

November/December 2022

LOGISTICS NEWS

The Independent Voice of the Supply Chain Industry

**MITIGATING LEGAL
RISK IN SUPPLY CHAIN**

Last-mile delivery
Growing opportunity storm in Africa

**ARE ERP SYSTEMS
EXPENSIVE?**

Telematics
Reducing carbon impacts





NEW FOREIGN LABOUR LEGISLATION HITTING YOUR BUSINESS BRAKES?






Offload the burden onto the preferred staffing partner

Foreign employee quotas, local preferential employment and increasingly complex administrative processes are a likely reality when the **National Labour Migration Policy** is passed.

Workforce Staffing can prove invaluable in navigating this complexity, easing the burden of sourcing local skills, handling administrative processes, supporting skills transfer programmes, and effectively simplifying an increasingly complicated labour market.

- Lucinda Alfonica, Commercial Manager at Workforce Staffing

A trusted TES partner keeps you compliant and competitive

-  Prioritise local procurement
-  Candidate vetting & skills development
-  Ease administrative recruitment burdens
-  Expert IR, HR and legal compliance
-  Added benefits for a productive and happy workforce

We deliver agile solutions unique to your business needs, keeping you compliant and competitive.

Contact us today for legally savvy staffing support



Thought Leadership

- 2 Facing the high seas
- 4 Supply chain leadership – start, stop or continue?
- 6 The talent value chain

Opinion

- 8 Save jobs by refreshing the WMS in your e-commerce business.
By Tennille Bell
- 10 How to achieve digital transformation success. By Phil Lewis

Features

- 12 Are ERP systems expensive?
- 14 Disruptive technologies to deal with disruption
- 16 Reducing carbon impacts through telematics
- 19 Book review: *Operations and Supply Chain Management Essentials*
by Ashley McDonough
- 20 New global report demonstrates FedEx economic impact
- 22 The benefits of flexible staffing
- 23 Last-mile delivery: Growing opportunity storm in Africa
- 24 Mitigating legal risk in supply chain
- 25 RTMS opens doors for emerging entrepreneurs

News

- 27 SMEs to benefit from fuller e-commerce solution/CHEP shares insights on circular economy solutions at COP27
- 28 Transnet digitises freight services with Huawei solution/Serco delivers new fleet in record time
- 29 Schneider Electric accelerates its AI at Scale strategy/Smart Procurement honoured at National Presidential SMME Awards
- 30 Edmonton International Airport and CargoAi win the 2022 Sustainability Awards/CHEP's pallet pooling system pioneer enters Logistics Hall of Fame
- 31 Kwikspace opens new branch in Richards Bay/Supply Chain Services Supplier of the Year award for GLTC

Bookmark

- 32 Associations directory

Facing the high seas

By Marcel Bruyns, Axis Communications



Why South Africa's upgraded ports will need a high-tech security strategy.

South Africa's maritime infrastructure and ports are on a journey of revitalisation and expansion. In July this year, the Transnet National Ports Authority (TNPA) announced it will invest at least R16 billion in port infrastructure development over the next seven years, including ports in Cape Town, Saldanha and Mossel Bay. The investment will cover a range of functions, including breakwater extensions

and the construction of new berths, all part of efforts to prioritise capital projects and prepare the facilities for the future.

Meanwhile, the TNPA has also initiated a preliminary process for the development of a new deep-water port at Boegoebaai in the Northern Cape, an area identified as a hub for the production and export of green hydrogen. The



authority aims to have the new port operational by 2026 and hopes it will serve as the first step in realising South Africa's green hydrogen strategy.

With projects such as Boegoebaai and investments at ports across the region, pertinent questions must be asked about the security and efficiency challenges this critical infrastructure faces. When it comes to such an essential partnership between the public and private sectors, only world-leading logistics and technology solutions will do.

South Africa's shipping potential

With its roots in shipping dating back centuries, South Africa has always enjoyed a significant position in the global shipping trade to effectively capitalise on its exports. Situated on one of the busiest international sea routes, the country's ports have demonstrated real potential. Between 2017 and 2018, the Port of Richard's Bay achieved a milestone in handling over 100 million tons of cargo, while Cape Town, South Africa's second biggest seaport, has a strategic location as a hub terminal for cargo to South America and the Far East.

Especially where the proposed Boegoebaai port is concerned, ports and the shipping sector itself play an important role in South Africa reaching new frontiers in economic growth and our ability to tap into new markets. For example, the development of zero-carbon fuels infrastructure, such as green hydrogen, to serve South Africa's shipping sector could yield up to R29.2 billion in onshore infrastructure by 2030. Herein lies a substantial opportunity to further the country's economic ambitions and, not inconsequentially, position the country as a global producer of zero-carbon fuels. It is only right that comprehensive steps be taken to safeguard the infrastructure that helps move this valuable industry.

The challenges we face

For all their apparent potential, South Africa's ports are under threat. Currently, they rank among some of the lowest performing in the world. Issues related to equipment, such as reliability and availability, have been identified as key problems. Crime and corruption have contributed to the neglect of critical infrastructure such as roads and rail networks, which, in turn, can impact a port's ability to

operate. Port facilities also fall victim to crimes such as theft and vandalism.

It might be banal to say everything is connected, but, where economic activity is concerned, everything is connected, and South Africa's ports need to take a holistic approach to their security strategies. They need to mitigate a variety of risks, and that calls for a variety of solutions, including network surveillance, proactive monitoring and access control.

A toolbox of solutions

From a cargo standpoint, IP-based surveillance technology can help improve efficiency by giving officials a way to remotely monitor data, such as container identification and rail car numbers, rather than having to check them in person. Officials can also conduct remote inspections and check cargo for any damage, thus minimising liability and ensuring personnel safety. This is important to consider when we're talking about a fuel of the future like green hydrogen.

Multi-sensor cameras that offer wide-angle coverage and are equipped with manoeuvring functions like pan, tilt and zoom can ensure perimeter security while minimising blind spots. Built with all kinds of environments in mind, 24/7 coverage is guaranteed thanks to thermal functionality. Capable of outputting high-resolution video, cameras allow officials to identify specific details of intruders and incidents that take place.

Ports are busy sites with multiple entities engaging in various activities while entering and exiting at all times of the day. Achieving access control starts with enabling every point of entry with products such as intercoms (both video- and audio-enabled) and software-driven solutions such as license plate recognition and RFID readers.

These solutions offer an additional benefit: scalability. Modern surveillance and monitoring systems are built to accommodate any maritime environment while offering the same level of security as other critical infrastructure. By partnering with a trusted vendor who can provide wholesale support pre-, during and post-installation, South African ports can be transformed into trade and transport powerhouses made up of different stakeholders all working together at an assured level of safety and efficiency to grow the economy. •

Supply chain leadership – start, stop or continue?

By Arno Meyer, arno.meyer1@gmail.com and
Aveshin Reddy, aveshinreddy@gmail.com

After over two-and-a-half years of unprecedented disruption and volatility, supply chains were stretched close to breaking point. Traditional and historic processes proved insufficient, and cracks in the critical armour of supply chain resilience are showing. More importantly, one of the biggest lessons was that the old top-down leadership style is no longer as effective as it once was.

As a result, new leadership styles are emerging that emphasise the importance of teamwork and open communication. These styles are often more successful than traditional methods as they allow for a greater exchange of ideas and a better understanding of each team member's strengths and weaknesses. In addition, collaborative leadership styles tend to create a more positive work environment, leading to increased productivity and efficiency.

Similarly, the traditional understanding and managerial acronym VUCA – volatile, uncertain, chaotic and ambiguous – is also evolving. More recently, a positive acronym has emerged to represent a positive side of VUCA or VUCA 2.0 – vision, understanding, clarity and agility. VUCA will continue to define the coming years, but it will be the responsibility and opportunity of leaders to shift the negative VUCA to a positive VUCA 2.0. Our predictions and trends of supply chain leadership, combined with the latest research and insights, are discussed below.

Vision → less hierarchy, more engagement

Kenneth Blanchard, a leadership and business expert, lamented: “The key to successful leadership today is influence, not authority”. We expect that in 2023 the role of supply chain leaders will continue to evolve and be less about ‘calling the shots’ and more about fostering inclusiveness in

decision-making, offering autonomy and bottom-up innovation and collaboration. As businesses begin to recognise the importance of engagement, we can expect to see more effort to foster these skills in the workplace.

Understanding → focus on business culture and soft skills

In the changing world of work, high-performing businesses must employ top personnel and invest in hard and soft skills to provide outstanding performance. You can be the most knowledgeable person at the table, but have the least emotional intelligence, which can only get you so far in today's society. Assuming the patterns are accurate, future success will be achieved through cooperation and co-creation by bringing together diverse teams. The capacity to connect on a human level and build meaningful relationships will be paramount, regardless of your position within a business. Employing self-aware, emotionally intelligent team players will be a recurring topic as firms bring new talent and promote existing talent inside their companies.

Clarity → Hybrid and remote work model maturity

For some businesses, the post-pandemic ‘normal’ and the transition to remote and establishing hybrid work modes are still in development. In 2023, this will remain a significant priority for companies to formalise. Some businesses are still adjusting to



their new work settings, and leaders are learning to foster engagement and collaboration in this unique setting. That is one significant benefit stemming from the pandemic. As a global collective, we proved that working from home was possible and, increasingly, more employees seek flexibility. In combination with valuing work-life balance, businesses willing to offer this flexibility will reap the benefits of engagement, productivity and bottom-line results.

Agility → adoption of technology and growth mindset in management

Technology adoption and use in management practices is a significant trend that will likely continue in 2023 as businesses strive to remain competitive globally. To remain viable in the future, companies must be agile enough to adapt to external requirements and flexible enough to respond to a changing environment. Agility needs to reflect the company structures and processes – at the same time, it also constitutes a leadership quality that is evident when managers demonstrate a growth mindset.

These are just some of the major workplace trends we expect to see in 2023. As businesses strive to create a more emotionally intelligent and inclusive work environment, they must focus on employee retention and satisfaction. Leaders will need to adopt new communication and collaboration styles to be successful and technology will play an even more significant role in management practices. Moving our mindsets from negative to positive can be the biggest challenge for leaders.

However, with every challenge, there is also opportunity. What are your priorities as a leader for 2023? What are you willing to start doing, stop doing and continue doing because it adds value to those around you? Today's and tomorrow's leaders are expected to exert influence that goes far beyond being an expert in their profession. Perhaps it is time to pause and be thoughtful and purposeful about what you will focus on that will contribute to the collective success of your team and business. •

The talent value chain

By Chantal Kading, MD: The People Shop

In today's highly competitive world, talent is leverage. Therefore, it's more important than ever for organisations to understand exactly what talent looks like beyond matching the particular requirements of a job function.



Defining talent remains a challenge as some may argue that it all has to do with genetics, while others may say that it's learned or a combination of both. A good place to start would be Buckingham and Coffman's book entitled *First Break All the Rules*. They define talent as a ritual of thoughts, feelings and behaviours that positively influence one's perceptions and how they approach tasks and situations.

While research confirms that certain genes can influence a wide range of abilities that manifest as talent, the good news is that certain skills and knowledge can be leveraged into talent. Skill is defined as an expertise that can be acquired through learned practice and it differs from talent in that; talent is a natural aptitude or inner quality that emerges effortlessly (resources.workable.com, 2022). Buckingham and Coffman argue that it is possible to unleash and develop one's skills and knowledge into talent through coaching and the development of learning cultures for organisations.

Employers of choice cultivate a culture that values their people across the full employee value chain and grooms talent. Identifying, attracting and retaining talent requires companies to transition from being job providers to career enablers.

Identifying talent

The traditional career advancement path has become outdated and the traditional resume – a historical document of past performance and stability – has been upended and replaced with a record of demonstrated skills, attitudes and aptitudes. Career progression is no longer a ladder, but a maze that demands sideways moves, taking on new roles in different departments or demonstrating the ability to deliver (right.com, 2022). Although different organisations may define talent differently, it can be argued that a strong indicator of talent is an individual's capacity to leverage their emotional intelligence (thoughts, feeling and behaviours) to naturally or effortlessly navigate this maze. Creating

a career plan with cross-functional career moves to facilitate greater business acumen and width of experience is critical to retain and groom talent.

Retaining talent (coaching culture)

According to a survey by Lynda.com, about 56 percent of organisations struggle to keep high-potential and top-performing employees. Winning over and retaining the next generation of talent requires organisations to shift their focus towards “empowering employees with career growth opportunities in an inspiring company culture” (S. Barry, 2022). It all begins with driving engagement to uncover skill gaps and cultivating a transformative culture rooted in learning rather than just training. This is because training is business-centric, transactional and more focused on conformity and control, while learning is individualistic, experiential, learner-centric and transformational.

Attracting talent (people value chain)

Attracting and retaining top talent is crucial to any organisation's success. It has been forecast that more people than ever before will consider switching jobs in the coming years. As employee motivations change, competitive compensation packages are no longer enough to entice top talent (A. Danise, 2022). Apart from a compelling job description or benefits, an organisation's culture and how it connects employees with their deepest professional aspirations is critical. A learning culture rooted in coaching is an indispensable tool in empowering employees to transform themselves and can not only boost engagement, but also help the organisation build its talent brand; a great resource for attracting even more talent.

Changing labour markets and the high demand for skills have resulted in many talented workers seeking personalised employee experiences that meet their needs at every stage of their professional journeys. Employers benefit from moving from sourcing talent to building talent through a career management strategy and coaching culture. •

Save jobs by refreshing the WMS in your e-commerce business

By Tennille Bell, General Manager: Sales at Programmed Process Outsourcing (PPO)



Change is never easy, but it is the only real way to achieve efficiency, particularly in warehousing. What happens when e-commerce businesses outgrow their warehouse management system (WMS)?

People and processes can no longer cope with the influx of orders, which leads to inefficiencies in space usage and product cataloguing, which causes delays in deliveries and unhappy customers. This is an e-commerce nightmare. So, what is the solution to this problem? The answer is regularly assessing warehouse management systems and processes to ensure they can keep up with business demands as well as handing over such an enormous operational burden to a specialist business process outsourcing (BPO) partner.

Organised chaos: it works

What does an organised e-commerce warehouse look like? It's not rows and rows of meticulously managed shelves with similar items grouped together by price or in alphabetical order. This would actually be a highly inefficient means of utilising storage space. Rather, by using an automated inventory management system that runs on barcodes and barcode scanners, one of the world's largest retailers operates its warehouses with a system called 'chaotic storage'.

This is a dynamic form of warehousing in which products are stored wherever there is space. Not only does this mean that space is used as efficiently as possible, but it also leads to faster processing times. Quicker processing means orders are dispatched faster, which translates to satisfied customers.

Manual processes: the enemy of efficiency

As counterintuitive as chaotic storage might sound,

there are many South African e-commerce companies that will not be able to unlock their benefits if they continue to use manual processes (such as Excel spreadsheets) to record inventory movement. Even worse than manual processes is no WMS at all, and the perils of an e-commerce company not moving to an automated system are numerous. There will be problems with order accuracy, increased storage and processing costs, along with numerous costly customer service failures.

Automation is critical

Achieving warehousing efficiency demands a quality inventory management system powered by automated software and executed by the right specialist BPO partner. Such a provider will step in, conduct an in-depth needs analysis, identify gaps in performance and provide solutions that assist e-commerce sellers in streamlining their operations. By implementing an efficient WMS and streamlining processes for their clients, BPO providers help e-commerce sellers by revamping and automating their existing (or non-existent) WMS. In outsourcing the warehousing management function to the specialists, e-commerce companies see a return in these main areas: inventory management, storage space optimisation and labour maximisation, which results in satisfied customers and reduced returns and costs.

End-to-end efficiency optimisation

Relying on exhaustive data analysis gathered from time and motion studies during the needs assessment phase, the chosen BPO provider will facilitate

cost and performance efficiency throughout the entire warehousing process – right from supplier ordering through to packing and shipping. Best of all? These exercises in streamlining warehouse operations and processes will ultimately pay for themselves. Furthermore, efficiency is treated as a constantly moving target and is assessed by the BPO in an ongoing manner. Processes are constantly tweaked, improved and optimised to ensure that the company's warehousing function is always cutting-edge to maximise output and increase revenue while minimising input and costs.

Flexibility leads to productivity

With the right warehousing BPO partner in place, e-commerce companies will also unlock flexibility in terms of human resources. BPO providers handle the labour component of warehouse management and order fulfilment and can scale on resources to meet sale-specific or seasonal fluctuating demands. Relieving their clients of the employment burden, risk mitigation becomes a huge benefit for e-commerce companies who no longer must carry the worry of labour relations and occupational health and safety compliance alone. Such benefits are often overlooked, but can have a massive impact on productivity.

KPI-driven performance

Through outsourcing the implementation of an efficient WMS and streamlining processes for their e-commerce business, companies can rest assured that their BPO provider will make it as easy as possible for them to keep their promises to customers. BPO provider performance is regulated strictly by contractual key performance indicators (KPIs); it's a given that clients will benefit from ongoing efficient service delivery that generates a higher revenue value as a direct result of process outsourcing and optimising functionality within their supply chain.

Outsourcing protects the bottom line

In neglecting to relook at and refresh their WMS regularly, e-commerce businesses are doing themselves a serious injustice that will cut into their bottom line in a way that can impact their ability to survive in an increasingly competitive space. Few e-commerce companies are as efficient as they would like to believe, but by having the right BPO partner for warehouse management, e-commerce businesses will be able to focus more on the things that matter, such as acquiring and serving customers, knowing that complex operational matters are handled. •



How to achieve digital transformation success

By Phil Lewis, Senior Vice President of Solution Consulting, International, Infor



There are three critical questions manufacturers should ask for digital transformation success.

Today's leading manufacturing companies are adept at change. They have to be in order to survive. Innovating, modernising and continual refinements of operational processes are driving factors in today's complex market manufacturing landscape. It doesn't matter if an organisation makes automotive parts, industrial machinery or windows and doors, it needs to stay on top of trends and challenges and adapt. New strategies and actions must sync as well as align with and exceed customer expectations. It's no easy task and many organisations struggle to find their digital transformation starting point.

As they work toward that digital transformation starting point, manufacturers should take a step back and ask themselves three questions before starting out on a potentially complicated journey.

1. Are we organisationally ready for significant change?

Organisations are only as good as their people, and manufacturers must look carefully at whether they have the right people and culture to support a different way of doing things. It is the people who will be responsible for implementing change and they should be ready, committed and on board with any type of transformation plan.

An organisation's culture can make or break a digital transformation project and organisational change management is one of the key components of such a project. Organisations should aim for an inclusive culture where people feel like they are key contributors to the company's future success. To achieve this, management teams should encourage a culture of openness to help employees step forward with their ideas. All change, and all transformation, starts with an idea, so it's important for people to feel empowered to put their ideas out in the open.

2. What are we hoping to achieve and what is the outcome?

Delivering successful digital transformation projects is difficult and if an organisation does not understand the destination, the chances of success are minimal. Organisations should invest time and effort upfront to understand exactly what they want to achieve from their digital transformation. Ask the following questions: What do we need to change? Why do we need to change it? What is the anticipated impact?

No matter how many ideas an organisation has, they will fall into one of four categories: customer alignment, employee productivity, supply chain visibility or operational efficiency.



In terms of customers, organisations should ask whether they are transforming the way they connect and relate to customers and whether they want to offer a new product, increase their level of service or use data to create a new revenue stream.

When it comes to employees, organisations should ask whether they are providing capabilities that help engage the workforce and how digital solutions will help improve workforce productivity, empower decision making and remove bottlenecks in processes.

For supply chains, organisations should examine if they are simplifying complex supply chains and increasing visibility to anticipate issues and take steps to resolve potential problems proactively.

When looking at operational efficiency, companies will benefit from asking whether they can streamline the way they operate as a business and if they are using technology to bring efficiency to their processes, to predict issues and prescribe the next best action.

3. Is our systems landscape digitally compliant and ready?

Before starting a digital transformation project, an

organisation's systems should be digitally compliant and highly flexible. Ideally, the organisation should have a systems ecosystem where people can access their work, their data and their processes without barriers at any time and from any location. Often, having their solutions available in the cloud is the best way forward.

Also, organisations will benefit from solutions built for their specific industry with sector-specific capabilities built in, not bolted on. Heavily modified applications will almost certainly impede upgrades and modernisation, introduce risk and hinder the adoption of advanced digital solutions.

Ideally, the organisation's end-to-end systems and applications should be running on a common digital platform that provides integrated modern capabilities such as the Internet of Things (IoT), artificial intelligence (AI), machine learning (ML), big data, mobility and predictive analytics.

An organisation's IT landscape must support the concept of hyper-connectivity – not just connecting applications and digital capability, but connecting everything: their people, applications, devices, data, customers and suppliers. •

Are ERP systems expensive?

By Mark Wilson, Chief Executive Officer of SYSPRO EMEA



As manufacturers seek to eliminate process inefficiencies and maximise profitability, they are adopting automation and turning to digital technologies that provide them with cross-departmental visibility and control of their operations.

Originally designed to manage quality and inventory in large manufacturing enterprises, enterprise resource planning (ERP) systems have transformed to support a much wider range of organisations as they seamlessly integrate business operations. While adopting an ERP system is a great place to start, one of the areas least comprehended is the cost.

MYTH: ERP systems are expensive

Buying an ERP system can be one of the most significant investments your company will ever make. It's a critical business system that will support your business for many years to come, so you want to make absolutely sure you have a successful implementation.



A study by Deloitte showed that for first-time buyers of an ERP, the price was the most important factor. However, second-time buyers had learned an important lesson: the level of relationship and support with the vendor became most important.

It's true that high-end, innovative ERP solutions packages still carry an expensive price tag on them, but that shouldn't matter as each deployment should be custom-tailored for your specific business requirements. You are not just buying a piece of software, you are buying a critical business system that will underpin your entire business for years or decades as it grows and changes.

So, what about the hidden costs?

The implementation of ERP is influenced by several variables that differ significantly from one company to another, costing time and money. Research shows that organisational (i.e. human) issues, which include governance structures, resistance to change and process redesign challenges, are the most common reason for ERP budget overruns. However, many of these issues can be mitigated with a comprehensive change management plan.

Another cost-related issue to consider is the right deployment model for your business. The three primary options are on-premise ERP, hosted/managed service ERP and cloud ERP solutions. Gartner has already openly predicted that 47 percent of organisations utilising cloud ERP will move their systems to the cloud over the next five years, and while it is certainly a trend for organisations, this doesn't mean that cloud ERP is necessarily the right model for your business.

Knowing why you require an ERP solution, whether it's a new model, an upgrade or a legacy replacement model, is the key to making the most of your overall ERP investment. SYSPRO's latest research shows that after investing in an ERP system, businesses on average experience a 16-month payback period. This is why it is important to set

realistic return on investment (ROI) targets for the investment before the system is adopted. These targets should align with the organisation's overall operational and digital strategies.

Where ERP saves money

ERP selection is key to a successful implementation of an affordable yet effective system. SYSPRO's findings also reveal that the average cost of owning an ERP system is approximately 3-5 percent of annual revenue for most organisations. Instead of paying for different systems to handle various parts of the business, an ERP system handles many changing parts of the process simultaneously, reducing overall staff workload, costs and system expenses. It is therefore critical to view an ERP system as a business investment instead of an expense.

ERP systems generate vast amounts of data, which, if integrated and utilised effectively, can become one of the organisation's biggest assets. This could include optimisation of supply chains, customer profiling and other business process insights. It is forecasted that 65 percent of businesses will use AI-based ERP strategies by the end of 2022 to gain a competitive advantage.

If you look at the common ERP misconceptions, it is clear how most companies might be missing out on a true opportunity for growth. From finance to inventory, manufacturing, reporting and more, ERP gives you a single source of truth that is used across all the areas of your business to consolidate disparate systems and eliminate manual processes.

There's no doubt that ERP is a big investment and as with any other large-scale investment, it brings a number of risks. However, with proper planning and a rigorous procurement approach, together with appropriate strategic input, it is possible to plan a project to the budget that does deliver high-value outcomes and exceeds client and executive expectations. •

Disruptive technologies to deal with disruption

COVID-19 has accelerated the need for, and the move towards, increased digitalisation across industry. RS South Africa outlines some of the solutions and trends to look out for.

C COVID-19 has impacted and continues to impact every aspect of our lives. Across industry, widespread factory closures and drastically restricted logistics globally meant that downstream manufacturers soon found they had major supply chain disruptions. Many had to shift swiftly to using predominantly online sourcing and procurement services. Suppliers had to fast-track the expansion of their online sales and services. Transportation and logistics became a major challenge for everyone.

In essence, to tackle the challenges, virtually every aspect of the business, and throughout industry globally, required some form of additional digital, often disruptive, technology. Clearly, businesses that had embraced digital transformation were better positioned to adapt. Since the start, we have seen, and continue to see, a significant increase in B2B and B2C business, including e-commerce, not only from existing clients, but also from new and occasional customers.

Managing Director for RS South Africa Brian Andrew says that RS was ready to respond quickly and decisively to the COVID-19 crisis in 2020. “In the main, the company provided continued support to customers worldwide, initially prioritising health and allied services and those working on supplying critical and essential equipment and infrastructure. Supply chain continuity was largely ensured as the crisis management team was able to plan and act swiftly, shifting inventory around a global network



*Brian Andrew,
Managing Director,
RS South Africa.*

of 14 distribution centres (DCs) to where it would be most needed. As a single point of service and support with a broad range of over 650,000 stocked electronic and industrial products and solutions, RS was able to continue to satisfy customer needs,” he says.

RS is a UK-based multinational company that is also listed on the London Stock Exchange. The company’s strong digital, omni-channel offering was easily expandable to support increased online sales. Through communication and collaboration, purchasing staff were able to extend support for key customers in essential businesses. By encouraging a digital mindset and connecting teams working remotely while the DCs rapidly adjusted to operating with social distancing and appropriate PPE, employees were inspired to go the extra mile.

Brian also adds that the key drivers are changing customer expectations, the need for greater efficiency and the realisation that data can be used to spot trends. “Ease of use, AI-based personalisation tools and online real-time sales support have brought us repeat business. Many businesses have suffered financially due to COVID-19 and this has increased the emphasis on improving efficiency,” adds Brian.

eProcurement is a key starting point and demand is growing for tools such as RS PunchOut and RS PurchasingManager. PunchOut is a tool that integrates into your own eProcurement system, giving you quick and easy access to products and your purchasing information. PurchasingManager is a free, web-based order management tool that provides



a complementary workflow and spend management system. Customers have found that ease of use and process streamlining have produced significant benefits – in particular, cutting costs and increasing staff efficiency.

RS also offers eOrdering and eInvoicing, which are extensively used by some of South Africa's largest beverage and automotive manufacturers. These value-added solutions automate the procurement process for small and medium orders for maintenance, repair and operations (MRO) products, helping to save valuable production time.

One of the major causes of hesitation in the wider adoption of digital acceleration is the change it engenders in the workplace. The aim is to shift from

manual to digital tasks, remove low-value repetitive jobs and improve employee productivity. Supporting people through this change requires a behavioural shift in re-educating employees right through the company. The pandemic has demonstrated that dramatic changes in working practices (home working, for example) can be made with positive results for all. The key is 'test and learn'. Make evolutionary, small changes in a structured way. Work with the people to see that the change is achieving the required effect.

For sure, digitalisation will cause disruption to processes and major changes to culture and working practices, but COVID-19 has certainly provided us with a painful demonstration of how much greater the cost of disruption could be without it. •



Reducing carbon impacts through telematics

By Cliff de Wit, Chief Technology Officer for Netstar, a subsidiary of Altron

As environmental concerns become increasingly critical across society, telematics offers a vital opportunity for businesses to reduce their carbon footprint – while also boosting efficiency and the bottom line.

As catastrophic climate events become more common and businesses around the world scramble to reduce their environmental impact, it's important to remember that carbon emissions are not just about the source of the energy we use, but how efficiently we use that energy. In this context, telematics and the Internet of Things (IoT) have a vital role to play.

Wherever we source our energy, it is now imperative that we employ all the technology available to ensure we use energy as efficiently as possible.

In the transport and logistics sector, telematics and track-and-trace technology are already indispensable tools for enhancing business efficiency and reducing climate impact.

This is not just an opportunity, but an imperative. Businesses should not simply consider using technology to optimise their operations, they must use technology – from both an operational and an ethical point of view. This is especially true for the transport sector, which accounts for around one-fifth of global carbon emissions. Telematics offers

businesses a chance to play their part in fighting climate change, while also improving the efficiency of their enterprises.

Telematics uses a combination of technologies – GPS communications, sensors and data analysis – to measure vehicle and fleet performance and to then make safety and efficiency recommendations. Drivers can be incentivised to make telematics-driven performance adjustments, such as reducing speed, minimising hard acceleration and cornering, braking carefully and following optimal routes and travel schedules. These kinds of interventions can have a massive effect on fuel consumption as well as carbon emissions.

A Frost & Sullivan study has indicated that installed telematics can lower total mileage by up to 10 percent, decrease idling by up to 30 percent and reduce fuel expenses by up to 25 percent, thereby reducing vehicle CO₂ emissions.

Cutting CO₂ emissions is a commitment most countries have made as part of the Paris Climate Accords, which aims to combat climate change by limiting global warming to substantially below 2°C and ideally 1.5°C by 2050.

It is therefore also part of our patriotic commitment and our responsibility to ensure a liveable planet for our children that we deploy our all the technological resources at our disposal to meet these commitments – our survival depends on it. It is also likely that government will soon start making policy changes to encourage the move towards fleets with fewer carbon emissions.

How telematics can help achieve emissions goals

Telematics can help us achieve these emissions goals through the power of data, measuring driver performance, scheduling preventative maintenance, mapping effective routes and encouraging efficient driver behaviour.

Gathering this data are vast numbers of connected precision-measurement devices, which are part of the Internet of Things (IoT). These include digital thermometers, tyre pressure monitoring systems, vibration sensors and weight sensors. CO₂ sensors are now available that can measure engine carbon dioxide emissions in real-time.

The suite of sensors a fleet owner requires can be tailored to their business needs. Data is then gathered and applied to ensure loads are optimised, delivery trips are minimised and vehicles are run as efficiently as possible.

As fleets begin the transition to electric vehicles, telematics will also be used to ensure that trucks are always adequately charged and that their charging schedules and locations are mapped for optimal efficiency.

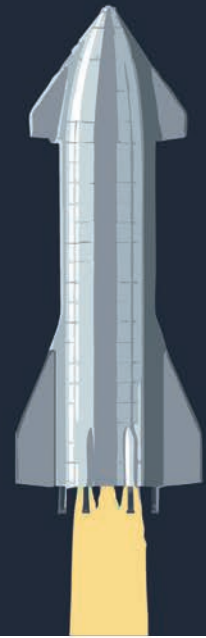
The efficiency advantages of telematics come in addition to the greatest priority of all – protecting human lives. Businesses have a duty of care to their staff and their contract workers. In the event of an accident or a roadside breakdown, telematics allows enterprises to receive alerts, track their location and ensure help arrives quickly.

While the climate benefits of fleet telematics solutions are significant, they will have limited appeal unless there is a business case for using them. Fortunately, those business benefits are becoming clear.

Fleet intelligence offerings such as Netstar's give fleet managers the technology and services to keep their employees and their assets safer, to save costs and to get a better return on their human and capital investments. The technology delivers all of these benefits, while also ensuring a lower carbon impact and supporting the long-term sustainability of the business, the industry and society at large. It's a technology that all fleet managers should investigate as part of their business model. •



WEBTECH



From **R99**/per month

Website Hosting

Fast, secure and reliable website hosting. Choose a website hosting package based on your needs. We have packages starting from R99/month which include:

- ✓ 5GB Disk Space, Unlimited* Traffic
- ✓ Free SSL Certificate
- ✓ Anti-SPAM MailScanner, Anti-Virus Scanner, Easy to use Control Panel
- ✓ 99.9% uptime guarantee and Real-Life Human Beings customer support

Our Services

We offer fast, secure, reliable website hosting and domain name registrations. We utilize top-of-the-line servers to power our Shared Web Hosting plans. Each server is optimized for speed and limited to how many clients can operate on each server.



Instant Hosting

Your hosting package is activated immediately once your payment and account have been verified.



Real Hosting

Tech veterans, geeks, and nerds are all standing by to optimize your experience.



Free Setup

There are no setup fees or hidden extra costs when purchasing a hosting package with us.

Popular Plans

All our plans come with Free SSL certificates, Anti-SPAM MailScanner, Anti-Virus Scanner and SolidCP (Control Panel).



Basic Plan

Affordable hosting to get you started.

5GB Disk Space

UNLIMITED* Traffic

5 Domains

20 E-mail Accounts

Control Panel & FTP

From R99/per month



Premium Plan

Our most popular hosting plan

10GB Disk Space

UNLIMITED* Traffic

10 Domains

25 E-mail Accounts

Control Panel & FTP

From R149/per month



Ultimate Plan

Need more space or email addresses then the Ultimate plan is for you

15 GB Disk Space

UNLIMITED* Traffic

15 Domains

50 E-mail Accounts

Control Panel & FTP

From R249/per month

PROJECT
Client Feedback
Andrew

The service is far and away the best by any hosting company. Our decision to bring our business to Webtech was the best decision we have made.

GET IN TOUCH

Email : sales@webtech.co.za

www.webtech.co.za

UNLIMITED* Traffic Subject to Acceptable User Policy

Operations and Supply Chain Management Essentials

You Always Wanted to Know

Have you ever wondered what your peers meant by 'supply chain' or 'operations', or why either of these fields matter? What about people who work in these roles – what do they actually do? In *Operations and Supply Chain Management Essentials* by Ashley McDonough, these questions and more are answered.

Operations and Supply Chain Management Essentials, part of the Self-learning Management Series, provides a practical understanding of the dynamic, expanding and evolving supply chains that make our daily lives possible.

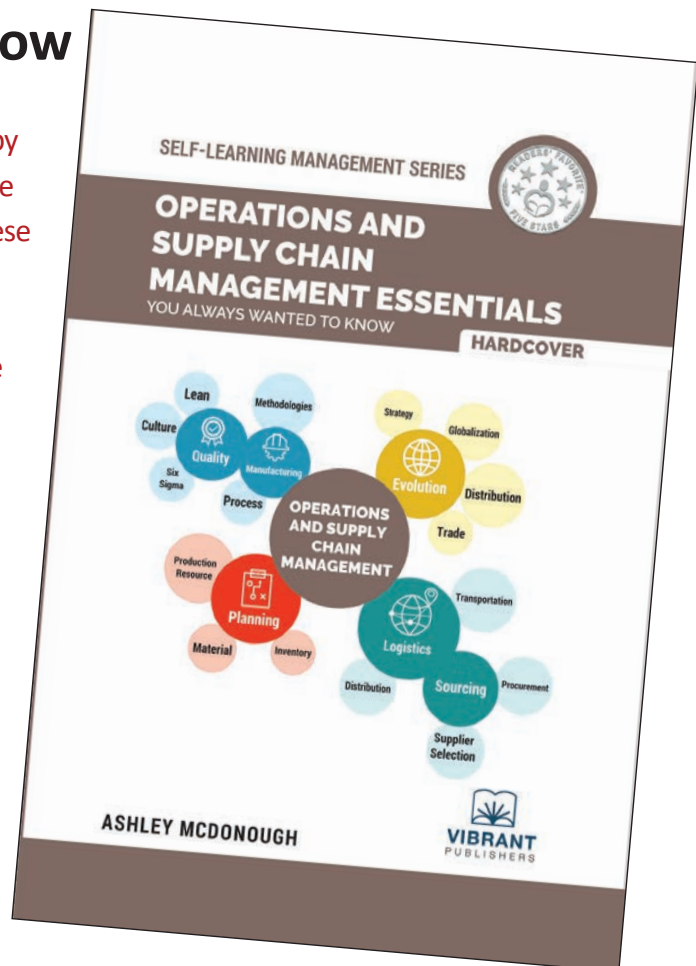
This useful guide uses a hypothetical company and the consumer product they make to explain how the various functions within the supply chain intertwine to bring a finished product to life for consumers in the market. You will understand the story of how new demands, changing preferences and unforeseen circumstances force this fictional company to adapt in order to survive.

Through this book, you will understand and appreciate how these activities, including logistics and warehouse management, make everyday products and services available at our disposal – and why this is increasingly important for companies to pay attention to.

The simple format and non-technical language will attract even laypersons looking for a quick, comprehensive overview of supply chain management.

After reading this book, you will be able to answer the following questions:

- What is operations and supply chain management and why is it important?



- What are the key functions within this field and how do they interact with one another and the broader business?
- What are the responsibilities and decisions that managers in each functional area think about?
- How will disruptions in the supply chain impact the business world and our lives?

About the series

The Self-learning Management Series is designed to help students, new managers, career switchers and entrepreneurs learn essential management lessons. This series addresses every aspect of business from HR to finance to marketing and operations across any and every industry. •

New global report demonstrates FedEx economic impact

In Asia Pacific, Middle East and Africa (AMEA), FedEx indirectly contributed to net economic output worth US\$3.8 billion across the AMEA region's economy in fiscal year (FY) 2022 – a 12 percent increase over FY 2021.

FedEx Corp. released the findings from its 2022 report that analysed the company's impact on the global economy with key regional and market-specific analyses from around the world at the conclusion of its 2022 fiscal year (FY 2022). The report, produced in consultation with Dun & Bradstreet, a global provider of business decisioning data and analytics, for the first time analysed the impact FedEx has on economies around the world. Over the past 49 years, FedEx has expanded its services to more than 220 countries and territories and invested in a global network enabling businesses of all sizes to access and grow the global economy.

The report found that FedEx played an integral role in helping businesses recover from the pandemic while overcoming strained supply chains and

economic challenges. With nearly 550,000 employees worldwide, FedEx moved an average of 16 million shipments each day through its 5,000 facilities in FY 2022. The company's network optimisation and investments improved efficiency and capacity for FedEx customers.

"All around the world, FedEx helped individuals, businesses and communities emerge from the pandemic by moving goods and providing services that connect us and power the global economy," says Raj Subramaniam, President and CEO, FedEx Corporation. "The report illustrates the ongoing and important work we do every day, including supporting small- and medium-sized businesses, which are the backbone of our local communities. We call this, the 'FedEx Effect'."

Measuring the FedEx Effect

2022 Economic Impact Report



Measuring the FedEx Effect

The shipping and logistics company plays a role in fueling innovation, creating and supporting local jobs, as well as helping lift individuals and their communities regionally and in major markets around the world.

- FedEx worked with 360,000 suppliers globally who employed more than 16.5 million individuals. These businesses, many of which are small businesses, created significant economic activity within their local or regional markets and had a combined annual revenue of US\$700 billion.
- FedEx global economic activity supported 193,000 additional jobs beyond the FedEx worldwide employee base in FY 2022, which is 20,000 more jobs than FedEx indirectly supported in FY 2021.
- Small businesses made up 88 percent of the FedEx supply chain, and more than half of the FedEx supply chain spend in each region went to small businesses, which collectively supported roughly 810,000 small business jobs around the world.
- In FY 2022, FedEx invested US\$6.8 billion – a 15 percent increase over FY 2021 – in facility improvements, network optimisation and infrastructure improvements, which correlated to direct economic growth in the respective markets.

Impact across Asia Pacific, Middle East and Africa (AMEA)

The company's presence in Asia, the Pacific, the Middle East, Indian subcontinent and Africa serves more than 100 countries and territories in a highly interconnected region that is playing an increasingly prominent role as a driver of global trade. To support the region's economic recovery from the COVID-19 pandemic, FedEx made strategic investments as outlined in the report that contributed to a 13 percent increase in employment, supporting more than 58,000 jobs beyond its 37,000 team members in the AMEA region.

“Through our continuous commitment to the region, we have helped support hundreds of thousands of businesses and communities still recovering from the pandemic,” says Kawal Preet, Regional President, AMEA, FedEx Express. “Our investments in our hubs in Guangzhou, Osaka and Dubai enable us to meet demand and optimise routes

for our customers as supply chains fluctuate. Our new and improved facilities like the Clark gateway facility in the Philippines as well as the consolidation at our Delhi hub create greater access to emerging markets and increase efficiency.”

FedEx's economic footprint in the region continues to grow. The company recently enhanced its services to and from Africa with the expansion of the flight currently serving South Africa through Johannesburg to include its first regularly scheduled service to Nairobi, Kenya. This investment follows other recent extensions of FedEx services in Saudi Arabia, Egypt and Jordan, which are all geared towards unlocking growth opportunities for small- and medium-sized businesses and boosting opportunities for trade across the Middle East, India and the southern Africa region.

FedEx is committed to diversity, equity and inclusion in the workplace, an important contributor to recent accolades including ranking on the World's Best Workplaces list compiled by *Fortune* magazine in 21st place and being named as one of the best places to work in markets across the AMEA region. In October 2021, Kawal Preet signed the CEO statement of support for the Women's Empowerment Principles established by the United Nations Entity for Gender Equality and the Empowerment of Women and the United Nations Global Compact.

Giving impact

The report shows that in FY 2022, FedEx donated over US\$86 million globally to charities and local non-profits in the communities where its team members live and work. In the AMEA region, this includes environmental programmes, childhood education, entrepreneurship and health care initiatives to help improve lives. The company also served as a critical conduit for food and aid deliveries to Ukraine, among others.

FedEx is committed to connecting the world responsibly through its stated goal of carbon-neutral operations by 2040 and pursuit of investments in renewable energy to power its operations. •

The benefits of flexible staffing

By Tania Govender, Sales Director at Worldwide Staffing



Flexible staffing is key in optimising warehousing and distribution logistics during the peak season and beyond.

With the peak season upon us, demand for supply has increased considerably. The warehousing and distribution function is central to and critical in the supply chain. A flexible workforce is therefore key in optimising warehousing and distribution and a temporary employment services (TES) provider is the perfect partner to assist.

Safety first: Taking on additional labour as and when required can help with controlling costs and catering to flexible demand. However, for companies trying to perform this process in-house, it can be an administrative nightmare. This often leads to shortcuts in the recruitment process as the urgency to get hands on deck becomes critical. This could result in contravention of labour laws if due process is not correctly followed. In addition, inexperienced staff can be more of a burden than a benefit, because the process takes longer, delaying operations, and the increase in damaged goods costs money.

Partnering with a reputable TES provider ensures that qualified, experienced warehouse staff are available on demand as and when the services are required and for as long as they are needed. The right TES partner will have highly trained warehouse labour on hand to ensure tasks are completed quickly and efficiently, with safety remaining a high priority.

Value beyond placement of staff: An experienced TES provider has the intricate knowledge of understanding exactly how a warehouse and distribution operation works, knows that the workflow process does not just include working with loading and offloading containers and understands the process does not stop there. Taking inventory of stock, palletising and shrink-wrapping products or offloading according to outbound orders are services that can be included as well.

The labour provided will have the necessary knowledge and experience required for their specific job function, including adhering to specific requested packing patterns to ensure a strong, structured pallet is completed each time. An experienced TES provider will also be able to supply any category of staff required for a warehouse and distribution operation. Functions such as picking, packing, stacking of warehouse shelves and dispatching can all be taken care of, with a TES provider supplying experienced, screened and vetted staff at short notice and for any period required.

Don't cut corners: In trying to meet increased consumer demand, companies may be pressured into cutting corners to increase turnaround and delivery times. But often with shortcuts, companies don't realise that they are actually in contravention of legislation and are therefore non-compliant.

Verifying labour is an extensive manual process and is extremely time consuming when done correctly and it can be neglected due to everyday and ongoing work commitments. Violation of promulgated minimum wages and working hours or compromising safety laws with inexperienced labour can have a detrimental effect on a company and can result in financial penalties, damaged reputation, loss of clientele and overall decreased company performance.

An experienced and verified staffing service provider will ensure every aspect of the labour supply is managed in full compliance to labour laws and the Road Freight and Logistics Industry Bargaining Council for the entire period of supply. A verified TES provider will manage all risks associated with the labour supply, providing the client with the peace of mind that all labour associated requirements are being handled and managed legally, allowing them to fully concentrate on their operations and, in turn, increase their supply to meet demand. •

Last-mile delivery: Growing opportunity storm in Africa

By Nomvo Kasolo, Frost & Sullivan's Consultant

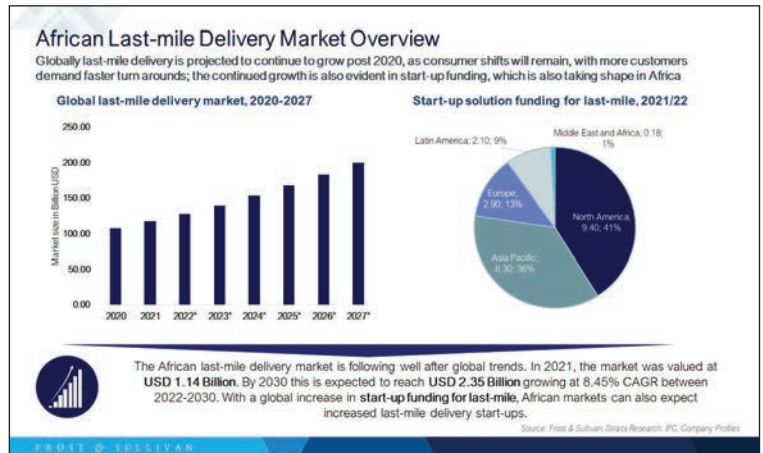
Strong African economies can be created on the back of efficient transport solutions and investments.

Well-functioning transport networks are the heartbeat for many nations, bringing with them several social and economic opportunities at city, regional and country levels. For Africa, last-mile delivery is a growing opportunity storm transport sector. What gave rise to the storm, who will ride or sink and where are the highest areas with potential?

African cities are seeing extraordinary growth, with over 60 percent of Africans expected to live in cities by 2030. With this comes higher demands for efficient supply chains for growing urban areas and the remaining rural space to avoid expansion of the rural-urban divide. The year 2020 highlighted the extent of this crack in many local supply chains, but also accelerated the growing e-commerce in Africa. Now, two years down the line, there are lessons learned and several opportunities tapped, evident by the rise in transport start-ups. In 2021 alone, 21 transport start-ups were established in Africa, addressing digitisation, last-mile delivery solutions, increasing safety, etc.

The African last-mile delivery market was valued at US\$1.14 billion in 2021. By 2030, this is expected to reach US\$2.35 billion. The industry can be segmented into categories by product, industry, sales channel, delivery type, service speed and geography. Based on current trends, players with the fastest turnaround times across all categories will enjoy the largest growth. The waiting time for consumers has been cut from the previous five to six days to one-day or same-day delivery services. The shift has created ripple opportunities for establishing efficient sales channels.

Digital communication platforms that allow for easy returns, exchanges and increased connectedness between client and vendor are also gaining ground. Aside from newer entrants, even larger industry giants are also creating innovative models to reduce shipping costs and ride this opportunity wave. Region expansions of both newer entrants and established players are in Egypt, South Africa, Nigeria, Ivory Coast, Tunisia, Ghana, Ethiopia, Zambia,



Kenya and other markets. With most of the regions, the growth needs to be met by additional investments in key infrastructure (physical and digital) to ensure long-term solutions.

Overall, the high-potential areas by segments in the next decade are expected to be through growth in B2C models (by product type), e-commerce (industry), the distributor segment (by sales channel) and parcel services (by delivery type). In South Africa alone, the projected revenue generated by e-commerce is US\$7.07 billion for 2022, with expansion to US\$14.90 billion by 2027 (at a CAGR of 16.09 percent from 2022-2027). User penetration is expected to rise from 45.1 percent in 2022 to 58.1 percent by 2027. This trend is compared to changes in the global market, but Africa has the potential to leapfrog failures from its predecessors. With the growth in global funding for last-mile delivery solutions, Africa is not without examples to learn from. This beautiful storm could, however, be cut short if challenges in supporting infrastructure and restraints like corruption (delivery sector) are not addressed.

Africa is open and hungry for business and has taken strides in showing this. With key frameworks like the African Continental Free Trade Area (AfCFTA) in place (targeting to increase intra-trade), efficient delivery solutions are here to stay and last-mile delivery is one of those. •

Mitigating legal risk in supply chain

With continued threats to global supply chains, shoring up a business's legal position is non-negotiable. Find out how to plan for key issues endemic to South Africa's supply chain landscape.

When supply chains are stressed, as they have been for the past three years due to COVID-19 and more recently the Ukraine conflict, companies need to be secure in the knowledge that the legal arrangements that underpin trade relationships are watertight. This is particularly relevant in South Africa, where legislation changes frequently.

Contracting lies at the heart of supply chains. Not only do contracts govern the system of manufacturing, selling, importing, exporting and transporting goods, but they also aid in mitigating risk. Alison Wixley, Head of Legal and Risk at Bidvest Freight (the holding company for Bidvest International Logistis [BIL]), says one of the big problems in South Africa today is a lack of understanding of how the contractual regime works. "People often don't understand how the liabilities fit into the bill of lading from the carrier or the contracts you might have with your transporter," she says.

"You might get a small 'one-man band' transporter or forwarding agent along the chain who simply doesn't understand how everything fits in. The risk this can expose you to is that you might have gaps in your insurance cover because you haven't contracted correctly throughout the supply chain."

For BIL, as the logistics operator, there are two parts to the contractual chain: customers and subcontractors. "In terms of our customers, we have a very clear set of standard trading terms and conditions, based on the South African Association of Freight Forwarders (SAAFF) conditions, but over the years we have adapted them as and when the South African landscape has changed. That could be a change in case law or legislation, but also when we come across a new situation," Wixley explains.

"You could have a claim, for example, where our standard trading terms and conditions (STCs) aren't quite

clear on how to handle that issue. What we then do is build some sort of wording into our annual review so that if that situation arises again, it's now clear and everyone knows what to expect."

When it comes to subcontracting, there are very clear and specific subcontracting agreements that set out which party is liable for what aspect and who is responsible for taking out insurance.

"We also have a summary document that very clearly sets out what insurance cover we have and how our liabilities work. This is provided to clients and/or transporters so they know exactly who is liable in a particular situation," she adds.

According to Wixley, STC arrangements should be reviewed at least every two years, but if a major legislative change occurs, this might need to be done sooner. "When it comes to contracts with clients, I would say these should be reviewed at least once a year."

Another legal risk is what is termed 'scope creep'. This occurs when a client might sign on to use a particular service and then later request additional services. "The problem comes in when we go back to the contract and establish that these additional services are not covered. It could also happen that a claim occurs, but when we go to the insurers to explain, for example, that a claim has arisen out of customs clearing activities, if the contract only refers to transport services, the claim may be repudiated."

Wixley also emphasises that businesses need to make sure they have an understanding of the potential risks of the business, which could be different. "If you're transporting cell phones, for example, you might need armed escorts. You need to identify the risks and then ask how these can be mitigated – by insuring or procuring armed escorts, etc. If you do that upfront, that mitigates a lot of the risks." •

RTMS opens doors for emerging entrepreneurs

Road Transport Management System (RTMS) certification is paving the way for SMMEs to grow their business and improve efficiency and operating costs.

Growing a small business in the increasingly difficult global economic climate is not easy. Despite the small, medium and micro enterprise (SMME) industry being a big driver of employment and economic growth for South Africa, many of these businesses face several challenges during the start-up phase.

Oliver Naidoo, Managing Director of SANAS-accredited certification body JC Auditors (JCA), says early implementation of credible standards and certifications can accelerate the progress of a business overcoming some of these challenges. “Certification to the Road Transport Management System (RTMS) promotes safety, compliance and efficiency in a commercial fleet – regardless of the size. Along with ISO standards, these are proven mechanisms that enable a business to achieve safety, efficiency and cost gains,” he says.

RTMS is an industry-led, government-supported, voluntary, self-regulation scheme that encourages consignees, consignors and road transport operators to implement a set of standards that demonstrate compliance with road traffic regulations and contributes to preserving road infrastructure, improving road safety and increasing productivity. ISO standards are internationally agreed upon by experts and manage various systems within a business,



Under Annah Ngxeketo's leadership and strategic direction, Mamoja Trading's shapeshifting contribution to the North West mining sector has seen the business build a successful and credible pipeline of local and multinational clients.

with the core goals of risk mitigation, continual improvement and promoting business sustainability.

Annah Ngxeketo, Managing Director of Mamoja Trading & Projects, says the decision to implement management systems from the 'get-go' delivered unforeseen results to the fledgling transport company. Based in Marikana, North West, Mamoja has signed some of South Africa's biggest mining houses to its books since becoming RTMS and ISO 9001 accredited, within a year of starting its operations. Not only has the accreditation delivered more work to the business, but it has also delivered a host of other benefits such as reduced downtime, improved fuel consumption and operating efficiency. Other benefits include a reduction in traffic violations and traffic incidents. Driver behaviour has also seen a major improvement, adds Ngxeketo.

According to Oliver, JCA has been conducting RTMS certification audits since 2007 and has witnessed first-hand the performance improvements in companies such as Mamoja. “RTMS certification involves a two-stage audit process as per the ISO 17021 standard, which is the international standard applicable to all certification bodies. The audits are based on a sample population of trip data, vehicle history, driver information, telematics data, policies and procedures,” he explains.

Compliance requires that a company demonstrates that it manages its transport operations with due consideration to road safety, compliance and operational risks. The RTMS processes are developed so that procedures are compiled and consistently implemented to minimise the risks identified.

“A fundamental RTMS requirement is the need to incorporate a safe culture within the operation. This often requires a change in attitude, mindset and driving behaviour. This culture change is crucial considering South Africa's unacceptably high crash rates, especially of recent times. It is thus very encouraging to see the emerging transporters actively embrace good governance in their businesses,” concludes Oliver. •

JUNGHEINRICH

Your intralogistics solutions provider

New- and Used Forklift Sales
Short- and Long Term Rentals
Racking and Warehouse Equipment
Logistics Software

info@jungheinrich.co.za | 010 596 8460
www.jungheinrich.co.za

workforce staffing

The preferred staffing partner

Contact us today and scale your operation to your precise needs

Kim Coetzee | 082 376 4475
kimc@workforcestaffing.co.za
www.workforcestaffing.co.za



@track

Always Visible



www.ctrack.co.za | sales@ctrack.com
Fleet Management Solutions

GOSCOR LIFT TRUCK COMPANY

Forklift & Materials Handling Specialists
Trusted since 1984

010 594 4339

JHB (Head Office) | CPT | DBN
PMB | PE | EL | BLOEM | NEL

www.goscorlifttrucks.co.za



LOGISTICSNEWS

The Independent Voice of the Supply Chain Industry

Advertise your business with us and reach new customers

South Africa's leading logistics and supply chain management magazine

Contact Melanie at melanie@logisticsnews.co.za

www.logisticsnews.co.za

TOYOTA INDUSTRIAL EQUIPMENT



The global market leader in materials handling equipment with a reputation for safety and efficiency, innovative research & development and quality products.

+27 011 395 0600 | www.toyotaforklift.co.za

SMEs to benefit from fuller e-commerce solution



NUMEROUS STUDIES have shown that effective delivery is a key influencer in a shopper's decision to make an online purchase or not. And as much as delivery strategies have improved, some consumers remain skeptical that their goods will reach them on time, or even at all. "For merchants, shipping is likely to be one of the major factors they need to consider, both in terms of operations and costs," says Anita Erasmus, Head of Business for Bob Group, an e-commerce ecosystem aimed at making e-commerce reliable, simple and trustworthy. The group is an amalgamation between online auction and marketplace brand bidorbuy and logistics company uAfrica.

"Setting up a successful e-commerce store is a multifaceted undertaking, requiring not only creating the store but also functions like payments, shipping and marketing. Bob Group's aim is to assist merchants in areas where we believe we can make this process easier. Initially, our focus is on the marketplace, payments and shipping."

Erasmus says it's important to remember that the selected courier company becomes a direct extension of a business. "You

need to ensure seamless integration between your online platform and the courier service, especially in terms of tracking parcels and communicating with your customers."

Bob Group through uAfrica specialises in automated technology that facilitates this process, many aspects of which were previously done manually. The system allows SMEs to get competitive quotes and ship from multiple couriers while also enabling them to generate electronic shipping labels with one click to request collections from multiple couriers. Features like packing slips, bulk fulfilment and inventory management are also available to streamline the order management process. Automated tracking updates also ensure customers are always up to date on the status of their parcels.

"Ultimately, shipping success comes down to innovative technology and tight integration between your online store and the courier companies you use," Erasmus says. "The process starts at check-out. This is where your chosen shipping charge strategy comes into play. From picking and packing right through to last-mile delivery and maintaining communications channels with end users, companies like uAfrica can add value from the point of check-out." •

CHEP shares insights on circular economy solutions at COP27

CHEP SUB-SAHARAN Africa attended COP27 as part of a delegation of five from South Africa to represent the Alliance for Climate Action and drive for further results. The alliance is a network of committed organisations that are working together with government to collectively achieve a net carbon-neutral economy for South Africa by 2050. "Our team is honoured to have been invited to participate in arguably the world's most important climate conference on an international level. As a company that harnesses a circular business model of 'share and reuse' at the core of our operations, we look forward to sharing insights that will take the discussions on economic and resource circularities forward," says Marietjie Brown, Sustainability and Government Affairs Lead, CHEP India, Middle East, Turkey, Africa (IMETA).

CHEP's participation at this year's gathering follows its holding company Brambles' presence at COP26 where its senior representatives joined the conversation at the Sustainable Innovation Forum focused on regenerative supply

chains and how supply chain players can help meet the Paris Agreement.

Aligned to COP27's focus on strengthening climate adaptation and resilience, CHEP's contribution to this year's panel at the South African pavilion, drew on the company's collaborative 'share and reuse' approach and Zero Waste World programme.

"As a business, we acknowledge that climate action is not an event but an ongoing process requiring extraordinary collaboration. While countries grapple with the pressing climate issues of today, we are proud to add our voice to important discussions about economic and resource circularity taking place on the global stage. These will ensure not only critical resource security in our future, but positive economic and environmental outcomes as well," concludes Brown. •

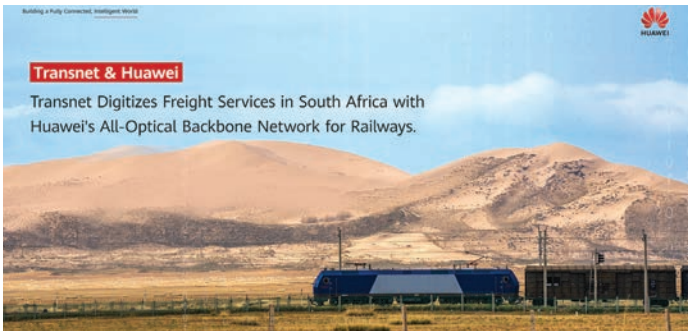


*Marietjie Brown,
Sustainability and
Government Affairs
Lead, IMETA.*

Transnet digitises freight services with Huawei solution

As global rails and ports go digital, Transnet has developed a digital strategy to reposition its freight transportation system and improve its competitiveness. The company has been working with Huawei to build an upgradable and easy-to-maintain transmission backbone network featuring high bandwidth and reliability. The network enables the real-time and efficient transmission of a massive amount of business data, supporting emerging services and solidifying Transnet's digital strategy.

Transnet manages more than 30,000 km of rails and has 114 backbone nodes and numerous optical cable lines across South Africa. However, the existing SDH 2.5G/10G backbone network had reached the end of its life cycle, unable to support Transnet's production and operations. On top of that, operating the obsolete SDH network was not efficient and integration with newer technologies was troublesome, slowing down the company digitalisation initiatives and business expansion.



In response, Huawei deployed the all-optical backbone network solution for railways, building an independent large-capacity wavelength division multiplexing (WDM) transmission network that meets Transnet's business and production security requirements.

The project used next-generation intelligent and simplified OptiX OSN 9800 series products. These large-capacity MS-OTN products integrate optical and packet functions, providing the transmission capacity of 100G and beyond. They feature high reliability, low latency and deterministic quality, as well as support end-to-end native hard pipe (NHP) networks from the access layer to the transport layer. The system can now centrally carry Transnet's different businesses at multiple layers and interfaces, ensuring independent and secure operations.

To enhance the stability and scalability of the operation network, Transnet adopted Huawei's dense WDM (DWDM) technology that supports a single wavelength capacity of at least 100 Gbit/s. With it, Transnet has upgraded its 100G network.

Transnet uses the upgraded network to ensure reliable and high-bandwidth network connections for its rail production business. At the same time, it offers other customers bandwidth operation services, such as bandwidth leasing. This helps Transnet diversify its revenue sources. •

Serco delivers new fleet in record time

TRUCK AND trailer body building company Serco has delivered on one of its largest orders in the 40-year history of the business, building a total of 278 vehicles for Imperial – all handed over right on time. The new vehicles comprise 143 trailers and 135 truck bodies and were built at Serco's main production plant in Durban.

The refrigerated trailers in the record order were state-of-the-art Protec Steel Frostliner trailers. The injected panel technology used in the building of the trailers improves thermal efficiency by as much as 40 percent when compared to alternates, reducing fuel consumption and wear and tear on the fridge. This also cuts the carbon impact on the environment and directly improves shelf life and losses from returns due



to poor temperature control.

The trailers are fitted with durable grain aluminium floors, fully welded aluminium scuffs that create a waterproof and high-strength structure as well as new door seals made from extended rubber material, which provide an excellent thermal bridge preventing the leakage of cold air. The trailers have BPW disc axles, tuck-away tail lifts, Thermo King Advancer fridge units, park distance control, Whiting roller doors and a loadlok cargo strapping system.

"A huge team effort from Serco supported by BPW Axles, DH Lifts, GEA Africa and UD Trucks ensured the order was delivered on time," says Serco MD Charl Coetzee. •

Schneider Electric accelerates its AI at Scale strategy

SCHNEIDER ELECTRIC has announced the progress made on its AI at Scale strategic initiative. With more than 200 people onboard in AI roles since 2021, the company has strengthened its foundations for enabling new revenue streams, savings and efficient ways of working. Over the past year, Schneider Electric has accelerated the momentum of AI by:

- Appointing its first Chief AI Officer, Philippe Rambach.
- Implementing an AI hub and spoke operating model globally.
- Bringing 200+ AI and data experts onboard.
- Submitting 18 AI technology patents.
- Enhancing 15 solutions with AI capabilities.
- Developing 20+ internal AI applications.
- Launching an AI knowledge base on se.com/ai.

The AI Hub partners with all Schneider Electric business units and functions to address the most pressing customer challenges and prioritise AI use cases with the highest customer value. Focused on efficiency and sustainability, it has been working to further develop AI applications in the field of electrification, automation and decarbonisation, such as microgrid management, alarm management and HVAC optimisation for buildings, electric vehicles (EV) management, smart charging, asset management and more.

*Peter Weckesser,
Chief Digital
Officer at
Schneider
Electric.*



“At Schneider Electric, we observe a great demand from our customers to leverage data for operational efficiency, electrification and automation. The growing energy costs make many of them turn to AI applications to manage, predict and optimise their energy consumption,” says Peter Weckesser, Chief Digital Officer at Schneider Electric. “We apply AI to enhance data-driven decision-making, agility and decarbonisation. It has never been more visible that resource efficiency and energy sobriety boost the company’s profitability.”

“The AI by Schneider Electric is AI for good. We challenge it with the biggest problem of our generation – climate change,” says Philippe Rambach, Chief AI Officer at Schneider Electric. “It has been my first year in this role and I am happy to discover and further develop the AI foundation of many of our products and services.” •

Smart Procurement honoured at National Presidential SMME Awards

IN RECOGNITION of its contribution to empowering and advancing entrepreneurs and developing small, medium and micro enterprises (SMMEs), Smart Procurement was honoured at the inaugural National Presidential SMME Awards. These were hosted by the Department of Small Business Development (DSBD) and the awards were presented by Stella Ndabeni-Abrahams, South Africa’s Minister of Small Business Development.

Smart Procurement was awarded second place in the Ecosystem Enabler of the Year category. Nominees in this category comprised organisations that, through lobbying, organising, advisory services, research and events, seek to advance the cause of entrepreneurs and SMMEs. These essential businesses also create communities by finding and leveraging various ecosystem players.

“It was a privilege for Smart Procurement to reach the finals and to be placed second in these prestigious awards,” comments Smart Procurement COO Debbie Tagg. “This

recognition has further ignited our passion and commitment to the development and growth of SMMEs. Congratulations to our fellow finalists and all the category winners that came out tops from more than 4,000 entries. We salute you.”

Tagg explains that Smart Procurement has been facilitating the development of suppliers and small businesses through market linkage and access for more than 11 years. “Smart Procurement believes in facilitating collaboration between business support organisations, procurement and stakeholders. Our passion is to reduce barriers of market access and to enable collaboration and the mentoring of SMMEs to ensure that they are equipped to engage with procurement buyers,” states Tagg. “Smart Procurement is committed to continuing to be an SMME enabler in 2023 and beyond,” she concludes. •



*Smart Procurement COO
Debbie Tagg.*

Edmonton International Airport and CargoAi win the 2022 Sustainability Awards

THE TIACA Sustainability Awards, an annual programme run in partnership with CHAMP Cargosystems, is now in its third edition and recognise outstanding businesses and industry initiatives designed to make air cargo more sustainable.

Edmonton International Airport was selected as the winner of the 2022 Air Cargo Sustainability Award – Corporate, for YEG's Airport City Sustainability Campus, which is a growing hub of transportation, cargo logistics, manufacturing, sustainability, technology development and tourism. It is an integrated ecosystem that spurs collaboration and innovation while fostering the commercialisation of emerging clean technologies.

CargoAI was selected as the winner of the Start-up/Small Business category of the 2022 Air Cargo Sustainability Awards. The winner was selected by the audience at the Air Cargo Forum in Miami. CargoAi launched Cargo2ZERO, a suite of solutions for forwarders aimed at decarbonising the air cargo industry through the use of a CO₂ efficiency score.

AeroVect and Elite Champ Limited, the other finalists also presented their unique solutions to the audience – AeroVect for ground support equipment automation and Elite Champ Limited for its Air Cargo Vacuum Pallet.

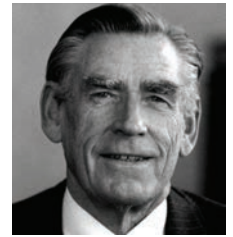
“We congratulate Edmonton International Airport and CargoAi for winning the fourth Air Cargo Sustainability Awards. The winners truly show a spirit of those who strive to do better not just for themselves, but to create a sustainable future for the industry and our next generation,” says Steven Polmans, TIACA Chair.

“We are delighted to congratulate CargoAi as well as Edmonton International Airport. The Air Cargo Sustainability Awards have grown considerably this year. The strong entries show the evolution and innovation throughout the industry and are a good sign of things to come,” concludes Chris McDermott, CEO, CHAMP Cargosystems. •



CHEP's pallet pooling system pioneer enters Logistics Hall of Fame

AUSTRALIAN OLIVER Richter (1920-2014), the vision and driving force behind CHEP's closed rental pool that allows companies to share and reuse around 375 million pallets, crates and containers in approximately 60 countries, has been recognised for pioneering the circular and intrinsically sustainable use of pallets in the logistics industry.



CHEP's pallet pooling system pioneer, Oliver Richter.

As a trade manager at CHEP's parent company, Brambles, Richter discovered the potential of a closed rental pool for load carriers in the 1960s and successfully set up what is considered as one of the most sustainable and efficient logistics models globally. Kai Derda, Country General Manager of CHEP Germany, and Volker Sdunzig, Senior Vice-President of CHEP Central and Eastern Europe, received the award on behalf of both Richter and CHEP at a gala reception at Berlin's iconic KaDeWe department store. Founded in 2003, the Logistics Hall of Fame recognises leading figures who have made outstanding efforts to promote the further development of logistics and supply chain management.

Born in Sydney on 23 October 1920, Richter left school at a young age, pursuing instead accountancy studies at night school. On joining Brambles in 1965, he was soon driven by a vision to wider replicate the Australian pallet 'pooling' system of the Commonwealth Handling Pool (CHEP). A joint venture took that pallet pooling and leasing model first to the UK in the mid-70s, with the ensuing years of Richter's career seeing CHEP further expand into continental Europe, South Africa and North America. On retiring from Brambles in 1992, Richter had successfully served as CEO, Chairman and Deputy Chairman.

Richter was at the heart of developing a system of pallet control that became an industry standard and led to more efficient movement of goods. For the first time, the CHEP 'share and reuse' model allowed for pallets, crates and containers to be made available for shared use, eliminating the need for customers to invest in – or manage their own – stock and significantly reducing waste. Sixty years later, Richter's vision of a purely circular packaging and logistics model is at the heart of CHEP's collective ambition to achieve net-zero targets in the transportation industry, making him not only a pallet pioneer but also a sustainability visionary. •



Kwikspace opens new branch in Richards Bay

IN OCTOBER, Kwikspace, a supplier of prefabricated mobile units, opened a branch in Richards Bay to better serve its KwaZulu-Natal client base. The yard currently holds multiple modular buildings comprising 7m x 7m classrooms, 6m x 3m ablution units, 6m x 3m open plan office units and a 6m x 3m storage unit. “Kwikspace can, however, source any unit that is required,” says Kwikspace’s Regional Manager, David Francis

The expansion into Richards Bay was the result of the company’s growing relationship with rail, port and pipeline company Transnet. The company, through its Durban branch, supplied units to Transnet and with significant growth and expansion taking place in ports in the Richards Bay area, Kwikspace took the opportunity to capitalise on the rental unit market in the area as it already has customers operating in the region.

The company hopes that the business opportunities acquired through various industries in Richards Bay will lead to further expansion in the North Coast. “The opening of this new branch presents the opportunity for the company to supply to the greater KZN area and to grow our market,” says Francis. Kwikspace’s new branch is currently the only rental fleet of prefabricated relocatable buildings in Richards Bay. •

Supply Chain Services Supplier of the Year award for GLTC

GOSCOR LIFT Truck Company (GLTC) has been named Supply Chain Services Supplier of the Year 2022 by Famous Brands. GLTC has been the materials handling equipment (MHE) supplier of choice for Famous Brands for the past seven years, with a total of 80 different types of machines currently deployed at various Famous Brands locations in the country.

“The Supply Chain Service Supplier of the Year award is awarded to a planning, logistics, technical and manufacturing supplier that has helped us operate efficiently in our business. GLTC has met and exceeded its service level agreements (SLAs) and continues to drive innovation, costs savings and efficiencies within our organisation. It also delivers projects on time and within budget,” says Godfrey Ligaraba, Managing Executive: Logistics at Famous Brands.

For a company that operates in the fast-paced food chain, reliability and uptime are parameters of greater significance. “Famous Brands is a very ‘particular’ customer that places high demands on its suppliers, as it too has demanding consumers that enjoy its high-quality products. Equally, GLTC is a brand that places reliable customer service at the top of its priorities. Based on these values, GLTC and Famous Brands are therefore a perfect match,” says Ronald Ryan, GM Johannesburg Branch at GLTC.

The Supply Chain Services Supplier of the Year 2022 accolade, explains Ryan, hinged on GLTC’s ability to deliver on time and to Famous Brands’ stringent requirements. GLTC’s flexibility in its product offering and terms was also a major factor. GLTC’s turkey solutions approach means that it can offer Famous Brands the flexibility it needs by offering options such as outright purchase, short and long-term rental, as well as maintenance plans. This is complemented by its nationwide forklift sales, service, rentals and equipment spares through a comprehensive dealer network.

“This award is testimony that we are a partner to our customers and listen to their needs and match both their current and future requirements to fulfil their delivery promises,” says Ryan. •



LOGISTICSNEWS

The Independent Voice of the Supply Chain Industry

Publishing Editor:

Dalan Holton

Editorial:

info@logisticsnews.co.za

P.O.Box 1806, Gallo Manor

Sandton, 2052

www.logisticsnews.co.za

www.supplychainonline.co.za

Deputy Editor:

Lynne Yates

Consulting Editor:

Wesley Niemann

Advertising:

Melanie Scheepers

melanie@logisticsnews.co.za

Subscriptions:

www.logisticsnews.co.za

Design & DTP:

Nicole Cook

The publisher is not responsible for the opinions expressed by individuals.

© No part of the publication may be copied or reproduced by any mechanical or electronic means without the written permission of the publisher.

38th year of publication.

ISSN 1025-0492



Directory of supporting industry associations

CILTSA

Chartered Institute of Logistics and Transport SA

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

CIPS

Chartered Institute of Purchasing and Supply Southern Africa

012-345-6177 | www.cips.org/southernafrica

CSCMP

Council of Supply Chain Management Professionals

SA Round Table

011-678-1820 | www.cscmp.org

RFA

Road Freight Association

011-974-4399 | www.rfa.co.za

SAAFF

SA Association of Freight Forwarders

011-455-1726 | www.saaff.org.za

SAEPA

SA Express Parcel Association

info@saepa.org.za | www.saepa.org.za

SAIIE

Southern African Institute of Industrial Engineering

011-607-9557 | www.saiie.co.za

SAPICS

SAPICS – The Professional Body for Supply Chain Management

011-023-6707 | www.sapics.org.za

MARKETING HOTSPOT

Leave it in our hands

Leading corporate clothing,
promotional gifting and workwear supplier.



Contact : 082 515 5992

Email: devlin@marketinghotspot.co.za





Department of Business Management

Accelerate your career in Supply Chain Management



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Faculty of Economic and Management Sciences

Fakulteit Ekonomiese en Bestuurswetenskappe
Lefapha la Disaense tša Ekonomi le Taolo



Master the complexities and dynamics of supply chains with a world-class business qualification from the University of Pretoria

The Department of Business Management is a centre of excellence in the Faculty of Economic and Management Sciences at the University of Pretoria, with the aim of contributing towards the development of supply chain management practice, education and research in Africa. We strive to keep South African industry at the cutting edge of new development through access to both local and international knowledge.

The Department of Business Management offers a progressive range of formal qualifications and continuing education programmes in supply chain management designed to develop management potential and competencies at all managerial levels.

Formal qualifications in Supply Chain Management:

- BCom (ELA Accredited programme)
- BCom Honours
- MCom/MPhil
- PhD

Continuing Education programmes and short courses in Supply Chain Management:

- Programme in Supply Chain Management
- Advanced Programme in Supply Chain Management
- Executive Programme in Supply Chain Management
- Programme in Production and Operations Management
- Fleet Management
- Contract Management
- PFMA Bid Adjudication
- Business Process Management
- Business Process Modelling
- Customer Service Excellence
- Negotiation Skills



Make today matter

Email uscm@up.ac.za
www.up.ac.za/business-management