tools people need to succeed. Team Clipper celebrates the breadth and depth of knowledge and experience found across each of the Clipper sites and encourages staff to work as a team so they can continue to deliver in line with Clipper's brand promise of agility, ability and credibility.

FACT FILE

Clipper Logistics provides value-added logistics solutions and e-fulfilment in the UK. The company has been operating at the forefront of retail logistics for more than two decades and now has 46 sites across the UK and Europe and a workforce of more than 5,200 people.

Working with some of the most celebrated high street and online brands, including John Lewis, ASOS, M&S, Superdry and Wilko, Clipper has won numerous awards for its progressive and innovative multi-channel services, including Boomerang™, a bespoke returns solution, and Clicklink, a retail-focused click-and-collect service.

Clipper is leading the field in developing pan-European logistics solutions, with expanding businesses in both Germany and Poland.

Clipper constantly challenges conventions to improve business performance and remains flexible and efficient to help companies meet the changing dynamics of retail with cutting edge logistics management solutions.

Whether it's fashion retail, high-value or general merchandise, Clipper can take cost, complexity and risk out of the supply chain and enable businesses to grow and trade more competitively.

The robots are coming!

Böwe Systec is teaming up with a specialist in artificial intelligence to revolutionise the way warehouses are run

Automated guided vehicles (AGVs) are not new to the warehousing sector. They have been around since the 1950s and were predominantly used in large scale manufacturing or distribution facilities.

Known as 'guided by wire' solutions, they were very effective for specific product movement and put away. But breaks in the guided wires did create problems, the warehousing floors also had to be perfectly flat and the high cost of implementation gave them a long return on investment.

So what has changed? Technological advances in 3D cameras, increasing microprocessor speeds, improved battery life, and communication systems (wifi, UWB, IR, RFID, Optical) and a specially designed robot operating software system are key to the new breed of AGVs which are adopting the principles and strengths of artificial intelligence (AI).

The most significant advance to make this warehouse robot revolution has been LiDAR which is being used to develop autonomous trucks, vans, buses and cars. The principle behind LiDAR is quite simple: Shine a small light at a surface and measure the time it takes to return to its source.

When you shine a torch on a surface what you are actually seeing is the light being reflected and returning to your retina. Light travels at about 300,000 kilometres/186,000 miles per second, or 0.3 metres per nanosecond, which is why turning a light on appears to be instantaneous. The equipment required to measure this needs to operate extremely fast. Only with the advancements in modern computing technology has this become possible.

The LiDAR instrument fires rapid pulses of laser light at a surface, some at up to 150,000



Böwe Systec, world leaders in mailing and sortation systems, is partnering with specialist robotic developers and manufacturers to create simple cost-effective warehouse solutions that provide added flexibility and operational integration in existing operations.

pulses per second. A sensor on the instrument measures the amount of time it takes for each pulse to bounce back. Light moves at a constant and known speed so the LiDAR instrument can calculate the distance between itself and the target with high accuracy. By repeating this in quick succession, the instrument builds up a complex 'map' of the surface it is measuring.

With airborne LiDAR other data must be collected to ensure complete accuracy. As

the sensor is moving, the height, location and orientation of the instrument must be included to determine the position of the laser pulse at the time of sending and the time of return. This extra information is crucial to the data's integrity. With ground-based LiDAR a single GPS location can be added for each location where the instrument is set up.

Generally, there are two types of LiDAR detection methods: Direct energy detection, also known as incoherent, and coherent

detection. Coherent systems are best for Doppler or phase sensitive measurements and generally use Optical heterodyne detection. This allows them to operate at much lower power but has the expense of more complex transceiver requirements.

In both types of LiDAR there are two main pulse models: micropulse and high-energy systems. Micropulse systems have developed as a result of more powerful computers with greater computational capabilities. These lasers are lower powered and are classed as 'eye-safe', allowing them to be used with little in the way of safety precautions. It is this method being used in warehouse LiDAR applications.

Böwe Systec, leaders in automated warehouse sortation solutions, has entered into a partnership with RoboSavvy, leaders in artificial intelligence (AI), to create a one-stop-shop, cost effective, flexible warehouse automation solution. The new partnership is supported by state-of-the-art IT systems and has applications across all sectors of industry.

The new partnership combines the strengths of the Böwe Systec's Optisorter and the RoboSavvy Tugbot. This can help reduce the need and cost of manual labour to carry out dangerous, tedious and repetitive low value tasks, switching them instead to higher value activities, which in turn drives up productivity and smooths out bottlenecks in the warehouse.

"Order lead times are getting tighter with increasing online sales, and we have seen a trend for our customers to look for cost-effective, flexible solutions that can work within the existing warehouse footprint with the minimum of disruption," said Phillippe Dugougeat, Managing Director of Böwe Systec UK.

"People represent 60% of warehouse costs, and our flexible solutions can not only reduce costs but also raise productivity by giving higher value and more rewarding tasks to the staff."

The Tugbot is designed to tow up to 350kgs and can be used in many warehouse and factory applications including: picking areas, cross-docks, end of line assembly areas and stock replenishment centres.

To provide complete safety in use, the Tugbot uses a combination of cameras, lasers, sensors, environment matching mark, beacons and GPS to work on pre-defined routes that suit the specific application. Tugbots

Right: Robosavvy's Tugbot is designed to tow up to 350kgs and can be used in many warehouse and factory applications

also automatically relocate to their battery charge point when they reach critical charge left. The Tugbot automatically detects obstacles and has an automatic stop facility to prevent accidents. It can be quickly re-configured to re-route itself.

This flexibility in operation enables the Tugbot to follow a predetermined path, remember it and repeat it, follow a person or follow another Tugbot. A fleet of Tugbots can even collaborate to perform complex operations and can interact with external IT systems and legacy machines.

Unlike automated guided vehicles in the past, the Tugbot is at home on any quality of warehousing floor surfaces. Installation does not require any changes to the existing warehouse racking infrastructure.

At the heart of the Tugbot's innovation is the MOV.AI automation software framework. This intuitive user interface gives warehouse management the ability to create their own maps, sketch out work areas and define paths within the existing infrastructure. The software allows the Tugbot to be reconfigured in minutes to meet real time changes in warehouse operational activity at peak times.

Böwe Systec is now applying the same technology to a powered robotic Pallet Mover fitted with front and rear LiDar, 3D cameras, ROS software with the ability to carry all types of pallet up to a maximum weight of two tonnes and a battery life of up to eight hours.

These two very simple robotic applications introduced by Böwe Systec and applicable to all types of warehouses come at a low price that is completely affordable. The return on investment is very short and staff are not having to be trained to use new types of equipment. They are just a robotic version of tried and tested warehouse equipment.



“The most significant advance in the warehouse robot revolution has been LiDAR, which is being used to develop autonomous trucks, vans, buses and cars”

FACT FILE

A global company and one of the world's leading suppliers of smart automation warehouse solutions and AGVs

Streamlining and optimising work and production flows for more than 70 years

Innovative, custom-designed technologies giving its customers the edge in a variety of different industries

Smart, highly intuitive, flexible software solutions

Specialists in inserting, card logistics and card mailing

Letter, flats sorting and pack and parcel automated sorting solutions

Serialisation and commissioning systems for the pharmaceutical, food and cosmetic packaging industries

Investment and innovation driving Europa's growth

Andrew Baxter's bold vision for logistics challenger is taking shape

Europa Worldwide Group is celebrating its fourth birthday at its £30 million headquarters in Dartford, a state-of-the-art facility opened in 2015 as part of a major relaunch for the global independent logistics business.

Following an ambitious front-end restructuring of the business after Andrew Baxter acquired it in 2013, turnover has grown to £180m, organic volume growth across the business is running at 20%, and its presence in the market is stronger than ever.

Europa has succeeded through strategic investment in its people, IT and physical infrastructure. The Dartford site, called 1Hub, is a focal point for its network of 13 (and growing) UK branches. The Dartford facility centralises the business's European road freight to create the UK's largest European groupage hub. It is split into two areas, providing third party warehousing and European transit operations. There are daily direct services from Dartford to 30 continental hubs

Europa made the move to the new 26,368 sqm 1Hub following the acquisition of the business. Now Andrew Baxter has achieved four major milestones: The company has acquired two other businesses; more than doubled its turnover; doubled its staff numbers; and significantly expanded its Dartford HQ in order to be 'Brexit-ready.'

Dan Cook, Operations Director at Europa, said the expanded 1Hub had been pivotal in the ongoing development of the business. He said: "Despite the ongoing uncertainty, our business has continued to thrive, and we continue to see volume growth, our customer base increasing and our product working to a strong and effective



Andrew Baxter has overseen a doubling in turnover, and staff, two key acquisitions and an expansion of Europa's Dartford HQ to be 'Brexit-ready'

level. 1Hub - which is large enough to house seven football pitches or 107 tennis courts - was the single largest investment in our history, and since its launch our staff numbers in Dartford have grown from 220 to 360, which makes us one of the largest employers in the area.

"1Hub has been fundamental to us achieving our initial goals, specifically in how it delivers such incredible efficiencies by centralising our European road freight operation into one location. For example, the number of European consignments handled at 1Hub have increased by 64% since it opened in 2015, from 22,000 to 36,000 per month. 1Hub has also helped us to increase payloads, drive down operating costs and build daily services to and from our European partner depots to reduce transit times and improve quality.

"We're thrilled with how 1Hub is

performing, even more so now that we have invested an additional £2m into a reconfiguration programme which has involved a staged expansion of the racking and an extension of the transit zone, creating 75% more racked transit space. This re-development means we are well placed in terms of 'Brexit readiness', with extra valuable capacity should a situation develop that impedes the smooth and quick rotation of cargo passing between the continent and the UK.

"We have invested so our terminal should not lose efficiency as it becomes jammed with cargo that cannot move as it awaits customs formalities. Creating extra capacity is a major part of our planning strategy."

1Hub's dedicated warehouse and logistics space is split 25% warehouse logistics and 75% European transit operations. It provides warehouse services for blue chip customers,



including value-enhancing activities such as pick and pack, stock reworking, third party logistics, product manipulation and returns management.

Andrew Baxter, Managing Director at Europa, said: "I'm thrilled we're celebrating four years at 1Hub in Dartford - the time has flown. It's been a whirlwind of activity since we moved into our new HQ and the financial results we're achieving, the new business we're winning and the efficiencies we're seeing on a weekly basis are all testament to the fact that the move to the new site was 100% the right decision.

"The next phase of 1Hub is all about being Brexit-ready and making sure we can cope with whatever circumstances are put in front of us. The increase we've made in short term storage space is vital as we predict our European road customers are going to need

extra space if the clearance process is slowed down. It will also provide security against gridlock of volume - so we're prepared for all possible outcomes."

Europa continues to invest and innovate across the business and has recently announced a further investment of £250,000 into refitting its Birmingham (Minworth) site as part of a company-wide refresh to ensure all of its team share in the same top-quality working environment.

Europa's Minworth site at Prologis Park is home to all four divisions of the business, Europa Sea and Europa Showfreight as well as Europa Road's regional sales team and a 16,536sqm Europa Warehouse - and its office space is the latest facility to receive a refresh as part of the business's initiative to invest in its physical infrastructure for the future.



Europa's got talent!

Europa has launched a new Rapid Career Development Programme (RCDP). The initiative is the brainchild of Andrew Baxter whose mission is to attract highly ambitious and focused young individuals who are keen to learn and earn and start progressing up the career ladder.

As well as investing in new talent, Europa is dedicated to releasing the potential in its current team. It has developed a radical new approach to nurturing talent which addresses sector-wide issues including employee engagement levels and attrition rates.

The first of its kind within the logistics industry, a new talent nurture programme is being headed by newly appointed Head of Talent, Laura Watkin. This new role was created to oversee the innovative talent strategy designed to secure and retain talent of all levels across Europa's varied operations.

FACT FILE

Europa Worldwide Group employs more than 900 people across 16 sites in the UK, as well as in Hong Kong and Belgium, and is represented in 100 countries.

The group is structured into four operating companies: Europa Road, Europa Air & Sea, Europa Warehouse and Europa Showfreight.

Europa Air & Sea's team provides bespoke services to its clients from its branches in the UK and Hong Kong.

Europa Warehouse offers third party logistics services to clients, from warehouses in Dartford, two in Northampton and Birmingham. Plus a new customer contact centre called Europa Contact Centre.

Europa Showfreight provides logistics services for goods going to and from exhibitions.

Europa Road opened two new local branches in Sheffield and Belfast in 2018.

www.europa-worldwide.com



GREEN INNOVATOR

ECOLIGHTING UK
Contact: Steve Gardner
Tel: 01455 552511 Mobile: 07836331538
www.ecolightinguk.com

Shining a light on warehouse savings

Tyre giant ETEL reaps big rewards from strategic investment in LED

European Tyre Enterprise Limited (ETEL) is the UK's largest tyre distribution and retailing company, handling some serving customers with car, van, truck and agricultural tyres across the country.

The backbone of the operation is the network of distribution centres which sit within ETEL's wholesale business, Stapleton's Tyre Services, stretching from Glasgow in the north to Maidstone in the south. In total, the company has 11 large warehouses around the UK, covering more

than one million square feet.

The twin drivers of cost savings and energy efficiency for ETEL invariably go hand in hand, and the company has a constant focus on looking at measures which will make both commercial and environmental sense.

While any energy-saving measure is easy to justify on environmental grounds, it should usually also pass the operational and commercial tests. After all, the most energy-efficient warehouse would be one which never had any lights on or doors opened, but that is hardly practical or the perfect

working environment.

This 360 degree view led the company to the decision to invest £850,000 in LED lighting across the warehouse network. ETEL was very aware of the potential energy reductions from moving to LED lighting and had been considering the process for some time. However, another of its environmental drivers was at play here as well.

To reduce its warehousing footprint as much as possible, ETEL maximises the vertical capacity of its warehousing space,

resulting in its distribution centres being stocked floor to ceiling with tyres. As a consequence, the interiors see very little light being bounced back from the full height racking as a lot of the visible spectrum is absorbed by the hundreds of thousands of black tyres which the racks contain.

So it has been important for ETEL to ensure any LED system being introduced would deliver the levels of lighting required for efficient and safe operation inside the warehouses.

Following extensive research and testing, ETEL decided the lighting products now available were of sufficient capability to achieve the standards it required and began a transformation project with its lighting partner Ecolighting.

This began with a trial at the company's Letchworth distribution centre, a depot which had been previously newly lit in 2013 with what were then energy-efficient T5 fluorescent tubes. The programme then moved on to the ETEL's newly acquired Peterborough warehouse, covering some 200,000 sqft.

Depending on the actual distribution centre building, the new LED lighting was installed in the warehouse aisles, at

mezzanine level, in the despatch areas, under the external canopies, in the car parks and in any office space.

The entire refit programme was completed in all 11 locations. The impact has been immediate. The reduction in energy usage across the network has reached 50% and some 1,174 tonnes of CO2 has been saved from the company's carbon footprint.

The scale of the cost savings means the project is delivering payback very quickly – in just 21 months on average across all the distribution centres.

In addition, by investing in the LED lighting schemes, ETEL has attracted an enhanced capital allowance (ECA), with 19% of the investment able to be reclaimed in the first year.

This energy-saving programme is just one of the measures ETEL has taken as part of its focus on sustainability. The company is very conscious of the need to make distribution operations as efficient as possible.

It operates a reverse logistics process when delivering new tyres to retail centres, by picking up the used tyres taken off vehicles and returning them for processing. This 'one-for-one exchange' was an industry first

and results in trucks travelling fully loaded, saving up to three million miles a year and an estimated 3,000 tonnes of carbon in reduced emissions.

As well as Stapleton's Tyre Services, ETEL owns the Kwik-Fit retail network and has for many years ensured that tyres collected from its retail centres are re-processed in the UK rather than exported for recovery or sent to landfill sites.

As the company's range of services has extended to embrace brake replacement, vehicle servicing and MoT work, it has worked with waste management companies to dispose of all waste products. Kwik-Fit views worn out parts not as rubbish but as the raw product for something else.

With vehicles becoming increasingly efficient in reducing their emissions and the impact on the environment, it is vital the industries which support them do the same. "As a market leader, ETEL takes its responsibilities in sustainability incredibly seriously. The new LED programme is just the latest step in an ongoing journey and the company will continue to build on the savings it has achieved," said Ian Kirkpatrick, HR, facilities and estates director of ETELUK.

Better control means more value for money



Unlike many other lighting companies, Ecolighting has its own team of lighting and electrical installation engineers as well as carrying out the lighting scheme design with Relux software in the early stages of client lighting projects.

The company also manufactures its luminaires in the UK and uses UK-sourced Osram control gear and LED chips.

All of this means the company has much better control than many and can present better value for money to clients.

For the Stapletons Tyres lighting installations, Ecolighting drew on its extensive portfolio of LED lighting products, particularly its Pegasus LED Highbay luminaire and Altos emergency LED Highbay fittings used in lighting the main warehouse aisles.

It also used its Sapphire LED linear fittings for the mezzanine areas, plus LED floodlights for yards and car parks and its 600 x 600 LED modular fittings where offices were lit.

All of the Pegasus LED Highbay luminaires feature DALI drivers and Pir occupancy sensors to dim the lights down or turn them off when no-one is present, both making a large contribution to the energy savings achieved while ensuring health and safety remains a priority.

As one of the UK leaders in LED lighting solutions to commerce and industry, Ecolighting has worked with many other big name companies such as Kuehne + Nagel, Man Truck & Bus, Carlsberg, Debenhams, Culina and Cadburys.

FACT FILE

Based in Leicestershire, Ecolighting UK has been providing energy efficient luminaires for more than 40 years.

The company's experienced project managers, qualified electricians and office-based staff ensure that Ecolighting's customers benefit from a true full turnkey service – whatever their requirements.

Ecolighting offers a versatile product range using the latest LED technology, creating bespoke solutions for any number of applications.

Ecolighting is a Carbon Trust Accredited Supplier, assessed to BS EN ISO 9001:2015 and also members of the Lighting Industry Association.



Before



After



LOGISTICS INNOVATOR

The Alternative Pallet Company
60, Sinclair Drive, Park Farm North Industrial Estate
Wellingborough NN8 6UY
01933 283920 Patrick.mulhall@pallite.co.uk

PALLITE® Launch Warehousing Solutions

PALLITE® responds to online sales boom with innovative system that boosts picking speed and dramatically reduces errors

PALLITE®, the manufacturer and retailer of award-winning, 100% recyclable and reusable paper honeycomb pallets, pallet boxes and layer pads, has launched an innovative warehouse storage and picking solution.

With the growth of click and collect, online retail sales and e-retailers, existing warehouses need the ability to flex storage space and capacity around ever-changing product ranges and shorter order time windows.

PALLITE® PIX is designed to increase available capacity in warehouses by consolidating pick-faces to free up under-utilised existing racking space while increasing pick efficiency and accuracy.

PALLITE® PIX is the ideal solution for all types of warehouses and consists of a range of lightweight, flexible and robust storage and shelving systems made from 100%-recyclable paper honeycomb deck, that are designed to consolidate pick-faces.

By creating free space, retailers, manufacturers and 3PLs can store more product and ultimately increase their warehouse yields while maintaining the ability to flex around the demands of their customers' supply chains.

Made from sustainable materials, the PALLITE® PIX range features removable dividers to allow complete storage flexibility around each product, with reinforced edges to prevent wear and tear. Picking efficiency is improved by reducing pick times and walk sequences as well as separating slow and fast-moving stock into variable-sized pick stations.

The concept of PALLITE® PIX began

when supplying one of the UK's leading 3PLs with PALLITE®'s award-winning pallet boxes. Following the development of the PALLITE® PIX concept, the range has grown to include a variety of different standard units and storage

types of customers.

The PALLITE® PIX range is available in both standard and bespoke sizes to fit all types of warehousing and racking. Each honeycomb shelf has a smooth edge applied for labelling to allow for items to be easily identified to improve pick accuracy.

It is strong enough to hold up to 500kg per unit and remains lightweight to protect teams from manual handling injuries. The units can be built and dismantled with ease without the need for tools or screws and be stored flat-packed to help keep warehouse layouts completely flexible by the day or week.

"Consumer demands are ever-changing and supply chains are always under pressure to squeeze the asset against headwinds," said PALLITE® CEO Iain Hulmes. "With shifts in sales density and store sizes changing, labour and fuel inflation, as well as more dynamic consumers, it's more important than ever to focus on creating space and improving warehouse productivity.

"It's hard to commit to a fixed solution when customers' space requirements can change so quickly. The PALLITE® PIX range offers a flexible solution that saves space, and improves efficiency in the process."

PALLITE® PIX is just one solution in the PALLITE® range. As an alternative packaging specialist, PALLITE® provides a viable alternative to wooden pallets and crates that is 100% recyclable. Its lightweight paper pallets, pallet boxes, layer pads and components are designed to reduce the total cost of shipping consignments while boosting organisations' green credentials. Stronger than standard cardboard pallets and boxes,

accessories and is now in use and supported by many 3PLs. With the flexibility to design and create bespoke solutions based on an individual site's requirement, the PALLITE® PIX range is suitable for all warehouses and



“With shifts in sales density and store sizes changing, labour and fuel inflation, as well as more dynamic consumers, it's more important than ever to focus on creating space and improving warehouse productivity”

– Iain Hulmes, Pallite

they carry heavy loads with ease thanks to innovative 'honeycomb-cell' concept and IP-registered designs.

Businesses use PALLITE®'s award-winning products across all industries, including the aerospace, automotive, healthcare, pharmaceutical, food and drink, FMCG and warehousing and logistics sectors.

The 100% recyclable PALLITE® PIX range offers a flexible solution that saves space and boosts efficiency. Early adopters are reporting a increase in picking speed





TRAINING AND DEVELOPMENT

To get in touch please contact 01905 770337

info@tlprecruitment.co.uk www.mvp-search.com
www.tlprecruitment.co.uk www.thelogisticspartnership.co.uk

TLP takes positive steps to tackle driver shortage



At the end of 2018, the UK needed an additional 60,000 HGV drivers to support the economy. Over the past 20 years, this critically important profession has suffered from poor wages, long hours, non-ideal working conditions and worker treatment as well as facing increasing barriers to entry from rising costs and qualifications. As a consequence, the industry has failed to attract new drivers to the profession and relied heavily on foreign drivers to plug the gap. In 2019, nearly 50% of all HGV drivers in the UK are aged 50 or over.

The driver shortage remains one of the recruitment industry's highest priorities. The launch of the Driver Certificate of Professional Competence (DCPC) in 2014, the slowdown

in eastern European driver recruitment and an ageing UK driver population have all posed challenges for operators. And with another DCPC deadline approaching, the shortage is likely to get worse before it gets better.

As a specialist in logistics and supply driver recruitment, TLP Recruitment has been working with drivers and clients for more than 20 years. TLP Recruitment is passionate about the industry it serves and its role within it. Here, TLP shares what it is doing to support the industry and offers some practical advice.

Create a career path

Warehouse-to-wheels (W2W) initiatives are certainly not a new thing within the industry but in the wake of the driver shortage they have gained momentum. TLP has had great

success as a temporary work provider in working with its clients and candidates to identify and upskill some of their most loyal and hard-working team members.

One of the challenges in bringing new talent into the industry is the increasing costs involved in paying for the HGV licence training and tests, which can be up to £3,000. By working with recruitment partners to bridge this gap, operators will provide their own talent pipeline as well as some positive employer brand PR.

Standing out as an employer in a critically skills short market is difficult in a sea of adverts and messages, and while pay and benefits remain important, the opportunity for ongoing development and progression is also a key aspect for many people.

Over the past few years, TLP has worked in partnership with many clients to create and publicise more progressive career options to their candidates. Starting at temporary and contract, the clarity and opportunity of an ongoing career path gives clients a new area of competitive advantage rather than purely competing on rates.

Beyond the standard HGV licences, TLP works with its clients and candidates to provide additional areas of upskilling by providing ancillary licences and specialist training from Hi-ab and Moffett licences to ADR training.

TLP also works with many local training schools to help new drivers find work and advance their careers. The vast network of contacts TLP has established through more than 20 years' experience in transport and logistics combined with a commitment to personalised candidate service allows the firm to find a range of exciting career opportunities for talented young drivers.

What about insurance?

Another major challenge for employers of young drivers is insurance premiums. For HGV drivers under 35, insurance costs can be almost three times higher than like-for-like quotes given to older drivers. Even with fleet insurance, premiums for younger drivers can be more than 20% higher than they are for their older colleagues.

"A crisis at the heart of the industry is that the younger drivers, whose enthusiastic take-up of driving careers, are absolutely essential for beating the driver shortage, are viewed by insurers as more of a risk than their older colleagues," said Graeme Doyle, managing partner of TLP.

"While big strides have been made by many insurers over the past few years, this ingrained perception of younger drivers continues to contribute to the driver shortage by deterring businesses from giving young talent in the industry opportunities to excel."

TLP has been working with its insurance partners to ensure that new, younger drivers are given negligence cover to lessen the effects on the end user and help to ensure businesses are not financially penalised for trusting younger drivers.

Drivers CPC

In 2013, Defensive Driver Training (DDT) and TLP Recruitment teamed up to deliver JAUP-T approved periodic training courses to TLP drivers and to drivers from TLP's clients. Since then, a total of almost 600 delegates have attended 55 seven-hour courses around the UK. Course content has concentrated on the issues that are most important to TLP customers. These include regular and



systematic vehicle checks, fuel-efficient driving, defensive driving techniques, driver's hours legislation, the use of digital tachos and safe loading.

Using defensive driving techniques not only reduces collisions and insurance premiums, a smoother driving style can lead to fuel savings of around 11%.

Drivers are also educated on how to look after their own personal care in the fitness and health course as well as their personal safety when they are working on site.

The safe-at-work course encourages drivers to be aware of the risks associated with working in an environment where there is moving traffic and understand their own responsibilities to ensure the safety of their colleagues.

"We put a lot into making our courses relevant to the training needs of our clients, and to make the course both educational and enjoyable for the drivers," said Paul Beresford, sales and marketing director of DDT.

"Each of our courses has been developed with input from our clients so they can be sure there is great value in the investment in training and it is not just a box-ticking exercise to satisfy the CPC legislation.

"When CPC training started in 2009, it was a common reaction from drivers to ask us what they could possibly learn after being a professional driver for 30 years. But 10 years on, most delegates now understand that transport laws and road traffic legislation change all the time. CPC courses can help the professional driver with their continuous professional development and to stay at the top of their game."

"A crisis at the heart of the industry is that the younger drivers whose enthusiastic take-up of driving careers are absolutely essential for beating the driver shortage are viewed by insurers as more of a risk than their older colleagues"

Graeme Doyle
(above)

FACT FILE

TLP recruitment is a part of the Logistics Partnership, a specialist supply-chain talent solutions provider that has been operating and supporting the supply chain for more than 35 years.

Through its two primary brands TLP recruitment and MVP recruitment solutions and a network of regional locations, The Logistics Partnership is able to offer specialist recruitment, project and talent solutions from the warehouse through to the boardroom.

WAREHOUSE INNOVATOR

SSI SCHAEFER

Bob Jane - Sales Manager, Projects
SSI SCHAEFER LTD, 83/84 Livingstone Road, Walworth Business Park, Andover,
Hampshire SP10 5QZ Tel +44 1264 386600 Fax +44 1264 386611
bob.jane@ssi-schaefer.com
www.ssi-schaefer.com

University challenge

Cambridge turns to SSI Schaefer to develop an intelligent book storage solution to keep 150 years of history in one place



As a Legal Deposit Library since 1710, Cambridge University Library has been entitled to claim a copy of every book published in the UK and Ireland for more than 300 years.

Today, the University Library collections encompass around nine million books, manuscripts and other physical items. So what happens when the University Library runs out of space to store them all?

Having recently designed and installed a similar storage solution, SSI Schaefer provided in-depth technical knowledge and design expertise to ensure the required

state-of-the-art facility would not only house their important collection in a secure and controlled environment but also provide sufficient storage as it expands over the coming years.

The dedicated facility at Ely is primarily for low usage books and journals which need to be stored safely and securely off site, freeing up vital space in the main University Libraries. All items stored at Ely are post-1850 with the largest book currently housed at the facility being 12 inches deep, believed to be a directory from around 1899. The sheer diversity of material leads to an eclectic mix on any

given shelf where you may find a work on nuclear physics in between a children's book and a car maintenance manual.

Items at the facility are available to any student, researcher and alumni of the University as well as members of the Cambridge University Library and its readers, including members of the public. They can be requested through the library catalogue (iDiscover) and delivered within 24 hours to the library reading rooms for consultation.

Should a low usage book suddenly become popular, the warehouse management system will prompt a

“More than 68,000 dividing shelves were fitted with storage trays located on the shelves two or three trays deep, providing more than 100,000 locations”

notification so that it may be relocated to the main library, thereby available for immediate access.

Maximising storage density

The SSI Schaefer storage solution involved the construction of 24 aisles of high bay narrow aisle shelving with each aisle being 38m long with shelving 11m high, providing an overall storage area at the facility of 87,000 sqm which offers superb storage density.

More than 68,000 dividing shelves were fitted with storage trays located on the shelves two or three trays deep, providing more than 100,000 locations. In addition, SSI supplied 25 high density drawer cabinets providing 600 drawers to store large format maps and documents, located within the shelving at ground level.

The post-1850 era of books, journals, maps, and newspapers are best suited to the strict environmental controls within the building's infrastructure which ensures they are kept in perfect condition. This means a temperature-controlled environment between 13 and 20 degrees

centigrade with humidity levels between 50 and 55%, made possible thanks to the building's design which delivers superb insulation and air tightness performance. This also includes the highest levels of fire protection with a state-of-the-art integrated sprinkler system installed in collaboration with Schaefer.

Such is the in-depth detail of design that every aspect has been considered, even down to the picking angles required for reaching/lifting of boxes and books to ensure they are at the optimum ergonomic level for increased work safety. SSI also installed the shelf labelling and signage using a bar code system allowing for full traceability of each item stored at the facility.

Bob Jane, Dynamic Systems Sales Manager Projects at SSI Schaefer, said: “It was a pleasure to work on this project with the team from UoC and the builder RG Carter. Drawing on our experience with other university archive solutions, we managed to ensure a closely integrated design that optimised the building capacity in harmony with the operational needs.”

Future-proofed for expansion

Since taking on the building in May 2018, the University has already stocked the specially designed cardboard trays with 416,000kg of books, around half of the planned number to be in place by August 2019. This will fill around 25% of the expansive storage facility so it is well placed to grow the occupancy, expected to be fully complete within the next 12 years.

Future plans are already in place, with an option to expand the existing facility by around 25% with further racking and shelving capacity to ensure continued secure storage in the years to come.

Ady Powell, Facilities & Library Storage Facility Manager, said: “Our new storage facility from SSI Schaefer delivers on all fronts. Huge storage potential, perfect environmental conditions for our rare and unique books, all stored in streamlined, ergonomic shelving which has been designed with the team in mind.

“Data is available at the touch of a button with a comprehensive warehouse control system to ensure we can pinpoint the exact location of any item, at any time. We're proud of our facility and the role it plays in ensuring the continued safe keeping of our historic collection.”

FACT FILE

The SSI Schaefer Group is the world's leading provider of modular warehousing and logistics solutions.

It employs approximately 10,500 people collectively, at its group headquarters in Neunkirchen (Germany), at more than 10 domestic and international production sites and at approximately 70 worldwide operative subsidiaries.

The organisation's UK base is in Andover, Hampshire with a sales, solutions design, projects and customer support office near Towcester in the Midlands.

SSI Schaefer designs, develops and manufactures systems for warehouses, industrial plants, workshops and offices. Its portfolio includes manual and automated solutions for warehousing, conveying, picking and sorting, plus technologies for waste management and recycling.

In addition, SSI Schaefer is now a leading provider of modular, regularly updated software for in-house material flows. Its IT team, with a headcount in excess of 1,100, develops high-performance applications, and provides customers with in-depth advice on the intelligent combination of software with intralogistics equipment.

SSI Schaefer offers highly sophisticated, turnkey systems. As an international player, it can deliver one-stop solutions to all four corners of the earth. Its comprehensive portfolio encompasses design, planning, consulting, and customer-specific aftersales services and maintenance.



Freight & ecommerce solutions

Credibility, adaptability and flexibility in changing times – Spatial Global provides this powerful combination for tailored solutions to international business challenges

Recognised as Export Champions

"It's fantastic to be invited and be recognised as experts in international trade. Our focus is to support and help inspire companies to export and provide existing exporters with the help, knowledge and services to grow their overseas sales and expand into new markets," said Rachel Morley, General Manager Freight, Spatial Global.

Export Champions are part of a programme to encourage and inspire businesses to export internationally. Several high profile businesses from across the East Midlands region have been selected.

These businesses are then signposted by the Department for International Trade as experts. They are able to offer their expertise and advice to inspire companies to export and support existing exporters looking to expand into new markets.

Export Champions span a wide range of sectors and services. Business leaders from these companies provide peer-to-peer support and help others fulfil their global market potential.

Head of Exporting Midlands Region, Ian Harrison, invited Rachel Morley of Spatial Global to become a member of the Department for International Trade Regional Export Champions Programme.

Reducing time, costs and hassle of ecommerce fulfilment

A new Carrier Management Platform service has been pioneered by Spatial Global with UK retailers to make ecommerce fulfilment easier. It has given customers seamless distribution because it is integrated with their order management software.

Expanding the options available to customers

"The new carrier management platform enables



both our mail and ecommerce departments to significantly streamline order entry across multiple services," said Ian Radcliffe, Ecommerce Development Manager. "More important, it means Spatial Global can give customers direct access to raise their own orders, generate labels and receive tracking numbers instantly – at the same time as expanding the options available. It's been a great development, simplifying the standard ecommerce distribution process considerably."

How do you choose the best freight and ecommerce solutions provider?

In any industry there are good, bad, large and small. So how do you choose the best freight forwarder and ecommerce solutions for your business, products and markets? There is no 'silver bullet' answer, it all depends upon what you are shipping, how frequently, and to and from which countries. However, if what you want is to have a benchmark which helps you identify credible providers, here are seven points

to consider:

1. What accreditations do they have?

Industry accreditations are a great indicator of the credibility of a provider, as some are awarded by Government agencies and provide concrete proof of credibility and compliance. Trade bodies, like the membership of associations such as FIATA (International Federation of Freight Forwarders Associations), BIFA (British International Freight Association) or IATA (The International Air Transport Association) is a strong indication the company operates in an ethical manner and is compliant with the applicable legal requirements.

2. How qualified, experienced and contactable is their team?

Are the people you will need to deal with the ones in the know or call takers? The rules and regulations associated with shipping can be a minefield. Are their people professionally qualified? Professional freight forwarders will be able to advise you the best incoterm under which to make your shipment, advising

7 Benefits of the Spatial Global Carrier Management Platform

- Seamless integration with customers order management systems
- Multiple services available under a single login
- Sub-Accounts for customers
- Instant generation of labels and tracking numbers
- Centralised consignment tracking and delivery monitoring
- Simple manifesting and report generation
- Streamlined operational and administrative processes

Ian Radcliffe
Ecommerce Development Manager

on commodity codes, or confirming all the relevant documentation is in place to ensure a smooth shipment of your goods.

3. Can the freight forwarder offer flexibility?

Do they have a broad experience of the different modes of transport (road, sea, rail, air) and routes for the shipment (quickest, most cost effective to or from a specific country, etc)? Is there a need to plan shipments around the impact of cultural festivals and holidays? What if you are suddenly presented with unexpected circumstances such as port strikes, your ideal freight forwarder will have the capability to offer alternative solutions to enable the smooth transit of your goods?

4. Do they provide a commodity solution or a tailored service?

Will they visit your business to understand your needs? Or do you take the risk and provide the consignment details? The correct documentation, packing details, weights and dimensions will all impact upon the options available to you. Often by selecting what appears to be the lowest cost option, there are hidden costs or unknown risks. It's always worth ensuring there is due diligence on the freight forwarders part, to fully understanding the products being shipped.

5. Can the freight forwarder provide the option of a door-to-door service?

A reputable freight forwarder will have extensive coverage to a vast number of destinations, with a wide range of carriers. Through these contacts, they will be able to provide you with a variety of high quality service options and prices to meet your supply chain needs, whether you are moving full loads to Europe or part loads to China. Being able to utilise the same company for moving your

goods from the point of delivery to your end user enables a fluid and unified approach. It means at any stage of the supply chain process, you will know who to go to for any questions or queries that you may have.

6. Does the freight forwarder explain the difference between liability & insurance?

Under the standard limited liability, damaged or lost cargo is assessed by weight, not value. So in all likelihood, your compensation could be dramatically less than the commercial value of the goods. You may want to investigate full value cargo insurance if the cargo is a vital component to the success of your company.

7. Can they offer any added value services?

Do they have custom bonded warehousing, so you only pay the import duty on the components you need, when you need them. Or can they offer some other tailored solution specific to your needs? It's worth building a relationship with your proposed freight or ecommerce solutions provider, as the price paid typically isn't where the greatest savings can be achieved.

How can you be sure you are getting the best value from your supplier?

While it may be tempting to commission the services of a business that offers you the cheapest rates, consider why they are charging less than everyone else. If it seems too good to be true, then it probably is! Where you might save on initial costs, you'll likely pay for in delays, additional charges and poor customer service. For the ultimate supply chain service provision, instead look for a provider who offers a good service at competitive rates. One that is willing to invest time to understand your business, products and shipping needs.

ACCREDITATIONS

AEO ACCREDITED
FREIGHT FORWARDER

THE DEPARTMENT FOR
TRANSPORT REGULATED
AGENT

REGIONAL EXPORT
CHAMPIONS
PROGRAMME

BRITISH INTERNATIONAL
FREIGHT ASSOCIATION
MEMBER

HMRC FULFILMENT
HOUSE DUE DILIGENCE
SCHEME

DANGEROUS GOODS
SAFETY ADVISOR

INTERNATIONAL
AIR TRANSPORT
ASSOCIATION

FIATA ACCREDITATION

UNITED KINGDOM
WAREHOUSING
ASSOCIATION (UKWA)
MEMBER

ROAD HAULAGE
ASSOCIATION MEMBERS

ISO 9001:2015 QUALITY
CERTIFICATION

CIVIL AVIATION
AUTHORITY (CAA)

Thirst for control leads drinks giant to Sanderson

Purity finds the perfect WMS partner to deliver smooth expansion

Purity Soft Drinks is used to squeezing out every drop of resource. The company started life 125 years ago, supplying soft drinks by horse-drawn dray in the heart of the Black Country. Today, it boasts more than 20,000 stockists in the UK and employs nearly 100 people. It is one of the great British manufacturing stories.

To seize the opportunities in the juices and soft drinks marketplace, Purity needed software that was smart and scalable. Having had a disappointing warehouse management software (WMS) user-journey previously, Sanderson was only too happy to offer Purity a fresh set of eyes.

Purity had been struggling for some time with a system that simply wasn't working the way it wanted. The company felt it had outgrown the system and that it no longer matched its growth requirement.

There was concern the system would not cope with more functionality as and when the business might need it, and that any kind of expansion might place pressure on its overall supply chain. Purity wanted more goods to move through the warehouse and for the warehouse capacity to increase without expanding the actual warehouse square footage.

Purity's Logistics Manager Martin Hipkiss researched the market and invited a few companies to pitch for the business. He had already heard great things about the Sanderson's Proteus WMS solution then known as Proteus from a customer that had expanded successfully from £4million turnover to £20m.

Martin said: "It was helpful that Sanderson was local to us but what really stood out was that it could offer the right kind of solution for the size and scale of the business and our plans for expansion. Its solution also seemed to be user-friendly and a good fit with the existing



team, whose main prerequisite for any change is ease of use and a simple transition period."

Increased efficiency

Purity had already established the main reason for wanting an effective WMS was efficiency gains: the business wanted to be able to increase its warehouse capacity and increase the efficiency of its fix. After six months, there had already been significant gains, and more are



expected over time. "Previously, the warehouse staff were desperate for space, although it was apparent that only 60% of the racking was being effectively used," said Martin. "Now, thanks to the new system, they are using more like 85% of the available space and can easily see where more stock could be stored."

The reason for this is simple: Sanderson's Proteus WMS has got under the skin of the business and the improvement is down to the way the WMS allows the warehouse to be laid out. Previously, stock was laid out determined by flavour, and pallets would be bulked together by flavour on the racks.

Martin said: "The way the bottles were bulked together was really restrictive – empty racks were everywhere and although logical, the system just didn't work to maximise the space available. Now, the team don't bulk things together. Anything can go anywhere. As soon as a pallet is removed, the system knows the space is available regardless of flavour."

A new era for growth

Purity is impressed with how much of an effect Sanderson's Proteus WMS has had on growth. There is now a huge increase in confidence that the system can handle further growth plans. One of its biggest targets was to stop using a third party distributor and to bring everything back in-house. The plans are now well advanced.

The Sanderson WMS system has also allowed the company to demonstrate noticeable financial gain from more effective stock rotation. Martin explains: "Prior to the new system, stock was being allocated at the point of sale by office staff. So we had numerous errors in stock control and rotation, with older stock being left in favour of the newest stock being shipped first. The new system has taken the stock choice away from the sales team. Sanderson automatically takes the oldest stock and allocates it to orders and completely negates any previous issues."

Wastage figures have reduced dramatically, from £20,000 to less than £5,000 over a six-month period. Martin said: "Cost savings have been significant, with staff, waste and outside warehousing costs reducing by the day. For me, it has been a huge change. It's not only the way we do things but it's also influencing the culture in the warehouse and the job satisfaction of the team."

"Our warehouse is now much more professional – everything is based on facts and data and not just on gut feeling and intuition. Everyone is more confident and it's a much more positive environment."

"People know exactly what to do and can plan in terms of labour, productivity and capacity. The warehouse staff know that what they are doing is exactly right. It's made a huge difference."

FACT FILE

Sanderson is a provider of specialist warehouse management software to businesses operating in the areas of third party logistics, warehouse management and supply chain distribution.

The business is part of Sanderson Group plc, the Coventry-based software and IT services business specialising in multi-channel retail and manufacturing markets in the UK and Ireland.

By automating business processes and tasks, Sanderson's Proteus WMS replaces slow, outdated or even paper-based systems that impede growth, with a powerful system that eliminates the potential for human error, increases efficiency, optimises resources, improves productivity and drives down costs.

Sanderson's Proteus WMS is highly intuitive and is easy to learn and use.



DISTRIBUTION INNOVATOR

Narrow Aisle Limited
Great Western Way, Great Bridge, Tipton
West Midlands DY4 7AU
Tel: +44 0121 557 6242 www.flexi.co.uk

H2E sees double after pallet storage rethink

New layout and Flexi technology transforms Crewe site

Following a review of intralogistics processes, H2Ecommerce (H2E) decided to introduce very narrow aisle racking served by Flexi articulated warehouse truck technology.

As a result, the Cheshire firm has maximised the utilisation of the store and doubled the pallet capacity at its 27,000 sq ft facility in Crewe, of which 17,000 sq ft is dedicated storage space.

As well as pallet storage warehousing, H2E undertakes a range of retail fulfilment and logistics services on behalf of a string of clients spread across industries as diverse as printing and pet supplies.

"The decision to reconfigure the layout of the store and adopt very narrow aisle methodology was driven by our need for extra cubic capacity following a period of sustained sales growth," said Kevin Over, H2E's E-Fulfilment Manager.

The aisles within H2E's Crewe store are now just two metres wide with each pallet rack filled to roof level, which means the warehouse now has a pallet capacity of 2,200 – a 100 per cent increase of 1,100 spaces on the previous maximum.

The new racking layout has also enabled H2E to maximise the full height of the building for pallet storage, as Kevin Over explains: "Our revised storage system has a top racking beam height of 7.2m which means we are now using all the 9.5m height available within the building.

"Going higher and reducing aisle widths to two metres has resulted in a significant increase in the overall density of the storage space available, and our stockholding capacity has doubled."

The Flexi AC1000 model articulated truck in operation at the H2E site can lift all H2E customer loads to the top beam within the very narrow aisles at the site and has been supplied with a high definition LCD CCTV system to ensure H2E's operators have a clear view of the load and the racking when retrieving and putting away pallets at the highest level.

In addition, the truck's HiVIS lift mast and specially developed integrated tilting and side shifting fork carriage eliminate mast deflection at the highest lift heights – making pallet movement fast and hugely efficient.

Like all models in the Flexi range, the AC1000 is able to operate safely both inside and outside the warehouse. This feature eliminates double handling and means that a single Flexi will do the work of two trucks: it unloads or loads vehicles like a

counterbalanced truck and operates within the aisleways like a VNA truck.

This capability has allowed H2E to reduce the materials handling equipment in operation at the Crewe store from three units to two, as Kevin Over explains: "The Flexi AC1000 has allowed us to replace a reach truck which had limited use as it was unable to work outside or within the new narrow aisle configuration.

To further enhance ISO container stuffing and de-stuffing efficiency at H2E, Narrow Aisle supplied two-metre long fork attachments, which can be easily manually extended when required for offloading palletised products from a shipping container and retracted just as simply when the truck is required within the warehouse.

In a typical day, some 500 orders are picked, packed and dispatched from H2E's Crewe facility. Incoming pallets are offloaded

FACT FILE

Flexi Narrow Aisle designs, manufactures and markets the award-winning Flexi AC range of articulated forklift trucks at the company's UK manufacturing plant and are distributed worldwide through a fully supported distributor network. Since Narrow Aisle pioneered the Flexi articulated truck in the early 1990s it has gone on to become the most popular on the market. More than 7,000 units have been

shipped throughout the world. Over the past five years the Flexi AC range has been developed significantly and can now lift loads weighing up to 2.5 tonnes and to heights of over 14 metres. Although Flexi Narrow Aisle's clients are involved in the storage and handling of many different products – from FMCG, foodstuffs and beverages to automotive – they all share at least one common aim: the need to maximize efficiency within their warehousing operation by increasing throughput and making the most of all the space that is available.

"Going higher and reducing aisle widths to two metres has resulted in a significant increase in the overall density of the storage space available, and our stockholding capacity has doubled." – Kevin Over, H2Ecommerce

from a variety of vehicles by the Flexi truck and products are booked in to H2E's Storefeeder warehouse manager system using hand-held scanners and allocated a storage location.

The Flexi AC1000 then delivers the pallets to the racking system where bulk stock is held at higher locations before being dropped – again using the Flexi – to replenish the pick faces as and when required.

On site safety is paramount at H2E and, during the replenishment process, the company employs what it calls a 'two-bay safety rule' to ensure order picking staff can carry out their tasks while the Flexi is in operation a safe distance away in the aisle.

"The 'two-bay rule' simply means that if the Flexi truck and order pickers are working in the same aisle they must be separated by a minimum of 'two bays', or

four pallet space, at all times. We therefore ensure correct segregation of pedestrians and materials handling equipment with no loss of productivity," explains Kevin Over.

To further enhance truck operator safety and the wellbeing of other warehouse staff, the Flexi 1000 features both an audible reversing warning and a visual reversing warning that projects a beam of blue light on to the floor three metres behind the vehicle to alert staff to the truck's presence.

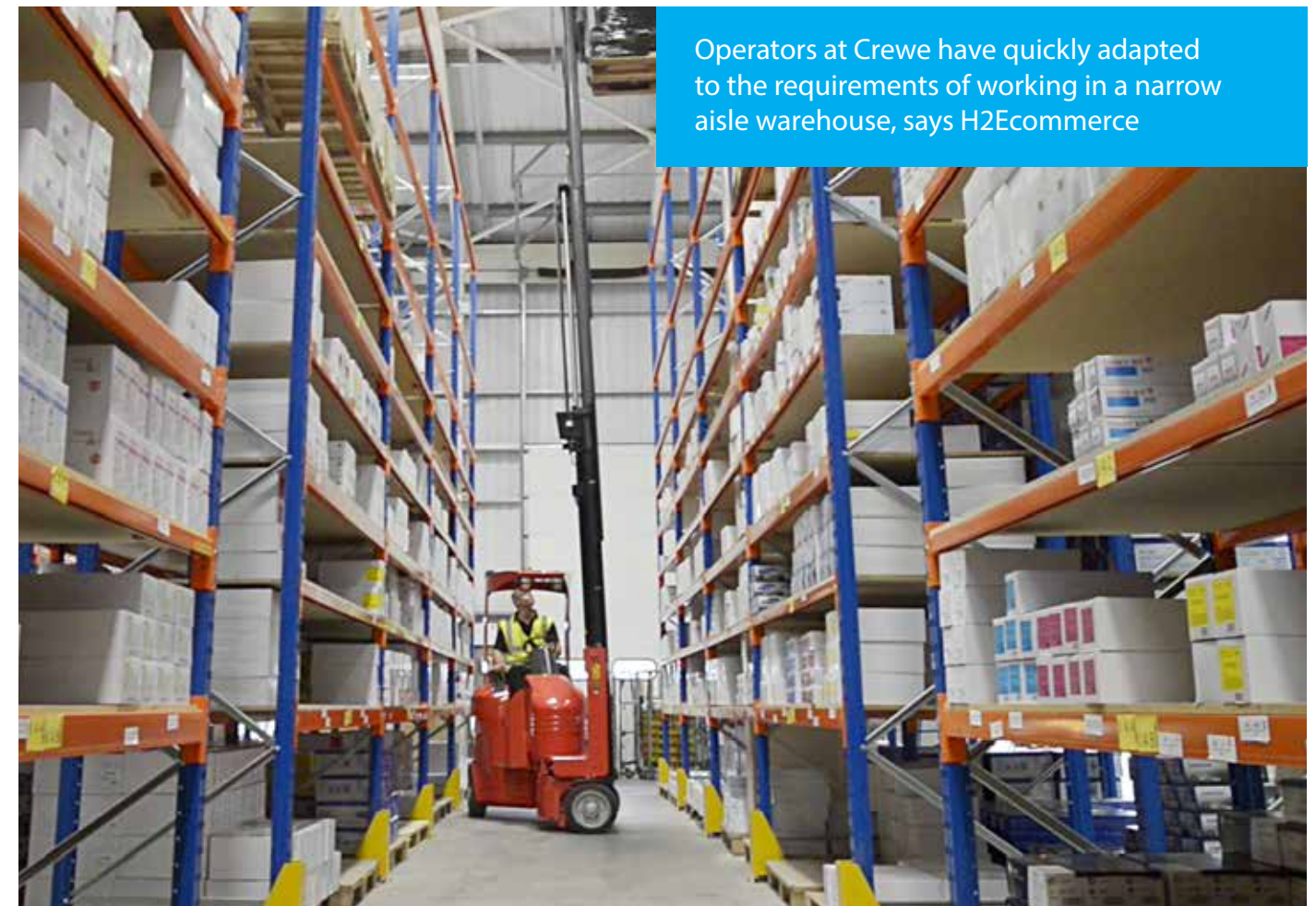
Kevin Over says: "The Flexi truck has allowed us to double our warehouse capacity by increasing the density of the available storage space. Furthermore, the addition of retractable forks, which we deploy when offloading sea-freight containers, allied to the fact that the Flexi can be used to undertake the jobs carried out by counterbalance and reach trucks, has increased safety and allowed us to

significantly improve throughput speeds. "All operators found the converting from old reach truck technology to the Flexi AC1000 simple and they have easily adapted to the requirements of working in a narrow aisle warehouse."

John Maguire, managing director of Narrow Aisle Ltd, said: "The introduction of Flexi articulated truck technology has allowed H2Ecommerce to maximise the capacity and efficiency of its fulfilment centre.

"By redesigning and reconfiguring its existing intralogistics infrastructure and using new technology and handling techniques, the company has created a highly cost-effective operation that delivers attractive financial returns in double quick time."

Operators at Crewe have quickly adapted to the requirements of working in a narrow aisle warehouse, says H2Ecommerce



handheld

WAREHOUSE INNOVATOR

Handheld Group (UK)
Dave Cawsey, Managing Director
Althorpe Enterprise Hub
Althorpe Street, Leamington Spa, Warwickshire CV31 2GB
Phone: +44 (0)1926 333 266. Mobile: +44 (0)7414 965 056
d.cawsey@handhelduk.com www.handheldgroup.com

Handheld – for when the going gets tough

CASE STUDY 1

Handheld's Algiz 10X streamlines order picking and shipping for Swedish retail chain Julia, enabling workers and forklift truck drivers to deliver more efficient truck loading times, reduce damage and lower forklift truck downtime.

Today's shoppers can place orders in seconds with the tap of a button — and they expect order fulfilment and shipment processes to be equally streamlined.

Because fast, accurate order fulfilment is so critical, Swedish chain store Julia is using Algiz 10X ultra-rugged tablets to assist order pickers and shipping employees in its massive warehouse facility.

Julia provides a range of competitively priced products for all kinds of professional and do-it-yourself projects. Its warehouse in Skara, Sweden is the largest building in northern Europe at 150,000 sqm, the size of 30 soccer fields. Julia ships goods from this warehouse to all of its 90 retail stores across Sweden, Norway and Poland.

Algiz 10X tablets are installed in sturdy vehicle docks on warehouse forklifts used by order-picking employees. Julia uses a pick-by-voice system that keeps workers' hands free to operate machinery and handle goods.

But voice-based picking technology has limitations, such as being too prescriptive. By displaying an easy-to-read picking list on the tablet, forklift operators can override the system's given sequence to speed up picking and load items more efficiently.

"Our system is really good and intuitive but our forklift drivers also have to use their brains and look out for certain items that can make the loading tricky. Picking

large items first is key to getting the work done in the best way," says Per Lund, Julia's warehouse manager.

Workers also use Algiz 10X tablets along with external scanners to scan each pallet's label as it is loaded onto a delivery truck. Scanning sends inventory details wirelessly to the back office and saves a record of every loaded item and which pallet it's on.

"When we've worked as hard as we have to make our warehouse as perfect as possible when it comes to reliability and infrastructure, delivery security is of utmost importance," says Urban Andersson, infrastructure IT system manager. "The present system is modern and fast, and the Algiz tablets are stable and reliable."

The Algiz 10X is an IP65-rated tablet computer that also meets stringent MIL-STD-810G military standards for protection against harsh handling and industrial environments. It features a 10.1-inch full HD projected capacitive touchscreen and a powerful processor that can run robust warehousing software and perform complicated tasks quickly.

A strong, reliable dock is also critical for warehouse logistics solutions, and the Algiz 10X lockable vehicle dock in use at Julia is extremely sturdy. This versatile dock has several connection options, including two USB ports, two RS232 ports and an ethernet port, along with GPS/WWAN pass-through.



The Algiz 10X is an IP65-rated tablet computer that also meets stringent MIL-STD-810G military standards for protection against harsh handling and industrial environments

CASE STUDY 2

From delivery assignment to completion, Handheld's Nautiz X4 serves as a lifeline for Scandic Trans drivers — getting them from A to B, facilitating communication along the route, and making complicated logistical arrangements as easy as a couple of quick screen taps.

Cargo truck operators are using Nautiz X4 rugged PDAs from Handheld Group to save time, increase efficiency and improve cargo monitoring.

The Nautiz X4 assists drivers from job assignment to cargo delivery, providing logistical management, full communication capabilities and real-time monitoring in every environmental condition it encounters.

Conditions are harsh for computers docked within a cargo truck: When the truck is on the road, vibrations can rattle every tiny piece of hardware inside the handheld for hours on end; and when the truck is parked, fluctuating hot and cold cabin temperatures expand and contract computer parts and introduce condensation, which quickly causes damage to conventional equipment.

In vehicles operated by Scandic Trans, a transport provider based in Turku, Finland, computers face another set of challenges. These include exposure to cold and humidity inside refrigeration trucks, and the requirement to serve as the freight transfer's logistics and communications hub, processing large amounts of data quickly and reliably.

When Scandic Trans receives a new customer order, a transport co-ordinator assigns the shipment to a driver. The transport coordinator then communicates with this driver from departure to delivery about important information such as the number of packages to transport, their weight and volume, and any special instructions, including transport

temperature or loading time requirements.

Docked in drivers' trucks are Nautiz X4 handheld units running mobile applications from Nextlog, a hardware reseller and software provider based in Vaasa, Finland. Together, LogiControl, Nextlog's transport planning and management application, and MobilePro, its communications software, provide order processing, logistics and communication tools that allow the team to plan and execute an uncompromised on-time delivery.

With the Nautiz X4, drivers complete tasks such as planning terminal loading times, booking ferries and subcontractors, gathering freight agreements and monitoring payments, all through a simple user interface with one-click menu options. The rugged handheld can also generate comprehensive reports with data such as working time, costs, fuel consumption and vehicle condition.

"Only a few touches on the PDA's screen are needed for the driver to take in consignment information and send acknowledgements about loadings and unloadings to the dispatcher," says Mikael Löfqvist, CEO of Scandic Trans.

"The driver can also report loaded amounts when acknowledging a loading or unloading as complete. These quantities can then be used for load planning or synced directly with invoicing tools."

Handheld's Nautiz X4 is built to handle the toughest conditions in the world. It is IP65-rated and meets stringent MIL-STD-810G US military test standards for withstanding dust, sand, humidity, drops,

vibrations and extreme temperatures.

The Nautiz X4 weighs just 330 grams (11.6 oz). It features a high-brightness resistive touchscreen, a built-in five-megapixel camera and the customer's choice of a laser scanner or 2D imager for fast and easy data collection.

Refrigerated shipments make up a significant portion of Scandic Trans' business, and the Nautiz X4 doesn't skip a beat within the cold-storage environment. Scandic Trans is even using the Nautiz X4 to create a new temperature-monitoring system in cooperation with RTPro Oy, a manufacturer of fleet-tracking systems in Jyväskylä, Finland.

"We're developing a system to suit our own purposes, so most of the ideas are coming directly from us," says Riku Pöyhtäri, ICT manager for Scandic Trans. "RTPro is implementing these ideas to create a new product that allows a driver to monitor truck load temperatures in real time, anywhere and anytime, using the Nautiz X4. We're testing prototypes now and everything looks promising."

Thanks to the Nautiz X4's built-in GPS receiver, transport co-ordinators can plan routes based on precise location data and view units' positions in real time from their office computers, which helps to optimize routes, reducing expenses and worker hours.

"Installing the Nautiz X4 is easy and fast compared to previous devices we tried. There's no need to book several hours and hire an expensive mechanic to do the job. This saves money and time," Pöyhtäri says.



Thanks to the Nautiz X4's built-in GPS receiver, transport co-ordinators can plan routes based on precise location data and view units' positions in real time from their office computers, which helps to optimize routes, reducing expenses and worker hours

CASE STUDY 3

Each day, one of the world's largest parcels delivery companies manages the flow of more than 15 million packages, despatched to every corner of the globe. Since introducing the Handheld SP400X Imprinter to more than 100 sorting facilities across the US, it is enjoying significant efficiency gains and cost savings.

Customers expect their parcels to arrive on time, intact and at a reasonable cost, which means delivery and logistics companies must continually identify new technologies that can increase efficiencies, speed operations and cut costs.

The Handheld SP400X — the first and only scan-and-print solution to integrate 2-D imaging, inkjet printing and wireless communication in one device — enables parcel delivery companies and other high-volume logistic operations centres and postal service centres to streamline manual package scanning, sorting and labelling.

The goal for parcel delivery companies is similar to that of related companies of all sizes: to increase efficiency. That means taking a close look at processes for unloading, sorting and reloading packages for delivery.

The global parcels delivery company pioneering the Handheld SP400X has relied in the past on mobile trolleys loaded with thermal printers, PCs, monitors and keyboards to scan packages and print handling instructions onto packages.

The cumbersome and error-prone process required a team of three people to unload, scan and sort the packages. In a typical application, each employee had to be trained in complex procedures for operating and troubleshooting the

equipment. And then there was the environmental impact: The thermal printers used paper labels backed with liners, and the liners were ultimately turned into rubbish.

Given these inefficiencies and the related high costs, the company sought a mobile solution that would simplify the work processes from end to end while reducing costs and waste. Implementing the SP400X — a lightweight mobile device small enough to fit comfortably in a worker's hand — enabled the company to streamline operations and reduce the number of employees needed to unload, scan and sort packages.

The SP400X eliminates the need for paper labels and liners, as the device prints directly onto packaging, which costs less and produces less waste than thermal label printing. In addition, the SP400X can complete more than 1,250 scans and prints per hour, scanning and printing at speeds as fast as two seconds per cycle.

It operates on a lithium-ion battery capable of delivering up to 7,000 scans and prints per charge, and wifi compatibility allows the device to communicate directly with the company's back-end system in real time.

To operate the device, users simply aim the SP400X's scanner at a 1-D or 2-D barcode, postal code or OCR code

to capture supply-chain management information. The SP400X's integrated wifi sends the imaging data to a warehouse-management system and receives data sent back to the device.

Once the new information is received, the user rolls the SP400X across the area to be printed, and the device applies a fast-drying, smudge-free, non-toxic image directly onto any package surface, from plain paper to polyester.

In its largest deployment at the leading package delivery company, the SP400X is used to sort an average volume of 1.5 million packages a day. Over the lifetime of the device, operating costs are expected to decrease by \$18.8 million, with an additional capital cost savings of \$11.8 million. On top of this, the deployment is expected to significantly improve the package sorting environmental footprint by eliminating the need for more than 1,300 tons of paper.

Similar savings in operating, capital and environmental costs are possible for other high-volume logistic operations and postal service centres. By streamlining and simplifying operations, the SP400X can make unloading, scanning and sorting packages far less expensive and time-consuming for a wide array of companies worldwide.

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VEHICLE SECURITY

Donald Miller, Postford Mill, Mill Lane, Chilworth, Surrey, GU4 8RT
Tel: 01483 209100, Fax: 01483 209109, sales@unisto.co.uk

Security Seal – or Plastic Waste?

As pressure grows to reduce plastic waste, Donald Miller of security seal giant Unisto looks at the big questions for truck operators

The end-to-end management of plastic and metal seals is becoming increasingly important as pressure grows to reduce plastic waste. While road transport companies must, of course, take measures to protect the goods they are carrying, they must also be mindful the seals used can be fines (for littering) and bad publicity.

As part of their ISO17712 responsibilities, manufacturers of quality security seals must be able to inform HMRC or other law enforcement agencies about which companies they are supplying with seals, so it is vital drivers and security and transport managers take responsibility for disposing of spent seals considerately.

Good environmental housekeeping is also good security discipline, preventing a used seal becoming a test bed for future tampering.

Unisto has always advised customers to dispose of removed seals securely and is now emphasising the environmental imperative too. The company offers a reusable seal solution in C2K and Manta that are fit-and-forget solutions providing up to 35,000 sealing events per unit. They are also simple to administer, removing the need to regularly replenish single use seals and securely store, distribute and control them internally.

At Heathrow there has been a drive to reduce seal litter, and C2K and Manta electronic reusable seals are now commonly found on most vehicles regularly going airside. The seals' LED-lit display has also helped improve legibility in all light conditions. For single-use seals, a one-piece type truck seal such as Integer or Unilock – both manufactured in polypropylene – can be easily recycled together with other waste plastics. Metal strip seals can also be recycled with metal

waste items. Higher security tamper-evident seals are normally manufactured from a variety of materials with different melting points or including locking mechanisms of steel. These compound products are generally more challenging to recycle. However, the trade-off is greater security and flexibility of use.

To seal or not to seal

The question is sometimes asked, could the use of a security seal be avoided altogether? Especially if the journey is a single delivery from depot to delivery point without stopping. The argument goes that not fitting a seal could give the impression the vehicle is empty or carrying low value goods.

However, if your vehicle is branded, and if the route takes your driver through high-risk areas, you could be exposed to the risk of opportunist villains opening trailer or van doors and removing items that can be easily carried-off when the vehicle is stationary or in slow-moving traffic. In this situation, you should at the very least secure the doors with a key padlock or barrier seal as a plastic seal alone can be broken off easily.

Padlocks on vehicles bring their own issues, the first of which is key control. If drivers carry the keys, then padlocks should be controlled with tamper-evident plastic seals which provide clear indication if there has been any attempt to open the trailer doors.

Barrier seals and devices

Bolt and cable seals are the most common varieties of barrier seal. Cable seals are most often manufactured with bodies in aluminium or plastic, with cable and internal locks of steel. If steel and aluminium combined are used, waste



product can be recycled with your metals recycling.

A plastic body is not so simple to recycle as the plastic will burn-off well before the metal melts, but the fumes from burning plastics can be noxious. Plastic-coated bolt seals are in this category and generally should not be put in your metals recycling.

Although steel cables may be coated with plastic, it is accepted that uncoated cables provide the best tamper evidence: they splay when cut, making it impossible to rethread them into the mechanism, so the most environmentally-friendly is also the most secure.

Seal management

It is not enough to simply fit seals and hope for the best. Security seals are only as good as the protocols used to manage them, and the most robust security seals poorly managed do little but give a false sense of security.

When something goes wrong most of the blame is laid on the seal rather than the poor management processes that caused it to fail. Organisations should develop and maintain procedures for a wide range of processes including procurement, secure storage, distribution to users, correct application, inspection, record keeping and seal removal, as well as the management and final environmentally-friendly disposal of used 'dead' seals. The importance of correct training in all these stages cannot be overstated.

The Handheld SP400X is the first and only scan-and-print solution to integrate 2-D imaging, inkjet printing and wireless communication in one device





Unipart Logistics and Sky remove over 120 tons of single use plastic from supply chain as part of Sky Ocean Rescue.

Background

Sky launched Ocean Rescue in July 2017 with the aim of shining a spotlight on the issues affecting ocean health and finding innovative solutions to the problem of ocean plastics, whilst inspiring people to make the small everyday changes that collectively make a difference.

It is estimated that over 8 million metric tons of plastics end up in our oceans every year. As part of Sky Ocean Rescue, Sky made a commitment to remove all single use plastic out of their supply chain by 2020.

As Sky's supply chain partner of choice, Unipart Logistics were tasked with removing this plastic and identifying alternatives whilst remaining cost neutral.

Challenge

The challenges associated with removing all single use plastics can be summarised in three points:

- **Cost:** Plastic is significantly cheaper in comparison to alternatives that are currently available
- **Engagement:** In order to completely change the way an operation works; first people need to change the way they think and acknowledge the impact plastic has on the world around us
- **Pallet Wrap:** At present there are no market alternatives to wrapping pallets that mirrors the use of pallet wrap

Solution

Unipart set up innovation workshops designed to engage with all teams at all levels throughout the business. In these workshops, which included suppliers and Unipart's specialist environmental teams, ideas and innovative solutions were discussed to identify alternative packaging and drive efficiencies to pay for the additional costs. Solutions were then implemented across the entire operation.

Engineer's plastic bags were replaced with paper bags for stock shipments and reusables for waste returns. The well-known jiffy bags were replaced with bespoke boxes that had a dual seal to enable customers to return unwanted or faulty products, such as mobile handsets, set top boxes and routers. Customer's bubble lined jiffy bags were replaced with environmentally friendly green Jiffy bags with paper padding. On-site, paper tape and specialist water activated paper tape replaced traditional packaging cellotape and instead of pallet shrink wrapping, Unipart took on reusable Pallet Socks and versatile Loadhog Pallet Lids to securely protect pallet loads. Carboard pallet sleeves are also being trialled.

Results

In September 2017 there were 127 metric tons of single use plastic in the Sky supply chain operation. Today this has been reduced to just 2 tons, with further plans identified and innovation workshops ongoing to completely eradicate the use of single use plastic.

Unipart Logistics is a leading provider of logistics and supply chain services across multiple sectors

Unipart Logistics is part of the Unipart Group, a diverse Group of companies providing logistics, manufacturing and consultancy services across multiple sectors including; Automotive, Consumer, Defence, Health, Mobile, Rail, Technology and Utilities.

Unipart Logistics is a leading provider of logistics and supply chain services including, end-to-end supply chain management, global logistics, warehousing and omni-channel fulfilment, fleet and engineer support services, call centres and reverse logistics including disposition; repair and recycling.

Thinking differently, we encourage a culture of innovation at all levels of our organisation. Unipart Logistics is a trusted and valued partner for leading brands including Kimberly-Clark, HSS, JLR, Sainsbury's, Sky, Waterstones, Vodafone, Virgin Media and NHS Supply Chain.



Order Fulfilment



End to End Engineer Support



Returns



Supply Chain Strategy



Inventory Optimisation



Production Logistics



Distribution & Carrier Management



Repair



Customs & Brexit Planning



Supply Chain Visibility



Unipart Head Office

Unipart House, Cowley, Oxford, OX4 2PG

E: ulcontactus@unipart.com

T: +44 (0) 1865 383501

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