August 2021

LOGISTICSNEWS

The Independent Voice of the Supply Chain Industry

Programme for 2021 SAPICS Conference announced

SUSTAINABILITY

- *Three keys to making procurement greener*
- *Green supply chain management – the diamond in the rough*

UNREST IN KZN AND GAUTENG

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The impact of the looting and unrest in KZN and Gauteng on small business

It is estimated that the impact of the looting and unrest could cost the KwaZulu-Natal economy somewhere in the region of R20 billion and 150,000 jobs lost. The impact in Gauteng will be just as big.

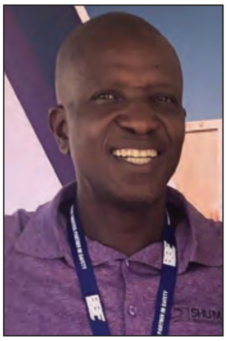
By Victor Nemukula, MD, Shumani Industrial Equipment

July saw extensive damage wrought to many shopping malls and some private properties, including delivery trucks. Most small businesses were looted to the ground and vandalised. Some might never open up again as most do not seem to have insurance. It is estimated that the impact could cost the KwaZulu-Natal economy somewhere in the region of R20 billion and 150,000 jobs lost. The impact in Gauteng will be just as big.

As most logistics companies could look for alternative routes into Africa and bypass South African ports, the impact on small businesses and job creation could be very severe as most stand to lose existing contracts.

Productivity was disrupted for several days, and the subsequent loss has impacted earnings. Most premises and warehouses were burnt, meaning some key customers could not operate as a result. Small businesses will struggle to survive as they might not get paid on time due to cash flow issues.

Those companies with operations in both KwaZulu-Natal and Gauteng have been doubly affected, again meaning there will be no work for small businesses that depend on the lifeline provided by these companies.



Victor Nemukula, MD, Shumani Industrial Equipment.

It is estimated that some companies could take up to two months before they may possibly resume normal operations. This means most small businesses could lose significant income during that time. In addition, they will still incur expenses that need to be paid. The ripple effect is that these obligations may not be honoured.

While Shumani itself so far remains unaffected, some of our large customers have been directly impacted as their businesses have been vandalised and looted. Obviously, it is still early days to determine the full extent of the consequences to which we ourselves might be exposed as a result.

We anticipate an immediate knock-on effect on payments as some customers are currently unable to operate on various sites. The implication for our bottom line is that we cannot invoice while this situation persists, which translates into under invoicing for some months ahead. •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Three keys to making procurement greener

Courtesy *Supply Chain Digest*

A recent report released by Procurious provides strategies for improving your company's green supply chain performance.

Going green and improving sustainability have been near the top of the procurement priority list for some companies for some time now, but with no clear roadmap to get there for many other companies, and many late to the green party.

A recent report released by Procurious, a networking group for procurement and supply chain professionals, says that the top strategy for improving a company's green supply chain performance is simply to directly collaborate with suppliers to change and improve sustainability practices.

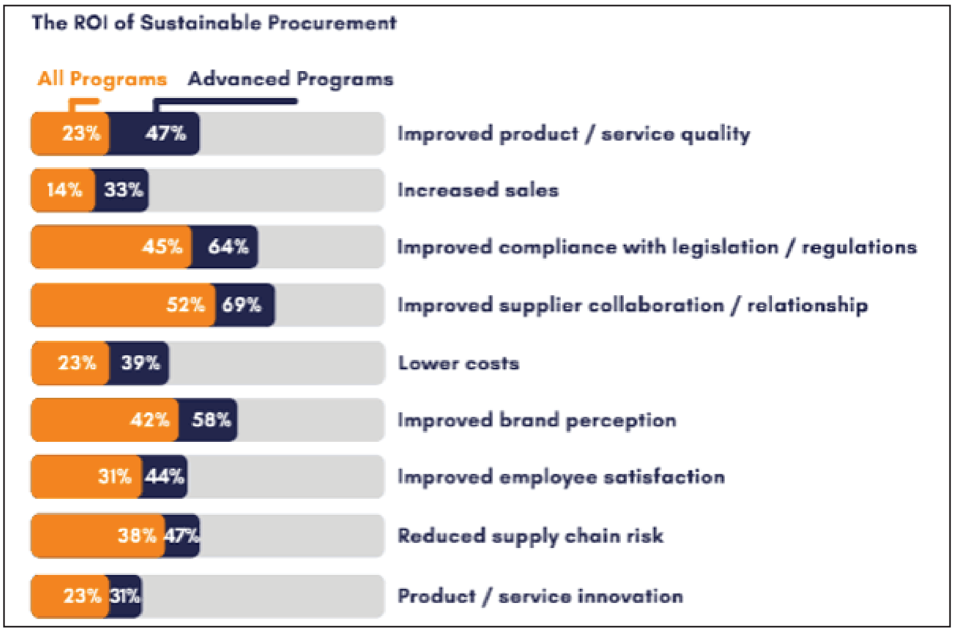
Beyond that basic strategy, the report recommends three other practices to accelerate the move to green. According to the SupplyManagement.com website, these are:

1. Increasing the weight put behind sustainability criteria in supplier selection decisions, cited by 45 percent in a survey of 470 procurement professionals as having had a meaningful impact.
2. Adjusting procurement KPIs to place greater weight on sustainability (42 percent).
3. Leveraging technology to monitor sustainability risks, news and events that may impact the supply chain (32 percent).

The report says it is impossible to drive positive sustainability outcomes without monitoring and engaging with the supply base. The survey also found that only 15 percent of companies were monitoring sustainability performance for more than 75 percent of their tier one suppliers, and 55 percent were monitoring 25 percent or less.

Fewer than 5 percent were monitoring suppliers below tier 1, while the lack of visibility was cited by 66 percent as the biggest challenge in managing suppliers, followed by an over emphasis on costs and the inability to collaborate.

The survey also found companies that were the greenest had the best financial results as well. Companies with advanced sustainable procurement programmes were twice as likely to report increasing sales and improved product and service quality as those with less mature programmes.



The most advanced green company also achieved greater return on investment in many areas, including increased sales, lower supply chain costs, more innovation and reduced supply chain risk.

The full report is available here:

Outsourcing in the winds of change

By Arno Meyer, arnom@richfield.ac.za and Aveshin Reddy,
aveshinr@richfield.ac.za of Richfield Graduate Institute of Technology

Outsourcing is a powerful tool for organisations to support and adapt their operations in a changing world.

Our world, or how we knew it, has seismically shifted since 2020. It has emerged as one of the most challenging and unprecedented years in recent history. Globally, we are still responding and looking to recover from the health and economic challenges posed by the COVID-19 pandemic.

To aggravate the situation, additional disruptive events such as Brexit, the Suez Canal blockade, natural disasters, political unrest and other issues have further contrived to drive global supply chains towards their breaking point.

Notwithstanding the above-mentioned disruptive events, organisations face a rapidly evolving landscape, including regulatory changes, continuous advancements in technology and the adoption of more advanced approaches by authorities to enforce compliance with regulations.

As a result, organisations have incorporated outsourced partners to circumvent productivity challenges, streamline their operations and add additional resources that may have been lacking in-house. It is essential to mention that outsourcing is not a new or a novel approach. Its roots can be dated back to the 1980s.

Outsourcing started as a way to reduce operational costs. Over time, the primary purpose of outsourcing evolved, and in the 2018 Deloitte Global Outsourcing Survey, reducing costs was no longer the primary purpose to outsource. It was overtaken by faster time to market, flexibility to scale, competitive edge and better user experience.

However, if we fast forward to the 2021 version of the Deloitte Global Outsourcing Survey, the results indicate that reducing operating costs is becoming a critical factor once again. Organisations are now choosing their outsourcing partner based on the extent of cost reduction. This has been mainly attributed to the global economic uncertainty caused by the COVID-19 pandemic.

Concomitantly, this shift in outsourcing drivers highlighted the many gaps in organisations' preparedness for disruptive times. Many organisations suspended operations whilst others saw their operations, sales and business relations diminish. Looking forward, there are opportunities and lessons to be learnt from this global disaster.

Outsourcing will play a significantly more strategic role in the short-term resilience and long-term growth of organisations. Traditionally, outsourcing focused on auxiliary activities to build capacity for an organisation to focus on its core operations. This promoted loose control over outsourcing partners. However, this approach was proven unsuccessful in the pandemic as supply chain outsourcing partners struggled to align themselves due to COVID-19 regulations and operational restrictions.

In light of this, the following areas warrant consideration in the context of future outsourcing arrangements:

- **Realignment.** There should be realignment with the overall outsourcing strategy and drivers. While the cost advantages of outsourcing will always be a significant attraction, organisations should increase their focus on creating more robust and resilient supply chains. Organisations should reconsider whether critical functions that may have been outsourced or offshored can be brought in-house or near-shored to local suppliers.
- **Governance.** Organisations should rethink their governance and control structures. Governance processes and mechanisms are often vital to the successful implementation and operation of outsourced arrangements. Organisations were forced to reduce some of their tight governance systems to fit the changing work environment, which was one of the themes that emerged early during the pandemic.

  Being agile and flexible in this context was a benefit to these organisations. It would be beneficial for organisations to have a more flexible structure of governance and control that can be adjusted depending on the conditions and the environment in which the organisation operates. This would also encompass the development of strategic relationships with outsourcing partners.
- **Contingency.** Organisations should increase their contingency measures by investing resources in low probability, high impact incident planning that translates into variable performance obligations and pricing structures hard-coded into the outsourcing arrangement. This will enable clarity on performance and price expectations if similar future disruptive events occur.

In one of his novels, Robert Jordan wrote, "The oak fought the wind and was broken, the willow bent when it must and survived." Likewise, the last year and a half has shaken the ground of many organisations. Outsourcing will remain a powerful tool for organisations to support and adapt their strategic goals in light of the changing 'winds'. •

Green supply chain management – the diamond in the rough

By Aveshin Reddy, aveshinr@richfield.ac.za and Arno Meyer,
arnom@richfield.ac.za of the Richfield Graduate Institute of Technology

A look at the concept of integrating sustainable environmental processes into the traditional supply chain.

It is well-known that diamonds are formed under conditions of intense pressure. Likewise, the 'formation' of green supply chain management (GSCM) has emerged due to increased pressure on organisations to improve their environmental performance and sustainability. To better understand the GSCM 'diamond', it is essential to consider the origin and composition.

Numerous attempts have been made throughout history to improve environmental performance within organisations without any significant success. However, a critical breakthrough occurred in 1987 when the *Brundtland Report*, a publication by the World Commission on Environment and Development (WCED), introduced the concept of sustainable development and described how it could be achieved.

According to the *Brundtland Report*, sustainable development can be encapsulated as: "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs." The report and its findings elucidated the importance of organisations to incorporate sustainability initiatives and policies within their business and operations. By understanding the foundation of GSCM, which is sustainable development, firms are able to understand that GSCM is not based on merely one component. The three essential elements of sustainability are environmental, social and economic sustainability.

Environmental sustainability refers to an organisation's impact and performance on an environmental level. In a supply chain context, it would refer to a reduction in waste generation, pollution, energy usage and recycling, to name a few. Apart from ensuring the environment's well-being, some of the additional benefits of improving environmental performance include a better public image of the organisation and adhering to governmental policies.

Social sustainability refers to human health, justice, education and resource security, among other essential social elements in society. It could refer to initiatives such as using local rather than foreign suppliers and responsible sourcing techniques.

Economic sustainability refers to an organisation's job creation capability, conservation of resources and organisational practices to safeguard the organisation from potential risks. The benefits here are obvious: better organisational performance will translate into improved employee benefits and investment into environmental initiatives.

Interestingly, many organisations have been primarily focusing on the environmental aspect, and have been neglecting the social and economic elements of GSCM. As a result, many organisations have been accused of 'corporate greenwashing', in which they delude consumers into believing that their products are environmentally friendly.

In the last year and a half, the global pandemic of COVID-19 and resulting global isolation has forced consumers to reflect on many challenging elements in our society and on our planet. One clear implication is that consumers, investors and auditing bodies are less inclined to accept disingenuous messaging around sustainability.

Consequently, GSCM remains a widely misunderstood diamond in the rough. For organisations that truly want to adopt a GSCM approach, we recommend what we self-coined as a '3C approach' to GSCM. Firstly, organisations need to conduct a thorough investigation into their entire supply chain operations as many organisations claim to be dedicated to sustainable practices, but aren't. How sustainable can an organisation be if it fails to investigate its suppliers' practices, it overworks its employees and places profits above ethics?

Secondly, organisations should create a more circular supply chain by moving away from the traditional 'take-make-waste' linear model to a 'reuse, regenerate, refurbish and resale' methodology that positively impacts environmental, social and economic sustainability.

Lastly, organisations should commit to GSCM initiatives. The initial investment and process changes may cause many organisations to ignore opportunities to reuse materials. However, contrary to popular belief, GSCM is more economical in the long run for organisations.

Supply chains are the links that unite the global industry. Organisations looking to stay profitable during and after the current pandemic should focus on meeting the demands of their consumers. Therefore, as Shirley Bassey famously sang, "Diamonds are Forever", organisations should invest and refine their GSCM 'diamond'.

6 things to look for when choosing a 3PL partner

By Katarina Betterton

Thinking of hiring a third-party logistics (3PL) partner? Here's how to choose the right one for your business.

For e-commerce business owners, filling orders in-house may become unfeasible or unrealistic as demand grows and the business scales. When it's no longer viable to fulfil orders in house, it's time to turn to a third-party logistics (3PL) or fourth-party logistics (4PL) partner to outsource and expand your fulfilment strategy. Here's what you should know about working with a logistics partner and how to choose the right one for your business's needs.

What is a third-party logistics (3PL) partner?

Third-party logistics (3PL) partners handle outsourced inventory management, warehousing and order fulfilment for another company – usually (if not always) an e-commerce business. 3PL partners are experts with the right tools and infrastructure to maximise fulfilment logistics, which affords the merchant time to focus on other aspects of their business.

3PLs versus 4PLs

Both 3PLs and 4PLs take care of inventory management, warehousing and transportation or execution logistics. However, they have their differences:

• 3PLs

Third-party logistics partners only focus on the outsourced operations of order fulfilment and transportation. In essence, 3PLs act as the subcontractor to an enterprise or company that maintains managerial oversight, but outsources the inventory management and fulfilment logistics of the orders.

• 4PLs

A fourth-party logistics partner handles the oversight of the logistics process in addition to everything a 3PL does. Most often, companies that choose to use a 4PL want the partner to offer strategic insight on and handle the entirety of the supply chain. 3PLs tend to be more transactional focused, whereas 4PLs aim to offer complete coordination of vendors in the supply chain at the best value.

Benefits of using a 3PL

Businesses looking to use a 3PL can expect many benefits from the partnership, including:

- Gaining expertise. Businesses working with a 3PL can gain valuable insight to potential issues when shipping, make connections in the industry, learn how to better streamline processes and more. For e-commerce companies with international business, working with a 3PL also removes the stress of attempting to learn and comply with international shipping regulations.

- Saving time and money. Some of the most valuable benefits of working with a 3PL revolve around the efficiency and effectiveness of their knowledge to save you money. Outsourcing inventory management tasks to a 3PL streamlines the work and allows you to focus on other aspects of your business. In addition, your 3PL partner can identify potential costly issues in the supply chain and proactively work to mitigate the risks.

- Scaling operations. Partnering with a 3PL remains a vital step in scaling a business. With a 3PL's help, companies can expand their reach for order fulfilment, have easier seasonal transitions, save money on resources and labour, and use reclaimed time to focus on business and product development.

How to choose a 3PL partner

Choosing the right 3PL partner for your business involves several considerations, and it's important to not focus on a single metric such as cost alone. To that end, think through the following list when researching and talking to potential partners:

• Security

Not only should your 3PL have all necessary safety training and compliances for its employees, it should also ensure protection of your data and resources. Partners who have certifications will take safety and security seriously.

• Good customer service

Part of a healthy business relationship is respect and good customer service. 3PLs with eager-to-help, creative, problem-solving team members can save you money and provide an enjoyable working relationship.

• Scalability

It's important to plan for the future and choose a 3PL that can handle your expected growth. All other factors considered, the 3PL you choose should be able to propel your business forward and keep up with constant growth, not struggle to keep up.

• Customisation

Depending on your industry, you may need varying levels of customisation for your business. Ensure your chosen 3PL partner knows exactly what you expect when it comes to customisation, whether it's multi-channel capacity or customer experience.

• Compatible technology

Along with scalability and customisation, ensure the 3PL has enterprise-level technology to keep up with your business's demands, needs and changes. It's also important that the 3PL has a knowledgeable IT team to help troubleshoot any issues.

• Positive reputation

The right 3PL partner not only meets all of your current and future business needs, but also has a positive reputation in the industry. 3PL partners can connect you with a larger network of vendors such as marketing agencies, packing vendors and more. •

Roads crucial to growth in SA

Gavin Kelly, Chief Executive of The Road Freight Association, says that the condition of our roads needs to be addressed urgently to prevent further damage to the economy.

Gavin Kelly, CEO: The Road Freight Association

The Road Freight Association (RFA) is deeply concerned at the deteriorating state of South Africa's roads and the severe consequences of this. In a recently-released report titled *South Africa's Road Construction Industry – A Regional Look* by consulting company Frost & Sullivan, it was stated that more than half (54 percent) of the country's unpaved road network is in poor to very poor condition, while 30 percent of the paved network is in poor to very poor condition. The internationally accepted norm is that not more than 10 percent of a road network should be described as "poor to very poor".

The South African National Roads Agency (SANRAL) is currently responsible for just over 22,000km of paved roads, or 3.6 percent of the road network and 6 percent of that can be described as being "poor to very poor", mostly as a result of provincial roads recently handed over to SANRAL to manage.

The steady and continual downward trend of the condition of South Africa's roads needs to be reversed as a matter of urgency. The reasons for this trend have been clearly highlighted in the Frost and Sullivan report – and these need to be corrected.

A well-maintained road network is critical for South Africa. Roads are the arteries of the country – allowing people and goods to move – for business, career, pleasure or personal reasons. They are crucial to the development of any nation and are the foundation to alleviating poverty and facilitating the move of individuals to better lives, where there are better opportunities.

It is a misnomer to think that the only roads that matter are the beautiful multi-lane national roads. Whilst they are, of course, exceptionally important, the rural infrastructure is what gets all the agricultural, mining and first level manufactured goods to the processing and manufacturing centres. Without these roads – and many of these are dirt roads – the nation will not be able to feed themselves. Within towns and cities, the road networks allow greater movement of society for work and pleasure purposes, as well as for the movement of crucial items, including medical supplies, security, infrastructure maintenance and support. The recent stories in the media regarding the state of roads in a North West town, which has led to a manufacturer relocating, is a very good example of how local, smaller roads are required to provide efficient, safe and reliable services.

Maintenance and development of roads has been a long festering sore in the eyes of the public – especially with the whole matter around the e-toll Gauteng Freeway Improvement Project (GFIP).

Roads must be maintained. Once they fall into disrepair, the rate of accidents will increase, the cost of maintenance will spiral, and in the freight sector those costs will be passed on to the consumer as there is no other choice. In addition, the reliability of many services, such as ambulances, police, fire services and electricity maintenance, will be nil.

Authorities need to be held accountable for the roads under their care, for the allocation of funds for roads that they receive (but is often spent elsewhere), and the use of those funds in the road network.

The loss of skills and expertise in engineering, design and construction cannot continue. Roads should be funded by the general fuel levy (GFL). If this levy had been applied solely to roads in the manner required many years ago, this would have ensured that periodic maintenance would occur, and we would not have the roads we have today. As at April 2021, the GFL was R3.93 per litre, or approximately 23 percent of the retail price of petrol. It is estimated that the GFL will deliver R86-billion to the treasury to be applied as the Minister sees fit.

The fuel levy should be ringfenced and allocated to SANRAL. This agency can hold various road authorities accountable, whilst also providing expertise, assistance in identifying reliable road contractors and engineering support. The Portfolio Committee on Transport and a public oversight body – similar to the National Energy Regulator of South Africa (NERSA) but not a state-owned enterprise – should then hold the Minister of Transport accountable for the state of the roads and ensure that the maintenance, repair and development occur as required. •

Procurement in South African logistics

Courtesy www.bizcommunity.com

Procurement is becoming ever more powerful in South African logistics. Here's why it matters.

Procurement teams responsible for securing suppliers are actively putting their companies in a more competitive position to make them sustainable both in the short and long term. In many respects, procurement is viewed as the quintessential facilitator of business strategy. In South Africa, the need for effective procurement has never been greater.

South Africa is emerging from more than a decade of destructive graft, and while President Cyril Ramaphosa has a lot of work to do in terms of regaining public trust, there are strong indications that government hopes to work with the private sector to rebuild state enterprises for the good of the country. Government's new, more trade-focused approach presents a golden opportunity for businesses to work more closely with the state while enhancing their own operations and reputations in the process.

Willem Bekker, Bidvest International Logistics (BIL) Supply Chain Solutions Manager, says from the outset, it is important to relay operational or business requirements to a procurement team in a way that allows it to translate these requirements into a request for tender. "Finding a supplier that fits with the division or department's vision and helps them reach their strategic goals is essential," says Bekker.

BIL's National Commercial Manager, Lodi Borstlap, says there are four distinct challenges that need to be met: allowing poor quality for lower costs; the provision of unclear specifications and requirements; not undertaking supplier assessments; and not fully understanding supplier capabilities.

Both Bekker and Borstlap believe operations teams or those doing the work on a day-to-day basis are best placed to brief a company on procurements. Among their tips for briefing procurement teams effectively are:

- Communicate full scope of work in person by means of an initial workshop of the brainstorming session.
- Do not rush procurement processes due to tight deadlines – it can end up costing you dearly.
- Gain buy-in and explain the purpose, aim and goal that the business is looking for long-term improvement and gains, not a short-term win.
- Involve all internal parties from the onset.
- Ensure full alignment in the company's overall business goals and how the supplier fits into the process of achieving these goals.
- Ensure full alignment on the expected output/deliverables of the process.

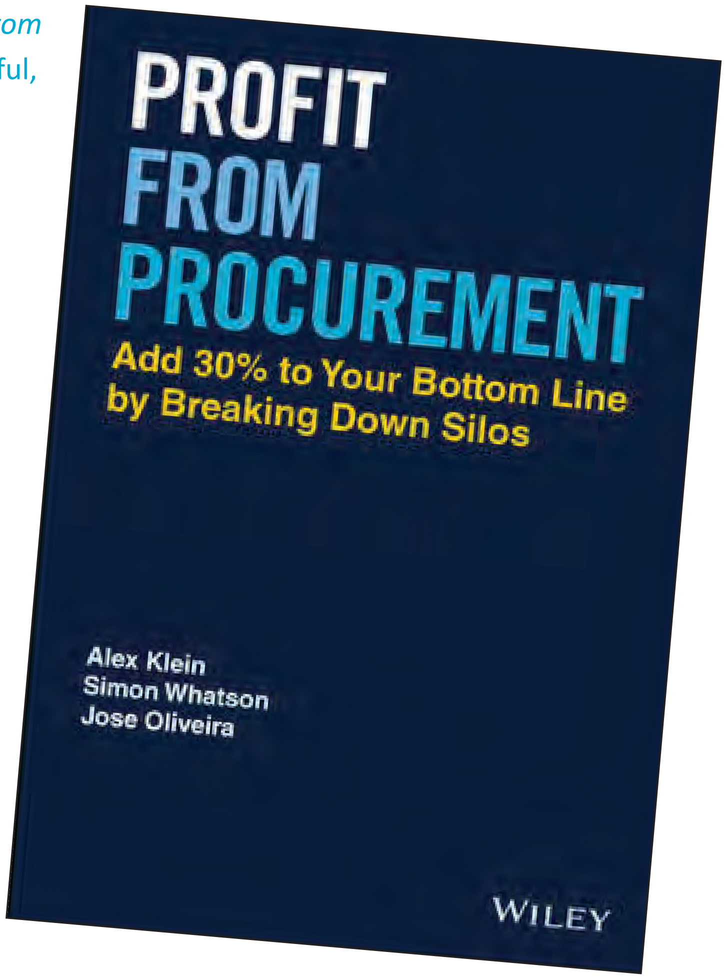
For Rhett Oertel, BIL's Head of Sales, it is critical that the tenderer understands what the objectives of the tenderee are by asking questions related to the purpose in going out to tender, to understand whether the tenderee is motivated by price, service or product offering.

When responding to a tender, Oertel suggests that the operational aspects of a tender be drawn up by the operations or logistics team. "These will then need to be mapped against the current business processes to ensure that all aspects are covered. Once this is done, include the procurement and finance teams to ensure that their interests are covered and to ensure that the tender is thorough and complete."

In terms of finding the best possible supplier, BIL Supply Chain Solutions Engineer Ishan Hutheram says businesses should always look for those that stand out for their innovation and willingness to go the extra mile, for example measure the performance of the supplier on value, not just cost, and look for vendor or supplier availability, flexibility and consistency. •

Profit from Procurement

Profit from Procurement: Add 30% to Your Bottom Line by Breaking Down Silos delivers an insightful, compelling and fresh take on a subject that typically comprises 50 percent of a business's total costs: Procurement.



Alex Klein, Simon Whatson and Jose Oliveira, leaders at the world's largest dedicated procurement consultancy, highlight the limitations of the traditional, functionally siloed approach to procurement, and demonstrate how significant EBITDA gains can be made by lifting procurement out of the back office and enabling it to fundamentally reset a company's cost base in *Profit from Procurement: Add 30% to Your Bottom Line by Breaking Down Silos*.

Its accessible, frank and refreshing style, combined with practical, actionable advice, based on the authors' extensive real-life experience, make it a must read for any executive looking to make an impact through procurement.

The book offers readers a practical and concrete roadmap to optimising, integrating and deploying a company's procurement capabilities, creating a less siloed, more impactful function. Readers will learn how to:

- Plan their company's procurement transformation.
- Reskill teams for the coming change.
- Reposition the procurement function to become the driver of cross-functional change.
- Integrate new topics such as digitalisation and sustainability into their procurement roadmaps.
- Ensure that procurement efficiencies are fully reflected in bottom-line profits.

Perfect for C-suite executives and procurement professionals at companies of all sizes, *Profit from Procurement* belongs on the bookshelves of every employee and leader tasked with company operations and profit strategy.

About the authors

Alex Klein is COO and Co-founder of Efficio, the world's leading procurement consultancy. He works with large blue-chip corporations and mid-sized, PE-owned companies to help them execute global procurement transformation programmes.

Simon Whatson is a Vice President at Efficio's London headquarters. He supports companies across sectors to augment procurement's value proposition through multi-year programmes, has led industry thought leadership reports on technology and talent in the industry, and speaks at global conferences on the topics.

Jose Oliveira is a Vice President at Efficio's New York office. He supports companies and their investors by embedding procurement as a core business function, establishing cross-functional engagement and stronger commitment to change management. •

Exceptional programme announced for 2021 SAPICS Conference

Organisers of the 2021 SAPICS Conference for supply chain professionals have announced a compelling array of presentations for this year's event.

Temitope Ogunfayo of Procter and Gamble.

The annual SAPICS Conference is Africa's leading event for supply chain professionals. Reflecting the challenges faced and overcome by the supply chain profession as a result of the COVID-19 crisis, the theme for this year's 43rd SAPICS Conference is 'Refine, Rebuild, Reconnect' from 24-26 August.

"Supply chain professionals from South Africa and around the world will get to reconnect at the 2021 SAPICS Conference, to share knowledge and experience, learn from each other and ensure that global supply chains are perpetually resilient and able to keep the world turning," comments SAPICS President MJ Schoemaker.

The renowned international and South African speakers on the programme for the virtual, three-day conference will share inspirational and educational success stories, enlightening case studies and presentations focusing on new concepts and technologies.

Keynote speakers

- A presentation entitled 'The Upside of Down' by broadcast journalist and writer Bruce Whitfield will show delegates how important it is to have a growth mindset in a deeply complex environment where we are often paralysed into inaction through fear and indecision.
- Lloyd Keays, Global Senior Director Strategy-Solutions Engineering at SAP in the Netherlands, will look at how blockchain is a game changer for corporates and their supply chains.
- Daniel Stanton, author of *Supply Chain Management For Dummies* and popularly known as 'Mr Supply Chain', contends that there has never been a time in history when supply chain management was more important for society than it is right now.
- How to stop money leaking through the supply chain and draining the bottom line is the subject of this year's presentation by supply chain risk specialist Jane Tierney, Founder and CEO of Purple Link in the USA.
- Temitope Ogunfayo, Senior Director, Supply Network Operations, Babycare (IMEA) at Procter and Gamble in the United Arab Emirates, will present 'Best Business Partners – How Supply Chain Leaders Can Play the Game'.
- Supply Chain transparency, traceability and equity will be in the spotlight in the presentation by Ashish Gadnis, Co-founder and CEO of BanQu Inc.
- Carol Ptak, a partner with the Demand Driven Institute, and Richard (Dick) Ling, who is widely regarded as the 'father' of sales and operations planning (S&OP), will share their deep experience with South African supply chain professionals.
- Kristen Cox is the world's leading authority on how to apply the Theory of Constraints to governments and non-profit organisations.
- Scott Luton and Greg White, the hosts of Supply Chain Now, a powerful digital platform connecting supply chain professionals around the world, will share their insights on what the future holds for supply chain management in their keynote presentation

Exhibition and networking

"In addition to an outstanding line-up of speakers, the event offers an exhibition with a wide variety of exhibitors demonstrating products and services," Schoemaker reveals. "Delegates will be able to spend time with the exhibitors and make the most of the networking opportunities that the virtual platform provides. It even allows for delegates to enjoy face-to-face meetings."

A panel discussion on the digital transformation of supply chains will be facilitated by Cobus Rossouw, Executive Vice President: Digital and Information Technology at Imperial, South Africa. He will be joined by special guest panellist Sean Culey, a globally recognised business transformation expert and author.

Tonya Lamb, Business Development Executive at SAPICS, will facilitate a panel discussion on the development of small, medium and micro enterprises (SMMEs), including the enormous value of the exciting new training and support programme launched by SAPICS specifically to boost SMMEs by building their skills in the important area of supply chain management. •

Recovery of the transport industry shows potential

According to the latest Ctrack Freight Transport Index, the overall logistics sector continues to show huge growth with year-on-year increases of 26.4 percent.

The quarter-on-quarter improvement in the index bodes well for the second quarter GDP growth at present. Economic activity was relatively strong in the second quarter, although some of the improvement was due to higher export prices and some catch-up of other economic activity after the harder lockdown in the first quarter.

"While growth in the majority of sectors measured by the Ctrack Freight Transport Index is great to see, unfortunately, a variety of external factors will see this growth remain stagnant or even decline in the short term," says Hein Jordt, Managing Director of Ctrack SA.

However, it is expected that the recent stricter lockdown measures may have had a negative impact on the service portion of the country's GDP, so only time will tell if the freight transport and GDP relationship remained as is during the second quarter.

Road, sea freight

Measuring the changes in the activity of the different transport sectors over a two-year period indicates that the majority of the sub-sectors measured by the index have not yet returned to pre-COVID-19 levels. Only road freight has fully recovered and surpassed previous levels, mainly to the detriment of rail freight, which still struggles along.

Rail transport is still about 16 percent off its previous highs due to factors such as some derailments on the coal line and some problems on other lines that continue to hurt the sector.

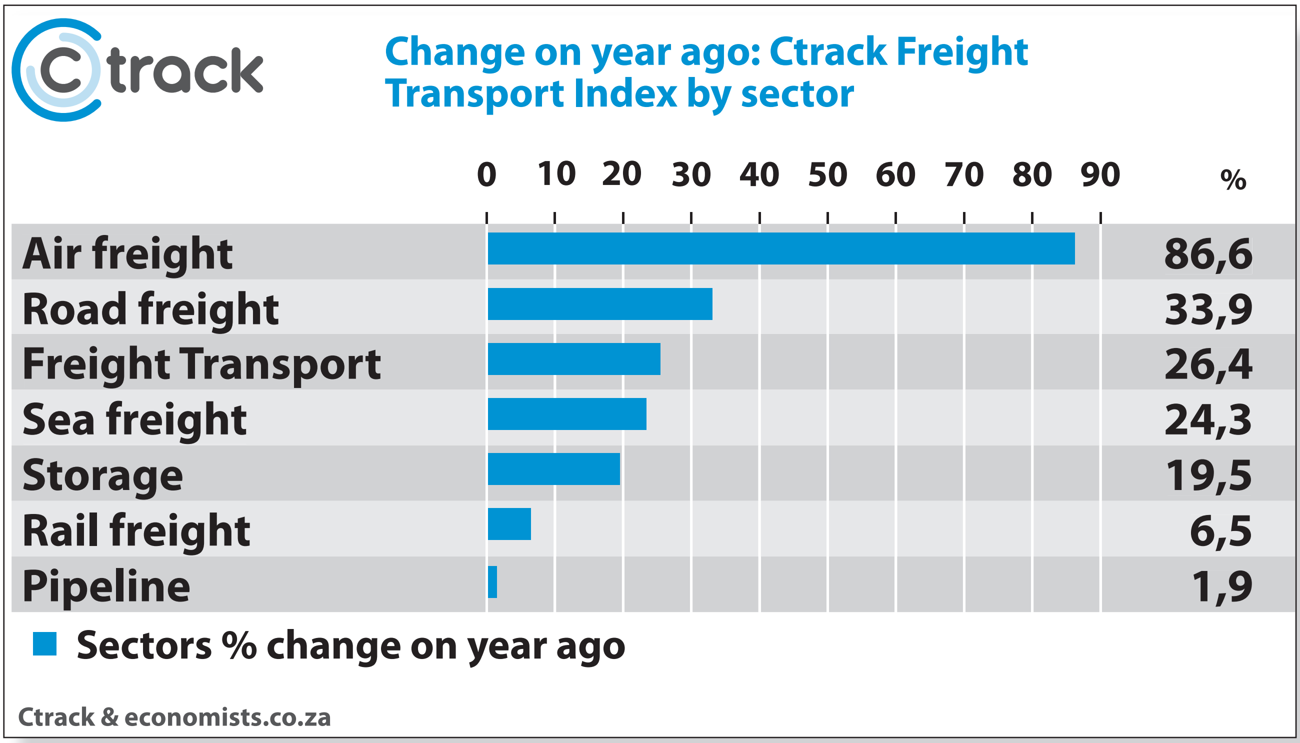
Sea freight is very near to previous levels, and that is encouraging. Overall, the freight logistics sector is still about 3 percent away from its prior highs.

The current performance of the index is based on data from June, and it is expected that the looting and Level 4 restrictions experienced during July will have a negative effect on various sectors, including air and sea freight, and naturally road and rail freight too.

The recent closing of the N2 and N3 and Transnet ports due to looting and unrest will most definitely mean that the index for those sectors will show month on month declines in July and August.

The effects that the recent unrest will have on the entire transport sector are concerning. The knock-on effect of road and port disruptions will include negative impacts on rail, pipelines and perhaps even air freight. The effects of the riots and lockdown Level 4 have not yet been felt, and we will have to wait for the July numbers before we can truly ascertain what effect it all will have on the transport industry.

"While the recent unrest was frightening to see, it once again highlights the need for a reliable tracking and fleet management solution. Ctrack offers a wide variety of bespoke solutions for every industry. These solutions will ensure that vehicles and cargo are always visible and contribute to increased safety and ability to plan around any delays," adds Jordt.



SA container traffic

Since 2010, South African container throughput has increased by 19 percent. A 19 percent improvement in 11 years is a far performance from the overall SA economy, which only experienced an increase in GDP of 3.6 percent over the same period, reveals the index.

This growth is partly because containers are becoming increasingly popular for the international transportation of goods as containers can easily be transported by various modes.

In the quarter ending in June, South African ports handled over 13,000 TEUs a day. TEU represents a twenty-foot equivalent unit, meaning that the actual number of containers could be far less with many containers these days of the forty-foot size. Regardless, this still represents a figure of at least 6,500 containers a day.

More than half the total containers passing through South Africa are handled by the port of Durban, which moves approximately 4,150 containers per day. This equates to three containers a minute that need to move in the port of Durban.

While the numbers are impressive, it shows the serious problems Transnet Port Terminals (TPT) faces when it must do manual loading and sorting due to factors such as a recent computer hack.

The recent delays at the ports will have a further negative effect on the road and rail freight sectors, which will, in turn, have a negative effect on the overall Ctrack Freight Transport as well as the South African economy as a whole.

While South African container throughput has grown admirably at 19 percent in the last 11 years, this is well below the global average. Global container throughput has increased by 52 percent over the same period. Slow growth compared to the global average indicates that exports from South Africa are not growing in volume at a satisfactory rate.

An additional contributing factor is that South Africans have become poorer in real per capita income. The country can no longer afford as many imports as was possible before 2014, and this has also had an impact on the throughput of containers.

Much of South Africa's current good export performance is due to high commodity prices rather than improved or more efficient production. "In other words, South Africa is slowly losing out on global opportunities," says Jordt. •

Logistics companies join the fight against hunger

SA Harvest is taking a revolutionary approach to ending hunger in South Africa by addressing flaws in the current food ecosystem and creating a food rescue initiative.

Leading logistics companies have responded with speed and generosity to help food rescue organisation SA Harvest address the post-riots devastation and hunger in KwaZulu-Natal and Gauteng.

These include Waterford Carriers from Johannesburg and Time Link Cargo from Cape Town, along with additional logistical support from Bex Carriers and Bulldog Hauliers. "Their contribution is incalculable and made the provision of over 90 tons of food, toiletries, baby food, nappies and other essentials possible within a matter of days," says SA Harvest CEO Alan Browde.

Dave Featherstone, Waterford Carriers' owner, says that it's been a privilege to be able to help. "Our country faces a hunger crisis that the riots exacerbated and for us to be part of the solution was just amazing for our company and all who are a part of it," he says.

SA Harvest's response to the rioting and looting began immediately as the severity of the damage and the ensuing shortages became evident. Since launching in September 2019, SA Harvest has built up a strong infrastructure, logistical and technology capabilities, and was therefore able to respond immediately and efficiently. Since its inception in

October 2019, this national food rescue organisation has delivered the equivalent of 7.5 million nutritious meals to food-vulnerable communities throughout South Africa.

Ending hunger in SA

SA Harvest was established in 2019 when around 14 million people were going hungry every day. Since then, the need has increased due to the extended lockdown and consequent increase in unemployment to unprecedented levels.

The organisation is taking a revolutionary approach to ending hunger by addressing its systemic root causes, leveraging innovative technology and simultaneously tackling the immediate need through rescuing nutritious food that would have gone to waste and delivering it where it's needed most.

In South Africa, 10 million tons of good food go to waste every year, which is one third of the 31 million tons produced annually in the country. Around 90 percent of organic waste, including food, ends up in landfills, leading to the production of methane gas, which is a significant contributor to climate change and global warming.

Browde explains that SA Harvest is on a mission to redirect large scale food waste throughout the entire food chain to where it is needed the most by collaboratively and technologically addressing the current flaws in the food ecosystem.

"Our current emphasis on ending hunger in South Africa is food rescue. We work with food donors (manufacturers, farmers, retailers) to rescue this food and redirect it to beneficiaries who convert it into nutritious meals," says Browde. Most of this wastage and loss occurs early in the food supply chain, where 50 percent is lost during the post-harvest phase, 25 percent during processing and packaging, 20 percent during distribution and retail, and 5 percent at consumer level, according to a 2017 article in *Farmer's Weekly*.

"With the right technology, logistics and enablement platforms, we can access significantly more nutrient rich food to deliver it where it's needed the most."

Logistical needs

SA Harvest has a fleet of refrigerated and other vehicles operating from warehouses in Briardene in Durban, Epping in Cape Town and Sandton in Johannesburg. A proprietary technology platform is being built to enhance the organisation's logistics capability, which will help enhance the efficiency of the entire food rescue supply chain. "This platform will allow for knowledge and data sharing with NGOs and other key stakeholders and bring about the collaboration needed to build solutions. It empowers how we tackle the problem of food waste in South Africa and eventually scale sufficiently for our industry to be more effective."

Browde says that solving hunger at the scale it exists in South Africa ultimately boils down to logistics solutions. "No one company can acquire enough vehicles to accomplish this massive task. We have a huge need for logistics partners who can become part of the solution. Through our technology platform and the mapping of food donors and those in need, empty and under-utilised return loads could make all the difference and we implore logistics companies to help us end hunger in South Africa".

SA Harvest is able to issue a Section 18A certificate to all donors of tangible, billable products and services. This includes logistics, with the value being based on the value of the load and the distance in kilometres. Section 18A certificates allow organisations to deduct up to 10 percent of their taxable income. "Giving makes good business sense. Donating allows you to communicate your CSI initiatives and, through the Section 18A, saves money on your bottom line."

He concludes, "The response from logistics companies to the call for assistance with our KZN relief efforts was overwhelming and highlights the enormous role they have to play in the world of food rescue and in developing systemic solutions to hunger. It is inspiring how South Africans come together to assist one another when facing crises – it's one of the most uplifting experiences of living in this country."

Logistics companies interested in partnering with SA Harvest can contact Margolite Williams on 079 495 4433 or email her at margolite@saharvest.org. •

SA needs to diversify its supply chain networks

By Lebo Letsoalo, Supply Chain Coach, MD of SINCPOINT

The recent unrest has prompted the question: Could the supply chain networks and links operate differently to prevent similar disruption in future?

South Africa relies on the use of road transport, amongst other modes, for the delivery of goods across the country, and because of the increased traffic congestion the logistics sector already struggles to deliver on time. It is estimated that more than 80 percent of freight in South Africa is transported by road.

The recent unrest in the KwaZulu-Natal and Gauteng provinces (and some small parts in other areas), which caused significant damage to key infrastructure and facilities, means this has now officially become worse.

The reality is that the recent protests, followed by a massive looting spree causing unprecedented levels of unrest, have destroyed and disrupted vital transport, logistics, warehousing and distribution facilities in the two provinces. The South African economy was already reeling from the impact of the COVID-19-related lockdown and the general supply of goods and services was already suffering. This crisis can only exacerbate these challenges. With high levels of unemployment and inflation, a contracting economy coupled with stagnating recovery and dwindling industrial activities, we are officially in grave trouble.

Today, fears of food insecurity and shortage continue to rise, and because of the density of the situation there are new fears of potential other lootings for essential supplies. With major logistics companies already reporting huge disruptions to their operations, there is no telling when normalcy is a possibility.

Already, a couple of companies have announced their inability to honour their contractual obligations due to the damage incurred. State-owned transport operator Transnet declared force majeure last week on the vital Natcor (Natal Corridor) rail route that connects KZN and Gauteng. The South African Petroleum Refineries, which is responsible for 35 percent of the country's fuel supply through Shell and BP outlets, also implemented a force majeure due to the disruptive unrests. Some logistics companies grounded their operations in risk areas. This has raised fears of fuel shortages across the country, posing more threats to economic activity.

Lebo Letsoalo, Managing Director of SINCPOINT.

While some calm has been restored in the two provinces, the damage is already done. The long-term consequences of this damage will be felt in the years to come – from more loss of jobs and closure of businesses to a reduction

in fiscal income due to lesser tax contributions, large scale disinvestments and slowing FDI flows. This has a ripple effect on the state's ability to foster economic recovery, pay social grants and build key economic infrastructure (or even maintain existing ones). Essentially, the riots make our economic prospects even grimmer.

Could this have been avoided?

I believe that we could have handled the situation better and reacted much quicker. However, there are lessons to be learned in a crisis. This situation offers a unique opportunity to strengthen our ability to detect and prevent similar uprisings in the future and to understand the root cause of this crisis. I think we can all agree that at the root of the unrest are socio-economic challenges including high youth unemployment and poverty, inequality and widespread fatigue caused by the pandemic – all being exploited somehow through the politics of today.

Rebuilding our supply chain sector

These disruptions not only affected essential supplies, but also affected medical and vaccine distribution, delaying the country's vaccination programme by several months. This begs the question: Could the supply chain networks and links operate differently to prevent a similar disruption in the future?

I believe that technology can help us better pre-empt, mitigate and respond to disasters. Artificial intelligence, for example, could help us collect and interpret important data and therefore make better decisions through information.

Additionally, technological integration of our supply chain networks and distribution could also help the industry continue to serve the market even when disruptions occur. Alternative logistics technologies such as drones could be used right now to distribute supplies even to risky areas. A deliberate reinvestment into our manufacturing sector will also be key in ensuring that we not only get out of this difficult situation, but prevent shortages when disruption occurs. I also believe that by now the government should have realised the importance of SMMEs to our economy, especially township economies, and therefore should invest more in fostering the successes of these businesses.

Lastly, still on the subject of diversification of our supply chain networks, the country needs to invest in the resuscitation of our rail infrastructure, expand on it and introduce modernised locomotives for efficient transportation of goods. This means improved, dynamic and integrated logistics strategies that not only protect the sector from disruptions, but also enable an advanced and efficient service offering. •

New partnership benefits transporters

Cash flow relief is in sight for the hard-pressed road transport industry as a new partnership allows transporters to refuel on credit at cash fuel prices.

In a first for on-road truck refuelling in South Africa, transporters now have access to a credit solution with the cost benefits of cash refuelling, but the convenience and control that go with credit.

The new refuelling solution is the brainchild of Standard Bank Fleet Management and Truckfuelnet, one of the biggest independent on-road refuelling companies in southern Africa. The partnership is intended to assist trucking customers take control of their fuel spend by combining Truckfuelnet's all-in-one refuelling management system with the ultimate solution in the petroleum industry – best on-road refuelling price with the option of a credit facility at Standard Bank.

"Transporters are under enormous cost pressure from a multitude of factors, one of the largest being high and ever-increasing fuel prices. This on-road refuelling solution integrates the best of both worlds, cash and credit, so that transporters can obtain some much-needed cash flow relief," says Justin Thomas, Head of Strategic Alliances at Standard Bank's Fleet Management Services.

John-Stephen Ferreira, CEO of Truckfuelnet (TFN), elaborates that the TFN prepaid solution placed a burden on transporters' cash flow during the month. Now, with the Standard Bank credit solution, transporters get the same benefit at point of sale (e.g. diesel rebates) as with the prepaid solution.

Ferreira says its network of independent and franchised retailers are located on national and provincial roads across South Africa, with cross-border suppliers in Botswana, Mozambique, Namibia, and Zimbabwe.

With this groundbreaking technology, trucking companies can experience the following on-road refuelling benefits:

- Schedule refuelling orders; SMS orders for quick refuelling; select suppliers with best zones and prices where trucks can refuel; set the rules for refuelling; authorise refuelling from the mobile app; view refuelling transactions and account balances from the mobile app.
- Immediate real-time transaction reporting on all transactions.
- Detailed account and transaction reporting on all transactions per supply site, truck, and driver.
- Comprehensive functionality to administer and manage subcontractor refuelling, account status and credit limits.
- Add trucks, authorise transactions and manage truck refuelling rules from the comfort of your customer dashboard.
- 24/7 Call Centre to assist with any refuelling query or customer service.

"Standard Bank Fleet Management is constantly exploring ways to lighten the financial load of the transport industry, which has been facing a barrage of cost increases, not just for fuel but also levies and tolls, insurance, mechanical wear and tear as a result of poor road infrastructure, and more," says Thomas. "We understand the pressure trucking companies are under to manage their costs and this is the primary purpose of our partnership with TFN."

For more details about the all-in-one refuelling partnership between Standard Bank Fleet Management and TFN, visit the solution website at https://tfn.co.za/creditfacility/. •

SAAFF plays a leading role in restoring supply chains

By Dr Juanita Maree, Chairperson: SAAFF

Loss of trust, reputational damage, decreasing investor confidence and companies choosing to avoid using South Africa's ports resulting in the loss of jobs and slow economic growth are just some of the consequences of massive disruptions to South Africa's supply chains over recent weeks.

The cyber-attack on Transnet, which brought our ports to a halt and resulted in a virtual standstill for 12 days, is the latest in a series of severe supply chain shocks. Throughout this time, the South African Association of Freight Forwarders (SAAFF) has played a key and active role in tackling the challenges that have unfolded and collaborating with stakeholders to restore some normality to the supply chain in several ways:

- The association was instrumental in the establishment of the Supply Chain Security Working Group. Co-chaired by SAAFF and the Department of Trade, Industry and Competition (dtic) and comprising a wide range of stakeholders from both the private and public sectors, the purpose of the working group is to identify solutions to the challenges that supply chains currently face, including the massive gridlock at ports around the country.
- Driving the development of a master plan to ensure that contingency plans are put in place where there are none.
- SAAFF was instrumental in getting a manual process underway at the ports to ensure the resumption of the flow of goods. A detailed standard operating procedure is in the process of being developed. This work will be signed off by Business Unity South Africa (BUSA) as well as Transnet Port Terminals, Transnet National Ports Authority and SARS.
- Initiating discussions with various stakeholders to ensure that linkages are in place to bring about quick and effective communication and to build capacity for effective decision making.
- Ongoing lobbying with influencers and government leaders to bring about much-needed action with a clear understanding of the impact of international and regional supply chains on our fragile economy.
- Keeping its members up to date with progress made, thereby enabling them to plan ahead accordingly, even while cargo is moving or at rest in the different holding areas like container terminals or licensed depots.
- Conducting interviews with media, locally and globally, to keep the industry and its customers apprised of the latest news.
- Offering target-driven, innovative solutions to the supply chain blockages.
- The association's lobbying efforts with other industry associations resulted in more police and SANDF presence at critical hotspots on key corridors.

SAAFF Chairperson Dr Juanita Maree.

Lessons learned

- The disruptions have provided valuable lessons for everyone, which need to be incorporated into actions going forward.
- All businesses, government departments and state-owned entities need to have contingency plans in place to allow them to return to their daily operations as quickly as possible after an unforeseen event.
- Rapid responses are needed from all stakeholders when disruptions occur.
- Collaboration between government and the private sector is vital. We have a mature approach to this collaborative journey to build a better South Africa and support our key role in the southern east Africa region.
- Transparency of the supply chain is key.
- Strong leadership with effective and timeous communication is essential to drive solutions to the disruptions.

We need to rebuild trust with importers and exporters (the cargo owners) to ensure that logistics networks can support their brand promises to their end customers, the public at large. Whilst some stability has now been restored at Transnet, SAAFF calls on all stakeholders – from the private and public sectors – to work as a collective structure to ensure that these disruptions do not happen again. The transport nodes need to be developed and reinforced in the correct balance; waterside, terminals, road and rail need to function together, with a strong supportive and escalation structure in the centre that will ensure sustainability and predictability in order to support regional and international trade effectively. •

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CCS Logistics joins the fight against COVID-19

Commercial Cold Storage (CCS), an Oceana Group company, has answered the call from the Mitchells Plain Hospital and donated a specialised fridge that keeps COVID-19 vaccinations at the correct temperature.

The fridge will allow the public hospital to store vaccines at temperatures lower than what their current fridge could reach. Now, with the help of CCS, they're able to drastically reduce the distance between vaccine holding and the vaccination site.

Hospital CEO Evan Swart says, "Something as simple as a fridge has helped us enable access to vaccinations for the Mitchells Plain community since we can now safely store vaccine stock on site. This donation will benefit the district for years to come."

CCS has been keeping products cool for the past 50 years and understands the importance of temperature control to maintain quality. CCS Executive Director Ina Botha says, "It was a natural fit for us to answer the call and provide the hospital and community with the best equipment available in our collective fight against the COVID-19 pandemic." •

Mitchells Plain Hospital CEO Evan Swart and CCS Supply Chain Executive Lundi Sishi.

Serco steps up production to restore damaged supply chain

Truck and trailer building company Serco is fast-tracking the construction of vehicles and repairs in a concerted effort to help the transport and food sectors return to some form of normality in the wake of the recent burning and looting in KwaZulu-Natal.

Serco CEO Clint Holcroft.

Serco CEO Clint Holcroft said it was clear this sector was hit hard by the unrest and that it was imperative to restore supply chains as quickly as possible. Holcroft estimated that more than 100 trucks had been destroyed and even more had been damaged during the rampage.

A major portion of Serco's builds are for perishable food distributors, although recently it has focused on growing the range of dry freight options it offers to better serve the transport market arising from the current 'new normal' market conditions caused by COVID-19. "We have stepped up our production and repairs in the short term to accommodate the demand, but there are limiting factors involved – availability of truck chassis, as well as a four-to-seven-week manufacturing lead time from confirmed order," says Holcroft.

Holcroft said the economy had been under severe strain prior to the violence, with the third wave of the COVID-19 pandemic taking its toll on business and industry. "There is a lot of turbulence in the market at the moment, but with the COVID-19 vaccine rollout gaining traction, it is anticipated that business will improve as global economies start reopening, and locally businesses start rebuilding as the SASRIA funds make their way to the businesses impacted by the recent unrest."

Serco recently broadened its product range and introduced drop side bodies, single skin van bodies and curtain-sider truck bodies. "With the shortage of trucks and imported components starting to improve, we hope to enter the second half of the year on a more positive note," says Holcroft. •

New General Manager at Rhenus Logistics South Africa

Laurice Burrell has been appointed General Manager at Rhenus Logistics, and a promotion of a female senior executive is welcomed in the rather male-dominated industry. Managing Director Dirk Goedhart says, "Diversity and inclusivety are key components of the Rhenus culture. Laurice Burrell will bring not only her remarkable leadership qualities, but a fresh and diferent perspective to management that will assist in negotiating what I anticipate may be difficult roads ahead."

Laurice Burrell, General Manager at Rhenus Logistics South Africa.

Burrell says, "I am thrilled and very excited about this. My motivation is to make a difference and add value to everything I am part of, whether it's supporting my team and helping them grow as individuals, or leading from the front, which is my management style."

In 2009, Burrell joined an international freight forwarder in a finance role, where she discovered the incredible complexity and dynamics of the global freight market. "With a woman's eye for detail, I enjoyed how each part of the industry is so different, which you need to fully understand to move a consignment successfully. Not one day is ever the same. You can spend an entire lifetime in logistics and still be constantly challenged and your mind expanded every day."

She describes how the logistics landscape has changed, "We live in a completely different world today. Let's just take the past year – during the pandemic, rates have soared, transit times have become unreliable and airfreight capacity has decreased drastically. Adaptability is essential for business growth in this environment and Rhenus has swiftly adapted. More importantly, the industry has become more inviting and accepting for women. We have proved our worth – though we have had to earn our position today – through strong administration and planning skills." •

Scan Global Logistics expands in SA

South Africa becomes the next country where Scan Global Logistics (SGL) plants its flag on its global growth journey. On 1 August, a new office opened in Sandton, which will strengthen SGL's position as one of the leading players within Aid & Relief and create a basis for further expansion regionally on the African continent.

Scan Global Logistics already has extensive business to and from South Africa and aims for significant growth in the coming years. Handpicked new employees have already been hired and more job openings are expected, heeding the call from the President of the Republic of South Africa on local employment creation and foreign investment to develop the South African economy.

The new General Manager for South Africa, Jerome James, says, "By establishing our own operation under our own brand, both new and existing customers will benefit from our proven ability to find the ideal and, when needed, entrepreneurial transport solutions. Customers will gain direct access to our global network and not least our best-in-class, local know-how and experience. Not only for South Africa but the entire region."

Scan Global Logistics will offer a full suite of services and solutions from day one within air, ocean, customs brokerage, warehousing, and domestic and cross-border trucking. •

Open rail industry will boost employment in SA

Opening South Africa's rail network to third-party operators will provide further impetus to the country's ongoing efforts to develop scarce artisan skills and meet the National Development Plan's target of training 30,000 artisans a year by 2030.

To achieve this, though, it is critical that government moves ahead rapidly with its plans to grant third-party access to the core rail network within the next 12 months, as President Cyril Ramaphosa highlighted in his Economic Recovery Plan last October, says James Holley, the CEO of independent rail operator Traxtion. Under this policy, private freight rail operators will be allowed to operate on the state-owned rail infrastructure alongside Transnet.

Holley says that opening the rail network to third-party operators will potentially create thousands of jobs and training opportunities as rail operators rapidly scale up their investments in rolling stock and infrastructure to meet pent-up demand. Projections by the Africa Rail Industry Association (ARIA) agree, stating that additional parties using the rail network will create numerous upstream jobs by enabling industry (smelters, steel mills, manufacturing and agri-processing) and mining (new coal, manganese and iron ore mines) to become internationally competitive. •

Qatar Airways Cargo now a member of Cool Chain Association

Qatar Airways Cargo has extended its cool chain industry partnerships by joining Cool Chain Association (CCA), a non-profit organisation, effective 28 July 2021. Founded in 2003, the association aims to reduce food wastage and improve the quality, efficiency and value of the temperature sensitive supply chain by facilitating and enabling vertical and horizontal collaboration, education and innovation amongst its members and stakeholders.

Guillaume Halleux, Chief Officer Cargo at Qatar Airways, says, "Through our membership with CCA, we look forward to collaborating with its members and contributing to CCA's vision of improving the quality of temperature-sensitive products, increasing sustainability and reducing waste, thereby also contributing to the health of the planet, which aligns with our sustainability programme WeQare."

"CCA members are focused on developing tangible programmes and backing projects which help reduce food waste and ensure that life-saving pharma consignments safely reach their destination, and this has never been more relevant than now," says Stavros Engelakakis, Chairman, CCA. "We are pleased that the cargo carrier's Senior Manager of Climate Control Products, Miguel Rodriguez Moreno, is joining the board. Qatar Airways Cargo's shared commitment to our goals and its vision for WeQare combined with Miguel's wealth of experience in the cool chain supply chain makes him the perfect addition to our association."

Qatar Airways Cargo will join CCA and its members to deliver contributions in improving the cool chain and sustainable transport of temperature-sensitive pharmaceutical and perishable cargo. Such concrete contributions like the CCA Technical Committee, which oversees and assists in projects addressing critical points affecting product quality along the cool chain, as well as developing standards and initiating projects, will indirectly reduce global hunger and contribute to overall health of people and the planet. Through the membership, the airline will also participate in Cool Chain Association's board meetings and focus groups to contribute its expertise. •

Winner of #ThankYouTrucker competition

Nimrod Maseko, a truck driver at Maphanga Logistics in Mpumalanga, has taken top honours at the #ThankYouTrucker competition. Voted for by the people, Maseko was one of five finalists nominated. Matthew Moonsamy from Imperial Contract Logistics (KwaZulu-Natal) took second place, with Audrey Chiloane from the Zosi Group (Gauteng) placing third.

Maseko, one of the oldest truck drivers at Maphanga Logistics, has encountered many challenges in his life. His nominator, Maphanga's Logistics' Co-ordinator, Jabulile Mtsweni, explains, "Despite being illiterate, Nimrod always strives to fulfil all daily compliance requirements, such as completing his daily trip sheet, his pre-inspection sheets and all related paperwork – without fail. When presentations are conducted regarding safety standard operating procedures, he always obeys all the rules and regulations and never fails to report any defects of the truck. Above all, when his truck has a breakdown, he willingly jumps into his 'mechanical mode' to help the mechanics with the diagnosis or repair that may be necessary. He always shows high regard for management and also motivates his fellow colleagues at sites to check their paperwork for underloads/overloads. Nimrod is an asset that makes logistics such a seamless function within the supply chain. This year, he has already been selected as our driver of the month twice."

Delighted about his win, Maseko said: "I am super-excited to have won the #ThankYouTrucker competition. I am very thankful to my colleagues and Maphanga Logistics' management for their belief in me."

"IVECO SA congratulates all the nominated drivers and thanks all the nominating fleets for helping to recognise the important role played by drivers in moving the economy and ensuring that goods are delivered where they are needed. A special congratulations goes to Nimrod Maseko and all the finalists on their excellent achievements," says Martin Liebenberg, Commercial Manager of IVECO SA.

An initiative of IVECO SA and the Road Freight Association, #ThankYouTrucker recognises, celebrates and rewards the most extraordinary freight driver. •

Imperial creates value of over R200 billion in Nigeria and SA

In F2019 and F2020, Imperial created value of R146 billion and R98 billion for its stakeholders and communities in Nigeria and South Africa respectively, as confirmed by a recent socio-economic impact assessment study undertaken by Accenture.

"Imperial plays a key role in connecting Africa and the world and improving people's lives with access to quality products and services. As a purpose-driven organisation with environmental, social and governance imperatives embedded in our business strategy, all our businesses remain committed to not just creating but sustaining value for all our stakeholders across our 25 countries of operation," says Mohammed Akoojee, Imperial's Group CEO. "We take a holistic approach regarding value creation wherein value is created not only for Imperial, but also for other stakeholders in the value chain, including the development of our communities and countries of operation."

In assessing the direct and indirect value created for Imperial's stakeholders, these reports commissioned by Imperial for Nigeria and South Africa looked at its impact through five themes, namely Imperial's Greatest Asset (people), serving as the 'Gateway to Africa' (operations), reaching Beyond Imperial (external stakeholders), transforming by adopting a 'Go Digital Go Green' approach (adoption of digital technologies and focus on reducing negative impacts on the environment) and Going the Extra Mile (corporate social investment). Each of these themes was assessed through a framework that systematically considered value to society, value to the logistics industry and to market access, as well as value to partners.

In addition, the socio-economic impact on society was reviewed in light of the United Nations 2030 Agenda for Sustainable Development and the African Aspirations for 2063 defined by the African Union, as various countries, including South Africa, have acted to integrate the goals and targets into their national development plans to align policies and institutions behind them. Imperial's contribution to the applicable goals and aspirations is highlighted throughout these reports. •

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Directory of supporting industry associations

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Chartered Institute of Logistics and Transport SA

011-789-7327 | www.ciltsa.org.za

CIPS

Chartered Institute of Purchasing and Supply Southern Africa

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CSCMP

Council of Supply Chain Management Professionals

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SA Association of Freight Forwarders

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SAPICS – The Professional Body for Supply Chain Management

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