

Awards special

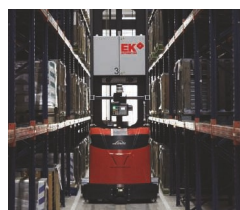
And the winner is...



ASDA TO YOU
Ian
Stansfield
07

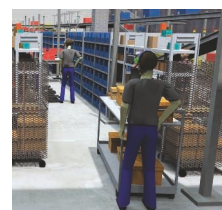


FORKLIFTS A slimming world



The need for better space utilisation is boosting interest in narrow aisle. **40**

AUTOMATION Channel challenge



Automated systems can have an important role to play in retail. **37**

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Shawn,
Designer



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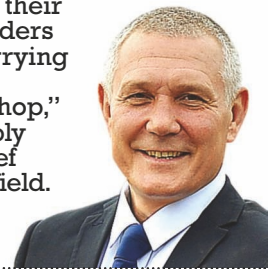
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07 Coming To You

Asda has launched a parcel service for online retailers. "We're bridging a gap for customers who want to collect or return their online orders while carrying out their weekly shop," said supply chain chief Ian Stansfield.



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Norfolk road dualling boosts logistics sector

The dualling of the major route into and out of **Norfolk** has made a “massive difference” to the logistics sector, according to companies operating in the county.



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Dominic Purslow, general manager of road haulier and Palletways franchisee Jack Richards & Son, said the A11 dualling, which was completed around a year ago, had improved journey times and increased business.

The company, which is based in Fakenham, North Norfolk, operates up to 30 vehicles a day along the A11, transporting a range of products such as cardboard, building supplies, and food packaging products.

“The time saved because of better constant speed has allowed us to pick up other business coming back into the county and we have seen an increase in return loads from London, the south east and the home countries. With the addition of lower fuel costs due to much less stopping and starting, the dualling has made a “massive difference”, said Dominic.

Specialist manufacturer Warings Furniture is also benefitting from the improvements.

Founded by Graham Waring in 1986, the business which he jointly owns and runs with his wife Rachael, designs and manufactures contract furniture for clients across the hospitality industry. These include Jamie’s Italian, Costa Coffee, Pret-a-Manger, Pizza Hut, Travelodge, and Centre Parcs.

Since 2005 the business has been located on a 17-acre site in south-west Norfolk, surrounded by fields, yet a short drive to the A11, and the main distribution hubs at Snetterton.

“We design here, we make the prototypes here, and everything which comes through is finished here. We ship our own products, with vehicles right around the country, and also in Ireland and Europe”, said Graham.

“Before the A11 was dualled, every Friday at 2pm you would be stuck at Mildenhall near the

county border for an hour, sometimes two.

“Now I am getting them back quicker, I am saving on fuel, and they are not sitting in traffic anymore.

We can get to London and the east side of the city in about 1hr 50 minutes, that’s great.

We are also close to where some of our goods come in and out of the country at Felixstowe. Getting down the A14 is very important to us”, he added.

Parcel firm DPD opened a £1.2 million depot alongside the A11, at Snetterton, in late 2013. With around 100 delivery vans going in and out of Snetterton every day, and lorry movements down the A11 and A14 linking the depot with the main DPD hub in the West Midlands, the company stated that dualling plans were a key reason behind their decision to locate close to the A11.

David Dukes, Norfolk County Council’s Economic Development Manager, said: “There has never been a better time for logistics businesses to base themselves in Norfolk.

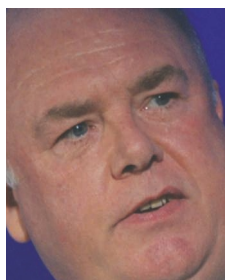
By completing the dualling of the A11, it has significantly reduced journey times to Cambridge, onwards to the ports and the Midlands, or to the M11 for London.

Norfolk now offers great opportunities for businesses in the logistics sector, especially along the A11 corridor. Our land prices are cheaper, and with grant funding a possibility, it’s well worth making an enquiry about whether Norfolk could be a good match for your businesses.”

“With the Northern Distributor Road set to improve access around the north of Norwich and up to North Norfolk, as well as major improvements planned to the A47 - our main east/west route across the county, our roads are seeing considerable investment”, he added.

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Norfolk
locatenorfolk.com





Congratulations to all our Award Winners

“

As one of the judges, I was tremendously impressed by the drive, commitment and sheer ingenuity exhibited by the entrants this year.

Not so long ago it seemed that the twin developments of online retail and e-books spelled the end for traditional book retailers. But Waterstones has responded to these challenges by strengthening not only its customer experience, but also by working with its logistics partner UTL to strengthen its supply chain. No wonder it has become the Overall Winner of the 2015 European Supply Chain Excellence Awards.

Some 72 organisations were shortlisted this year and came to present to judges. And as one of the judges I was tremendously impressed by the drive, commitment and sheer ingenuity exhibited by the entrants.

One of the key themes this year was the vital importance of logistics in dealing with humanitarian crises. The Extreme Logistics category saw a series of entries from organisations dealing with the Ebola crisis in West Africa. One of our judges with experience of extreme logistics said: "This must have been a very, very difficult operation because normally when you have a disaster, day-by-day you know more and more and you can plan better and better, but with Ebola, every day was a new scenario." Not surprisingly, the judges wanted to recognise all three of these entries.

The Individual Contribution Award went to Birgitte Olsen, who as head of logistics at the International Federation of Red Cross & Red Crescent Societies, has for many years played a key role in ensuring that vital aid gets to where it is needed.

Award winners include some of the world's leading companies including Suzuki, Philips, Twentieth Century Fox, Diageo, and Telefónica. But there were also some outstanding entries from small businesses including SME of the Year winner Scandinavian House. Team of the Year was Firebox with arvato. Firebox is a small online retailer that is working closely with its logistics provider to punch above its weight - enthusing staff across the operation with a sense of excitement and can-do spirit.

Sometimes the judges are presented with entries that show tremendous promise, but are just too early in their development to provide clear evidence of achievement. In that situation, we always encourage the entrants to come back. One such example this year is NOVUS, the industry-backed degree scheme. Last year, the judges were impressed by the ambition of the scheme - and this year they were impressed by the obvious achievement in bringing new talent into the industry. Not surprisingly it won the Award for Training and Professional Development.

This year, there were a number of entries that fell into the category of "just a bit early", and we hope they will come back next year. My congratulations to all the shortlisted companies, and especially to the winners.

**Malory Davies FCILT,
Editor**

Quotes from the Awards

»»Fantastic
Fantastic to get the recognition – it shows we can turn it around in the supply chain.
Nick Hudson
Waterstones

»»Exhilarating
This is exhilarating, the entire team deserve this.
Meurig William
National Grid

»»Over the moon
Over the moon - it's reward for the hard work of 28 companies.
David Leach
University of Huddersfield

»»Humbling
Good to have the international recognition.
Humbling.
Bryan Richard
CAIPA

»»Delighted
Delighted to win in honour of everything we've done in the supply chain.
Jo Fleeman
Spirit Pub Company

»»Fantastic
Fantastic - for my colleagues more than anything, because they've taken me on through a graduate scheme.
Vincent Hall
DHL

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Asda launches To You in-store parcel service



Ian Stansfield

Asda has launched a new parcel service that will enable customers to collect or return orders made at third party online retailers. The new service is called To You, and will be available for customers in any of the 614 Asda stores across the UK. Asda predicts that if the service grows successfully, it will draw in a further 40

million visits to its stores by 2019.

Ian Stansfield, vice president Asda Logistics Services and Supply Chain said: "Demand for online shopping is ever increasing, with it grows

the appetite from online retailers to have physical footprints their customers can access. Not only are we providing online retailers with a presence on the high street we're also bridging a gap for customers who want to collect or return their online orders while carrying out their weekly shop."

"This is an industry first: complete, real time, individual parcel tracking – whether collect or return, every step of a parcel's journey is tracked and visible to our clients and customers. This truly is game changing."

The service will also benefit George.com. Senior director Stephen Langford said: "This move was a bit of a no brainer, a slicker service, with more in depth data."

Princess Royal opens Stobart's new site

The Princess Royal, pictured with William Stobart, has officially opened the new Eddie Stobart Service Support Centre in Appleton Thorn. The company's fleet department and training academy are moving into the 60,000 sq ft purpose-built facilities in Warrington, from their previous sites in Widnes.



Profits boost for Ceva

Ceva Logistics drove adjusted EBITDA up 27 per cent to €80m in the third quarter of 2015, despite the fact that revenue, at €1.7bn, was down 13.1 per cent from the third quarter of 2014.

"Ceva's new operating model continues to pay off," said CEO Xavier Urbain. "Despite overall industry headwinds, our performance in the third quarter was robust and we continue to defend our position in a generally soft market." Adjusted EBITDA margins in Contract Logistics were 6.2 per cent in Q3, up from 5.5 per cent the previous quarter.

IntraLogistEX attracts new exhibitors

IntraLogistEX, the UK's one intralogistics exhibition, will be returning to Coventry in March. And the success of last year's inaugural show has attracted a host of new exhibitors.

The show will be returning to Jaguar Exhibition Hall 2 of the Ricoh Arena in Coventry on Wednesday 16th and Thursday 17th March 2016 and promises to be substantially bigger than last year.

The Show offers visitors a not-

INTRALOGISTEX

16TH & 17TH MARCH 2016 - RICOH ARENA, COVENTRY



to-be missed opportunity to see intralogistics innovations as well as discover more about the cost reducing, efficiency improving technology on display.

There will also be live demonstrations taking place in the demo arenas, and extensive educational content in the seminar theatre.

● W: www.intralogistex.co.uk

bathstore picks DHL for £37.5m contract

Bathroom retailer bathstore has extended its contract with DHL Supply Chain for a further five years. The deal is worth £37.5 million.

The national and dedicated operation will run from a base in Daventry, supported by a further nine outbases and delivering to 168 stores nationwide. DHL will provide two man home deliveries to consumers as part of the contract and

will make 200,000 deliveries – both to stores and consumers' homes each year. Gary Favell, bathstore's CEO, said: "Creating dream bathrooms for people is what we do, and part of that service is ensuring customers receive their products swiftly at a time that works for them, the innovative and agile solutions provided by DHL will improve efficiencies across our business."

In brief

►►ECR road miles plan

A new initiative to cut road miles is being launched by the IGD's Efficient Consumer Response UK board, Reducing Wasted Miles, follows research which found that some 78 per cent of retailers and 71 per cent of suppliers believe cutting road miles to be a significant opportunity for cost savings in their supply chains.

►►Panalpina Kenya buy

Panalpina is to acquire a majority stake in Airflo from the Dutch Flower Group. Airflo is Kenya's second largest air freight forwarder, specialising in the export of fresh cut flowers, plant cuttings and vegetables, notably to the Netherlands and the UK.

►►Geodis OHL takeover

Geodis has completed its acquisition of US logistics group OHL (Ozburn-Hessey Logistics) following regulatory approval of the deal. Nashville-based OHL has annual sales of €1.2 billion, and the combined group will generate a turnover of some €8 billion.

►►New Traigo 48 range

Toyota has launched a new Traigo 48 electric forklift truck range which it says is nine per cent more energy efficient than its next competitor in class. The three-wheel models are available from 1.5 to 2.0 tonnes. Four-wheel models range from 1.6 to 2.0 tonnes.

►►Slavery regs from March

Businesses with a year end of 31st March 2016 will be the first required to publish a statement on the action they have taken to ensure their supply chains are slavery free.

►►Cinram for RD

Reader's Digest has called on Cinram for assistance after acquiring the stock of Delta Leisure Group. The task was to clear the Delta warehouse at Dartford, holding close to a million units of stock across 1,700 skus, and integrate it into RD's portfolio at Cinram's Aylesbury DC.

In brief

»Vacancies up 25pc

The number of advertised supply and logistics vacancies is up by a quarter in the third quarter of 2015, according to figures from recruitment consultancy Robert Walters.

The highest growth in demand came from London and the South East with vacancies up 36 per cent.

»CFO role for Gunning

Steve Gunning, chief executive of IAG Cargo, is to take over as chief financial officer of British Airways.

»Barloworld deal

LLamasoft has acquired Barloworld Logistics' Supply Chain Software Division, including all technology, software applications, and the Barloworld SCS team across Europe and the US.

»Comfy Quilts WMS

Comfy Quilts, the pillow and duvet manufacturer, has chosen the Snapfulfil SaaS WMS for its retail and wholesale warehousing operations.

»Pre-bodied van range

Renault Trucks has launched a range of pre-bodied Luton, tipper and Dropside vehicles built on the Renault Master by Renault Trucks platform. The Ready for Business range can be delivered from stock or with short body lead-times.

»DKF opens at Coventry

DK Fulfilment, which specialises in e-commerce order fulfilment, has opened a 165,000 sq ft facility in Coventry.

»Profits up at Aramex

Net profits at Aramex rose seven per cent in the third quarter to AED 74.6 million (£13.3m), while sales were two per cent up to AED 937m (£166.7m).

»Toyota team

Toyota Material Handling has created a team to carry out Thorough Examinations on materials handling equipment led by John Magill, a senior thorough examination technician.

3PLs target rivals' customers for new business

Winning contracts from rivals is now the main source of new business for over half of logistics operators, according to the latest UK Logistics Confidence Index from Barclays and Moore Stephens.

Some 57 per cent said that their main source of new business over the past six months has come from 'switchers' from other logistics service providers. Barely one in ten said that their main source of new business came from customers renewing existing

contracts. For the first time in the twice yearly survey, operators say that maintaining their existing customer base is now their top focus.

The study also found that 3PL margins are under pressure as major retailers and manufacturers look to maximise efficiencies before signing up to a new contract.

• The UK Logistics Confidence Index is based on a survey of 100 senior decision makers by Analytiqa for Barclays and Moore Stephens.



Retailer Liberty has moved the main base for its art fabrics business to a facility in Milan run in partnership with German service provider Deufol. Atty Hussein, Liberty's operations director, pictured with Alessandro Olivieri, managing director of Deufol Italia, said Liberty had acquired ownership of nearby printing house Stamperia Olonia earlier this year and nearly two thirds of its fabric stock now came from Italy.

The site can hold up to 50,000 rolls of Liberty fabric. The new warehouse is part of a re-location project for Liberty as it moves from its current base in Middleton, Manchester, into two new spaces. A second distribution in Swadlincote, Derbyshire is set to open in early December 2015. Hussein said "The move allows us to make the fundamental improvements we require to meet and exceed the vision we have for our Art Fabrics business."

XPO beats profit target

XPO Logistics made an operating profit of \$166 million in the third quarter, compared with \$24.2m in 2014.

In Europe, adjusted EBITDA in Europe was up over 26 per cent year-over-year for transport and 17 per cent for logistics.

The group's gross revenue was up by 256.5 per cent to \$2.4 billion and net revenue was up 542.4 per cent to \$1.1bn. On a GAAP basis, the company reported a net loss of \$35.4 million for the quarter, compared with a net loss of \$11.6 million for the same period in 2014.

Bradley Jacobs, chairman and chief executive officer, said: "We're operating our logistics segment more profitably worldwide, and we're executing on an exciting pipeline of cross-selling opportunities. Our European operations overall are performing well ahead of expectations – adjusted EBITDA in Europe was up over 26 per cent year-over-year for transport and 17 per cent for logistics.

For 2016, the company is forecasting full year adjusted EBITDA of at least \$1.25 billion based on existing operations.

TJ Morris open at Amesbury

TJ Morris, the Home Bargains retailer, has gone live with its £110m, 1,000,000 sq ft distribution centre at Amesbury, Wiltshire. The site uses 15 double deck lifts, and ancillary equipment supplied by Transdek.

Gary Cobb, distribution operations manager for TJ Morris, said: "We have already converted our goods out operation with Transdek's double deck loading systems at our RDC in Liverpool. Based on its all-round professional service and the reliability of its lifts, Transdek was the chosen partner for our new Southern RDC." Transdek has installed 12 20-tonne (18 pallet/30 roll cage capacity) and three 6.5-tonne (6 pallet/12 roll cage capacity) double deck lifts.

M & Co picks Clipper

Mackays Stores, which trades as M & Co, has awarded the contract for distribution to its shops to Clipper Logistics.

From January, Clipper will be serving M & Co's retail store base on an exclusive basis, using a mixture of dedicated and shared user vehicles from its distribution centres at Harlow, Avonmouth, Brighouse and East Kilbride.

Fashion retailer M & Co has been selling clothing for over 50 years. It has more than 250 stores throughout the UK. The contract runs to the end of 2019.

ASOS extends Royal Mail deal

ASOS has awarded a new delivery contract to Royal Mail extending a 15 year relationship. The deal also extends Royal Mail's capacity to handle returns by 25 per cent.

Royal Mail currently handles around 75 per cent of ASOS customer returns. With the extension of the contract, Royal Mail is increasing its capacity by one million items so the network can carry up to five million customer return parcels per year. The new contract and extension of the existing relationship were driven by Royal Mail's ability to handle significant increases in volume during peak periods.

• Royal Mail is opening ten temporary parcel sort centres for the Christmas period to handle a significant proportion of the seasonal parcels it handles.

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Fulfilment



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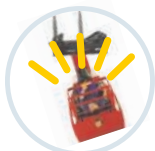
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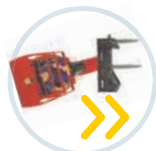
HiVIS mast



Open View guard



True Radius™ design



Smooth control



AC Range



In brief

»Mothercare extends

Mothercare has extended its national distribution contract with DHL Supply Chain for a further five years. DHL handles national distribution to Mothercare's network of 300+ outlets.

»Kerry MD for Europe

Kerry Logistics Network has appointed Thomas Blank as managing director of Europe. Blank's previous roles include managing director of South East Asia for Panalpina, and senior vice president at UTI.

»Panther furniture plan

Panther Warehousing, the two man delivery specialist, is gearing up to launch a new service, Deliver and Build, for self-assembly furniture. It is planning a full launch in March 2016.

»New IT services

Pallet network Fortec has upgraded its IT systems to offer network members an improved range of services including MapIT, Report IT and TrackIT. MapIT allows members to plan their drivers' routes on a computerised map by dragging icons called 'pins' across the screen.

»FedEx predicts

FedEx Corp predicts a 12.4 per cent increase in its shipments between Black Friday and Christmas Eve – a total of 317 million shipments.

»UK P&I Club rates rise

The UK P&I Club, which provides protection and indemnity insurance, is to increase rates by 2.5 per cent for 2016.

»TCM compact low lifter

TCM has introduced a compact low lifter with a load capacity of up to two tons. The PTM 200 pedestrian-controlled truck can be operated on foot or on a foldable operator platform.

»CitySprint buys

CitySprint, the same-day distribution company, has acquired Dartford delivery service, Bexley Couriers. The acquisition is CitySprint's twenty-first.

Are you ready for the challenge of high speed rail?

HS2, the new high speed rail link, represents a huge logistics opportunity as well as a huge logistics challenge. And Peter Sollitt, project director – route wide logistics and utilities at HS2, will explain exactly what it involves when he speaks at the Rail Logistics Conference in Birmingham later this month.

Sollitt is responsible for route wide construction logistics, route wide traffic management, and route wide security. He also leads the Utilities team to deliver utilities

protection/diversion works and the temporary utility connections required to deliver Phase One of HS2.

He is just one of the industry leaders speaking at the conference which will look at the impact of HS2 on freight transport and logistics, as well as the opportunities involved in the building of the project.

The conference will be chaired by Lord Tony Berkeley, chairman of the Rail Freight Group, who will also talk about the impact of HS2 on freight capacity on the West Coast Main Line.

Terry Morgan, chairman of Crossrail, will look at logistics best practice in delivering Crossrail – one of the biggest civil engineering projects ever undertaken in the UK. Since its inception the project has shown how effectively managed logistics and supply chains allow a massive undertaking like this to happen beneath one of the busiest cities in the world with minimal disruption. In this opening keynote delegates will hear how this was achieved.

And David Legge, head of HS2 development at DB Schenker Rail will examine the impact of high speed rail on freight. In particular, he will look at how the industry can work together to ensure maximum benefit for freight; how freight operators will work with HS2; how much extra

capacity will be created; and what role freight operators will play in the construction phase of the project.

Birmingham City Council has publicly welcomed HS2 and the benefits it will bring to the city and the area. A brand new station will be built in the centre of the city and extensions to the tram network are already planned.

This work will regenerate an area of the city and also bring massive opportunities for contractors and suppliers. Richard Cowell, development and planning manager at Birmingham Council who

is charged with logistic planning, will give the very latest on the Curzon Street station project.

Effective Tendering and Contract Planning is a

critical issue in major projects. TC Chew, owner, Chew Transit Consultancy, will examine the issues in his presentation. Hong Kong has one of the most efficient and comprehensive transport networks in the world. This network would not run or be able to expand without effective logistic management and controls. TC Chew, who was in charge of development at MTR for over four years, will explain how they managed this and offer practical advice to any size of company bidding for rail contracts on the HS2 project.

HS2 will be a key enabler for the "Northern Powerhouse" and there will be a session looking at how the planned extensions to Liverpool, Manchester and maybe further north HS2 could bring significant benefits to the whole country.

The conference is supported by the UK Warehousing Association, Britain's leading trade organisation representing the third party logistics sector.

The Rail Logistics Conference 2015 takes place at the Hyatt Regency in Birmingham on 30th November.

Details: www.raillogistics.conference.com



Rail regionalisation could damage freight, warns RFG

The Rail Freight Group has called on the government to ensure that freight is not put at a disadvantage in a proposed shake-up of Network Rail.

A survey covering 120 RFG member companies has found that 72 per cent of respondents fear that regionalisation would not be beneficial for freight.

Executive director Maggie Simpson said: "Our members are concerned that freight should get fair and equal treatment in any future restructuring of Network Rail and that safeguards are put in place for businesses to grow their use of rail freight. This includes a strong central system operator function to ensure the continued uninterrupted movement of nearly 800 freight trains a day throughout the UK across all Network Rail's routes."

The survey also revealed that 58 per cent of members see the lack of available train paths as the biggest barriers to the growth of the rail freight sector. Shortage of suitable terminals was seen as a barrier by 47 per cent.

First train for Drax from Liverpool

GB Railfreight has run its first train for Drax Power from the Port of Liverpool to the company's power station in Selby, North Yorkshire, transporting 1,600 tonnes of biomass pellets.

Graham Backhouse, Drax head of supply chain & logistics, said: "Using cutting edge biomass technology we are transforming the UK's largest Power Station into one of Europe's largest generators of renewable electricity. Receiving biomass from Liverpool is another example of how we provide the UK with sustainable, reliable and affordable energy."

The operation represents the start of Phase One of the Liverpool project, with Phase Two to be completed in 2016. Ultimately it expects to use four sets of wagons to move up to three million tonnes of biomass a year from Liverpool to the power station.

GBRf managing director John Smith said: "Over the last two years, we have been working with Drax and the infrastructure operator to secure viable paths across the TransPennine rail network and answer the demands of one of our longest and most loyal customers."

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INTRODUCTION



James Daunt, managing director of Waterstones (third from right), joined the Waterstones and UTL supply chain team to celebrate winning the overall award.

Rewriting the book

An innovative supply chain strategy has rejuvenated Waterstones in the face of challenges from online and e-books - and made it the overall winner in the European Supply Chain Awards 2015.



Johnathon Marshall, partner at PwC Consulting.

Traditional booksellers have struggled in recent years with challenges coming from the growth of online retailers and e-books. But Waterstones has been leading the fight back. The way it has used its supply chain to boost its competitiveness in collaboration with its logistics partner UTL has made it the winner of the Overall Award in the 2015 European Supply Chain Excellence Awards.

Nick Hudson, head of supply chain, was delighted. "It's fantastic to get the recognition. It shows we can turn it around in the supply chain."

Waterstones and UTL also won the Retail and e-tail category. The Awards judges highlighted the strong collaboration saying they had transformed the business and were able to demonstrate strong metrics with substantial improvements in forecast accuracy and cost to serve.

"It was great having a collaborative approach and working on a personal level," said Hudson.

James Daunt, managing director of Waterstones, was at the awards dinner to celebrate the success with his supply chain team.

More than 600 guests attended the Awards which were hosted by Nick Hewer, who revealed some of the secrets of working with Lord Sugar and

gave a peak behind the scenes of the television series "The Apprentice".

The Awards are organised by *Logistics & Supply Chain* in association with PwC. They are unique in the depth of analysis involved in the judging process, and that makes them uniquely worth winning. A total of 72 organisations made it to the final stage of the Awards this year.

Supply chain and logistics plays a critical role in supporting humanitarian projects, and that was demonstrated strongly this year by the response to the Ebola crisis in West Africa.

84 Medical Supply Squadron, 9 Regiment RLC, British Army, took the Extreme Logistics Award for its work in Sierra Leone. Both 10 The Queen's Own Gurkha Logistic Regiment, and Vanguard Enabling

Group (HQ 104 Brigade) were highly commended for their work in this crisis.

The winners of this category got a tremendous reception at the Awards, but they were modest about the achievement. "We're military, it's our job anyway. We weren't there for gains. It was for the greater good - helping people," said Warrant Officer Michael Poland of 84 Medical Supply Squadron.

The Department for International Development with Crown Agents and International Procurement Agency won the Public & Third

“It shows we can turn it around in the supply chain.”

Nick Hudson, head of supply chain at Waterstones, winner of the Overall Award.

“Delighted to win in honour of everything we've done in the supply chain.”

Jo Fleeman, supply chain manager at Spirit Pub, winner of the Environmental Improvement Award.

WHAT DOES IT TAKE TO WIN?

Winning a European Supply Chain Excellence Award can be a gruelling experience. Entrants are asked to provide us with a lot of information. In some cases, where the judges feel they don't have enough information, they go back and ask for more.

Those entrants that make it through to the shortlist are invited to make a presentation to the judges and answer questions. We have a team of more than 40 judges made up of specialists from PwC, the team at Logistics & Supply Chain, and leading supply chain professionals.

In the process the judges look for five common characteristics of high performing supply chains – the five core disciplines. These are:

1. Does your supply chain help to deliver competitive advantage to your company – or is it a cost of doing business?

2. Are your processes and systems streamlined and integrated across the end-to-end supply chain – or are they

complex and fragmented?

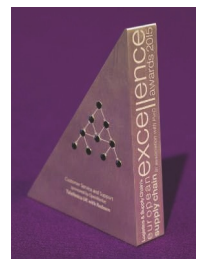
3. Is the supply chain organisation structured and staffed for success – or is it an admin function staffed with the dead weights?

4. Have you built a collaborative operating model with a clear understanding of your core competencies – or are you a jack of all trades and a master of none?

5. Have you a clear understanding of how to measure success, and is the organisation incentivised to deliver it – or do you measure everything and do nothing with it?

If the entry was for a special category – for example Sourcing and Procurement, or Customer Service there is less emphasis given to the core disciplines and more emphasis to the relative performance and achievement of each of the finalists. In addition, the judges give special attention to the demonstration of innovation and the commitment, passion and enthusiasm of entrants.

“Absolutely delighted actually. Thrilled.”
Anne Ridgway, director of Scandinavian House, winner with Proximity of Best SME.



“This is exhilarating, the entire team deserve this.”

Meurig Williams, head of logistics and purchase to pay at National Grid plc, which won the Award for Supply Chain Operations.

Sectors category for its work on the Ebola crisis. This involved setting up supply chains to ensure that six DFID funded Ebola treatment centres could provide effective emergency treatment and containment.

The winner in the Hi Tech, Communications & Electronics category was German electronics manufacturer Rohde & Schwarz. The judges said the company truly recognised the strategic importance of a supply chain that is able to react quickly, flexibly and with great agility – something that requires the mastery of complexity. Collecting the award, Klaus Buchwald, vice president of corporate supply chain management, was jubilant. “Pleasure, especially with these people,” he said.

The Training and Professional Development Award went to Novus, an innovative graduate scheme with broad industry support, which is now well-established and addressing a critical industry need.

“Over the moon - it's a reward for the hard work of 28 companies,” said David Leach, programme director for the NOVUS undergraduate scheme at the University of Huddersfield.

Individual Contribution Award

Winner: Birgitte Stalder-Olsen

The winner of the Individual Contribution Award has for many years played a key role in ensuring that humanitarian aid gets to where it is needed in some of the most remote and dangerous locations in the world.

As head of logistics at the International Federation of Red Cross & Red Crescent Societies, Birgitte Stalder-Olsen also led her organisation to win the Overall Award in the European Supply Chain Excellence Awards in 2006.

Birgitte's professional background includes some three decades of logistics experience in supply chain management, international procurement and the development of logistics tools and standards. Her previous employment record includes logistics positions in ICRC, the Danish Red Cross and the International Federation. She has concluded field delegate missions in Thailand, Poland, Lebanon, Cyprus and Uganda.

One of the key features of the IFRC's logistics activity is that it not only



supports the core work of the IFRC's national societies, but is also available on a non-profit basis to others with shared humanitarian goals.

Birgitte has for a number of years played an important role as a judge in the Awards.

The judges were unanimous that Birgitte is a worthy winner of the Individual Contribution Award 2015.

Although she was unable to attend the dinner, she said: “I feel much honoured to receive this award.”

Charitable Partner

Teenage Cancer Trust is the only UK charity dedicated to improving the quality of life and chances of survival for young people with cancer aged between 13 and 24. We fund and build specialist units in NHS hospitals and provide dedicated staff, bringing young people together so they can be treated by teenage cancer experts in the best place for them. We also educate young people in schools about cancer to help improve the speed and quality of diagnosis. We rely on donations to fund our vital work. For every young person that we help, there is another in vital need of our support. You can help us to transform the lives of young people with cancer. **Donate now via www.justgiving.com/escea or text ESCE50 to 70070 to give just £2**

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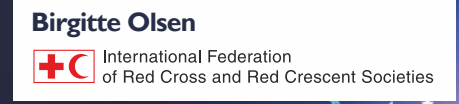
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Team of the Year



Individual



Overall Winner
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14th November 2016**

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OVERALL WINNER sponsored by PwC

Waterstones with UTL



winner

► **Waterstones with UTL**

shortlisted

- Department for International Development with Grown Agents and International Procurement Agency (CAIPA)
- Philips Consumer Lifestyle with flex
- Rohde & Schwarz GmbH Co KG
- Suzuki GB PLC with Bespoke Distribution Aviation (BDA)
- Waterstones with UTL

Picture: (from left) Johnathon Marshall, partner, PwC; Martin O'Grady, IT Director at UTL; Ian Braley, consumer sector director at UTL; Matt Trigger, UTL general manager; Jim Reed, Waterstones' head of operations and planning; Claire Walters, UTL managing director; Nick Hudson, Waterstones' head of supply chain; Gary Winter (at the back) UTL business development director; Beccy Preece, Waterstones' support manager; James Daunt, Waterstones' managing director; Andy Pyne, UTL operations director; and Nick Hewer, the host.

The Overall Winner of the European Supply Chain Excellence Awards is chosen from the winners of the five industry sector awards. This year, the judges had to choose between five outstanding entries.

Suzuki GB with Bespoke Distribution Aviation took the Award in the Automotive, Aerospace & Industrial category. Goods are managed inbound from a warehouse in Germany and managed outbound to a 450-strong dealer network. Recently the automotive company had to resolve a recall of its UK Celerio models in a matter of days after the car was placed on delivery hold to customers. BDA immediately put together a rapid next-day delivery solution to successfully deliver urgent components to 152 Suzuki dealerships nationwide. The judges were impressed by the collaboration between Suzuki and BDA.

The Consumer Products Award went to Philips Consumer Lifestyle with flex, which impressed the judges by highlighting the important role customer service can play as a differentiator. They also liked the focus on reducing costs on outbound packaging, cutting down on shipping volumes and materials usage. Evidence of collaboration was there too. Providing purchasing and warehousing of 18,000 spare parts from a cost-effective, centrally located facility in Lodz, Poland, flex ships to 1600 service centres in 65 countries, covering Europe, Asia, the Americas and Australia – achieving impressively high levels of product availability at 98 per cent.

The entry from Rohde & Schwarz GmbH Co KG took the Hi-Tech, Communications & Electronics Award. The judges said the company truly recognised the strategic importance of a supply chain that is able to react quickly, flexibly and with great agility – something that requires the mastery of complexity. Based on a vision of “The one-day plant – ordered today, delivered tomorrow” the business has moved ahead with the application of ‘lean’ and just-in-time principles across the entire supply chain and across its global production sites. Although the judges understood that these practices were obviously not new, they could clearly see that the company had adopted and implemented lean principles in full, across the whole business. The judges were impressed by the level of new business that had been won as a result

of the changes made, evidence that the completely transformed ‘make’ process met the needs of the customer and offered a significant competitive edge in its operating markets.

The Public and Third Sectors Award went to the Department for International Development with Crown Agents and International Procurement Agency for its response to the Ebola crisis. Fighting a deadly outbreak of the disease where no one had experience of an outbreak situation of the urgency and scale of the Ebola response was a challenge that required a dedicated, courageous and sustained effort. Speed of response was critical and no stock-outs were to be tolerated. During the resupply phase a catalogue of 1,250 line items was created and from that list around 1.2 million line items were purchased in total.

Waterstones with UTL took the Retail and e-tail Award for the way it has responded to the massive changes facing the book trade, with the growth of online retailers as well as the development of e-books.

Waterstones, with its logistics partner UTL, came up with a plan to transform the customer experience across 300 shops – changing how both organisations operated up and down the supply chain, and by bringing together a multi skilled team from across both organisations.

The solution involved developing and refining the S&OP process, and changing the supplier relationship to increase order multiples and reduce mixed pallets.

In 2014 a major transformation of the Hub operated by UTL was completed, including changes to the automation, IT-systems, operational processes, and the facility.

Waterstones recorded the best Christmas period for five years last year and since then the team has gone on to create a 24hr next day service for 98 per cent of 400,000 titles, with a 4pm order cut off time for next day AM delivery.

The judges said Waterstones and UTL have transformed the business and were able to demonstrate strong metrics with substantial improvements in forecast accuracy and cost to serve. Ultimately, these were the decisive factors for the judges. Waterstones with UTL was judged a worthy winner of the Overall European Supply Chain Excellence Award 2016.

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Rohde & Schwarz GmbH Co KG

winner

▶ **Rohde & Schwarz GmbH Co KG**

shortlisted

- ▶ EE
- ▶ Rohde & Schwarz GmbH Co. KG
- ▶ Telefónica UK

Picture: (From left) Mike Meades, general manager, flex; and from Rohde & Schwarz - Roland Thaler, head of corporate material sourcing; Dr Dirk-Eric Loebermann, executive VP, corporate operations, member of the board; Klaus Buchwald, VP corporate supply chain management; Markus Fischer, executive VP, corporate operations, member of the board; Jörg Richter, director of final production; and host Nick Hewer.

This category unflinchingly presents some excellent entries with high scores, and once again it didn't disappoint. The two top contenders for the Hi Tech, Communications & Electronics trophy this year were Telefónica UK and Rohde & Schwarz GmbH Co. KG. It was a straight fight with just two points between them.

Telefónica UK was winner of this category in 2013 and again put in a strong entry this year. The communications company operates in a highly dynamic and competitive market where complexity is the norm and so has developed a working culture called the 3Ds – Discover, Disrupt and Deliver. The company has tapped into the power of supply chain as a differentiator, championing customer service and effectively collaborating with channel partners to enhance customer propositions. The score was high, but it fell just short of the winning result.

The entry from Rohde & Schwarz GmbH Co. KG demonstrated to the judges that the company truly recognised the strategic importance of a supply chain that is able to react quickly, flexibly and with great agility – something that requires the mastery of complexity. Based on a vision of “The one-day plant – ordered today, delivered tomorrow” the business has moved ahead with the application of ‘lean’ and just-in-time principles across the entire supply chain and across its global production sites.



Although the judges understood that these practices were obviously not new, they could clearly see that the company had adopted and implemented lean principles in full, across the whole business. The judges were impressed by the level of new business that had been won as a result of the changes made, evidence that the completely transformed ‘make’ process met the needs of the customer and offered a significant competitive edge in its operating markets. The measurement of processes was meticulous and the results exemplary.

For the judges this was the winner. The trophy for Hi Tech, Communications and Electronics 2015 went to Rohde & Schwarz GmbH Co KG.

EXTREME LOGISTICS

84 Medical Supply Squadron, 9 Regiment RLC, British Army

winner

▶ **84 Medical Supply Squadron, 9 Regiment RLC, British Army**

highly commended

- ▶ 10 The Queen's Own Gurkha Logistic Regiment
- ▶ Vanguard Enabling Group (HQ 104 Brigade)

shortlisted

- ▶ 10 The Queen's Own Gurkha Logistic Regiment
- ▶ 47 Air Despatch Squadron RLC, 13 Air Assault Support Regiment RLC
- ▶ 6 Regiment RLC, Operation CATALINA+
- ▶ 84 Medical Supply Squadron, 9 Regiment RLC, British Army
- ▶ Vanguard Enabling Group (HQ 104 Brigade)

In recognition of the extraordinary conditions under which many governmental and non-governmental organisations are compelled to operate – often with extended supply chains – the judges decided to introduce a new category - that of Extreme Logistics.

The entries shortlisted were dominated by those organisations supporting the UK government's response to the Ebola crisis in West Africa.

From the two that were not, the entry from 6 Regiment RLC, Operation CATALINA+ was focused on the reverse support chain for military vehicles and sensitive equipment used in Afghanistan. Then there was the entry from 47 Air Despatch Squadron RLC, 13 Air Assault Support Regiment RLC. Both entries scored highly. But the judges' attention was firmly fixed on the response to the Ebola outbreak.

The other three entries were all different elements of the same coordinated humanitarian response, which presented the judges with the almost impossible task of differentiating between the submissions from: 10 The Queen's Own Gurkha Logistic Regiment; 84 Medical Supply Squadron, 9 Regiment RLC, British Army; and Vanguard Enabling Group (HQ 104 Brigade). All the entries, backed up by hard evidence in their presentations, demonstrated the highly professional approach taken, the immense scale of the challenge and the tremendous courage of those involved.

The supply chain set-up for Operation Gritrock provided the material for construction of 700 Ebola treatment beds, the establishment of three laboratories, all the equipment and material to support 4000 local health care workers, military material to support three helicopters, the Royal



Picture: (From left) Richard Hunt CBE, chairman, London ambulance service; Lieutenant Colonel Tim Symonds; WO2 Michael Poland, Major Jo Brown; and host Nick Hewer.

Fleet Auxiliary ship Argus, over 1000 personnel and two hospitals. This was a complex operation, on a huge scale, that required collaboration between multiple parties. One of the judges with experience of extreme logistics said: “This must have been a very, very difficult operation because normally when you have a disaster, day-by-day you know more and more and you can plan better and better, but with Ebola, every day was a new scenario.”

The scores for all involved were very high with barely a point or two in it. But after long deliberations the judges selected the category winner as 84 Medical Supply Squadron, 9 Regiment RLC, British Army. And for their exemplary work in Extreme Logistics the judges highly commended 10 The Queen's Own Gurkha Logistic Regiment and Vanguard Enabling Group (HQ 104 Brigade).

PUBLIC & THIRD SECTORS

Department for International Development with Crown Agents and International Procurement Agency (CAIPA)

winner

- ▶ Department for International Development with Crown Agents and International Procurement Agency (CAIPA)

highly commended

- ▶ National Grid PLC

shortlisted

- ▶ Department for International Development with Crown Agents and International Procurement Agency (CAIPA)
- ▶ National Grid PLC
- ▶ NHS South of England Procurement Services Portsmouth Hospitals NHS Trust with Ingenica Solutions
- ▶ Nottingham Trent University

Again, this year the Public and Third Sectors category had some really strong entries, with high scores achieved by all. Could this be a trend? Although the judges were taken by the great strides NHS South of England Procurement Services Portsmouth Hospitals NHS Trust was making in transforming inventory control, and despite the truly impressive efforts made by Nottingham Trent University to innovatively use procurement to help deliver the university's strategy, the contest for the trophy came down to two leading players.

Faced with significant challenges of regulatory change, customer change and rising expectations for quality, National Grid PLC has moved from an in-house logistics operation to a strategic partnership with DHL. The judges were impressed by the "solid evidence of savings" from the transformation. They voted to 'highly commend' National Grid PLC.

It was the UK's response to the Ebola crisis that stole the judges' attention. This time it was the entry from Department for International Development with Crown Agents and International Procurement Agency (CAIPA). The judges were in awe of the task that the team faced – to set up supply chains to ensure that six of the DFID funded Ebola treatment centres could provide effective emergency treatment and containment for people suffering from Ebola. The judges said: "This team used global



From left: Chris Sturman, CEO of the FSDF; John McGhie, Ebola crisis supply chain demand manager at DFID; Chris Cavendish, procurement manager at CAIPA; Bastiaan Vlietstra, procurement officer at CAIPA; Kellyjo Tapsell, freight manager at CAIPA; Marjolijn Jongerden, finance manager at CAIPA; Esther van Wegen, procurement officer at CAIPA; Sian Rogers, practice lead – health supply chain; Bram Dingemans (Back row), procurement manager at CAIPA; Rae Peters, project manager at CAIPA; and host Nick Hewer.

sourcing for the procurement of personal protective wear to full effect – stretching global manufacturing and supply capability to the very limits – and achieving, in the process, no stock outs. The challenges of this exercise were enormous."

AUTOMOTIVE, AEROSPACE & INDUSTRIAL sponsored by Unipart Logistics

Suzuki GB PLC with Bespoke Distribution Aviation (BDA)

winner

- ▶ Suzuki GB PLC with Bespoke Distribution Aviation (BDA)

shortlisted

- ▶ DS Smith Group with SpringTide
- ▶ Heathrow Airport Ltd with Wilson James and Labyrinth Consulting
- ▶ Suzuki GB PLC with Bespoke Distribution Aviation (BDA)

This is a category where supply chain excellence is frequently seen in abundance. Would this year be any different? Although the shortlisted entries were strong, the category saw fewer entries overall and unfortunately, DS Smith Group with SpringTide pulled out of the competition at the presentation stage – which was a shame as the initial entry looked promising.

So the competition for the category trophy came down to Heathrow Airport with Wilson James and Labyrinth Consulting up against Suzuki GB PLC with Bespoke Distribution Aviation.

Together with Wilson James and Labyrinth Consulting, Heathrow Airport set out to design, develop and implement a system that allows construction partners to work safely and efficiently within Europe's busiest airport. Known as Fulcrum, the system was initially developed to control traffic and material flows for the airport's current £3bn capital investment plan, but it has recently been expanded to incorporate retail fit-outs and may well play a pivotal role in delivering a possible third runway at Heathrow. The system facilitates collaboration allowing consolidated deliveries, reduced congestion, fewer emissions and lower logistics costs. The use of this collaborative planning approach pleased the judges, but it wasn't quite strong enough to win.

The presentation by Suzuki GB PLC with Bespoke Distribution Aviation (BDA) had the edge. As the ninth largest car company in the world, Suzuki has



an obligation to provide its dealers and customers with outstanding service – and BDA has committed contractually to providing a 98 per cent on time, in full service. Managing both sides of the automotive company's supply chain, goods are managed inbound from a warehouse in Germany and managed outbound to a 450-strong dealer network. BDA has quickly adapted its solutions to help Suzuki meet its business objectives. Recently the automotive company had to resolve a recall of its UK Celerio models in a matter of days after the car was placed on delivery hold to customers. BDA immediately put together a rapid next-day delivery solution to successfully deliver urgent components to 152 Suzuki dealerships nationwide.

The trophy went to Suzuki GB PLC with Bespoke Distribution Aviation.

Picture: (From the left) Bernard Molloy, global industrial logistics director, Unipart logistics; Andy Morton, warehouse manager at Suzuki; Wayne Dye, general manager, parts and accessories at Suzuki; Hayley Kenney, client support manager at BDA; Kevin Turner, business performance director at BDA; Steve Court, sales director at BDA; and Nick Hewer, host.

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RETAIL AND E-TAIL

Waterstones with UTL

winner

▶ Waterstones with UTL

shortlisted

- ▶ Booths with RELEX Solutions
- ▶ Firebox.com with arvato UK & Ireland
- ▶ Homebase with Kuehne + Nagel
- ▶ Mercator with Symphony EYC
- ▶ Vision Direct with Scurri Web Services
- ▶ Waterstones with UTL

Picture: (From the left) Alastair Charatan, supply chain director, SIG distribution; Nick Hudson, Waterstones head of supply chain; Matt Trigger, UTL general manager; and host Nick Hewer.

There were a number of outstanding entries in the Retail category, However, following the presentations it was clear that the choice came down to two entries - both organisations that are going through significant change: Homebase with Kuehne + Nagel, and Waterstones with UTL.

Homebase is putting supply chain at the heart of its trading relationships. It has set itself the challenge of boosting sales but with a reduced store estate. Not only that it has targeted significant reductions in inventory levels over the coming years. It has adopted a leaner approach to how it flows stock from purchase order creation to end user delivery. One programme involves delivering a container of Christmas product direct to the store from the factory in China. It has been increasing the scope of such direct-to-store projects and this has taken some 20,000 pallets out of the network, enabling it to exit from one of its distribution centres. The judges were very impressed by what has been achieved so far, but felt that this was still a work in progress and look forward to seeing how it progresses over the coming year.

The book trade has been going through a period of rapid change with the growth of online retailers as well as the development of e-books.

And that has presented a major challenge to the established players.

Waterstones, with its logistics partner UTL, came up with a plan to transform the customer experience across 300 shops – changing how both



organisations operated up and down the supply chain, and by bringing together a multi skilled team from across both organisations.

A key challenge was to reduce the inventory in the shops, and at the same time increase the ability to have more books front facing to help the customer have greater visibility of the titles. In 2014 a major transformation of the Hub operated by UTL was completed, including changes to the automation, IT-systems, operational processes, and the facility.

The judges were impressed by the response to a major challenge to the retailer. Waterstones and UTL have transformed the business and were able to demonstrate strong metrics with substantial improvements in forecast accuracy and cost to serve. Not only that, employee engagement has risen significantly.

CONSUMER PRODUCTS sponsored by DACHSER

Philips Consumer Lifestyle with flex

winner

▶ Philips Consumer Lifestyle with flex

shortlisted

- ▶ 2 Sisters Food Group
- ▶ Philips Consumer Lifestyle with flex
- ▶ Sugru with James and James Fulfilment
- ▶ Tulip Food Company
- ▶ Whitbread with Kuehne + Nagel

Picture: (From left) Nick Lowe, UK managing director, DACHSER; Krzysztof Zukowski, general manager, flex Poland; Paul Brouwer, global spare parts director at Philips; Diana Rijnaarts, financial controller at Philips; Adam Jezierski, operations and IT manager, flex Poland; Barbara Beardsley, program manager at flex; Erwin Smeets, senior materials manager at Philips; Kim Hunt, customer service manager at flex; David Stewart, financial controller at flex; Louise Harrap, project manager at flex; and Nick Hewer.

Consumer Products is a strong category to compete in and often supplies the overall winner. This year there were plenty of high scores, but in the end it came down to two close runners – Whitbread with Kuehne + Nagel and Philips Consumer Lifestyle with flex.

Since 2008 Whitbread and Kuehne + Nagel have been partners on a journey of growth that now delivers 48 million cases, 364 ½ days a year to 2,879 delivery locations seven days a week – with 44 per cent of this volume being ‘just in time’. Whitbread’s six brands – including Costa, Premier Inn, and Beefeater – receive deliveries from Kuehne + Nagel’s network of two DC’s and six multi-user cross dock facilities, use 200 multi-temperature vehicles. With the challenge of phenomenal growth in the number of outlets and increased menu complexity the partnership has been under pressure to perform. The judges were impressed by their “exemplary performance in a rapidly growing business, across multiple business units and extended geographies”. They recognised a close and collaborative working relationship between client and 3PL and appreciated the strong KPIs. It was close. Whitbread with Kuehne + Nagel had been the runner up in this category in 2014. Unfortunately they were to be piped to the post again this year.

The entry from Philips Consumer Lifestyle with flex was seen by the judges to demonstrate the important role customer service can play as



a differentiator. They also liked the focus on reducing costs on outbound packaging, cutting down on shipping volumes and materials usage. Evidence of collaboration was there too. The judges said: “This was a partnership that came across as one team that shares a continuous improvement culture.”

Providing purchasing and warehousing of 18,000 spare parts from a cost-effective, centrally located facility in Lodz, Poland, flex ships to 1600 service centres in 65 countries, covering Europe, Asia, the Americas and Australia – achieving impressively high levels of product availability at 98 per cent. All this and managing a multi-lingual customer base and handling 11,000 order lines and over 40,000 items each week.

For the judges this was clearly the winner.

INNOVATION IN SUPPLY CHAIN sponsored by UMS**Twentieth Century Fox Home Entertainment (FOX) with Cinram****winner****▶ Twentieth Century Fox Home Entertainment (FOX) with Cinram**

There is no shortlist for this category. The judges choose the recipient from the organisations that have shown innovative thinking in supply chain. Order picking is right at the heart of the supply chain, so it is appropriate that the Innovation Award goes to a picking system that provides improvements in both order processing times and pick and order accuracy.

The system developed by Twentieth Century Fox Home Entertainment and logistics partner Cinram combines the methodologies of pick-by-vision and pick-to-light.

The introduction of the system has resulted in a substantial reduction in physical processing time while achieving 100 per cent pick accuracy. The display can hold the information to fulfil up to 32 different simultaneous orders on the same pick cart. After the physical picking process, the picker is alerted by light which quantity of quantity of the SKU needs to be put away in which shipper carton.



Picture: (From the left) Stephen Lunau, managing director, UMS; Martin Fischer, manager engineering, Cinram GmbH; Frank Brill, operations director, 20th Century Fox Germany; and Nick Hewer, the host.

TEAM OF THE YEAR**Firebox.com with arvato UK & Ireland****winner****▶ Firebox.com with arvato UK & Ireland**

The judges choose the recipient for this Award from the organisations that have demonstrated great teamwork to the benefit of the supply chain.

There were a number of excellent examples. In the newspaper sector, News UK and Telegraph Media Group with CEVA Logistics have created a strong working relationship to deliver excellence in OTIF daily.

Philips Consumer Lifestyle with flex demonstrated strong teamwork to deliver above average performance. Diageo

impressed with its end-to-end supply chain focus.

Firebox is a fast growing online retailer determined to punch above its weight.

By working in partnership with arvato, Firebox has been able improve its warehousing and logistics processes. This has enabled it to devote greater focus to growth and developing new products, which led to significant increases in average basket values and margins last year.

arvato has invested in automated systems to support Firebox. The Judges were impressed by the enthusiasm and the level of collaboration in the partnership which has delivered both in terms of service performance and sales. Firebox with arvato was a worthy winner.



From left: Dr Sebastian Hauptmann, senior vice president supply and procurement, Sky Deutschland; James Cresswell, Nathan Billingham, Mark Brain, Robert Galbraith, Ria Mason and Melanie Taylor-Fergusson from arvato; Kerry Okikiade, Kristian Bromley, and Tom Boardman from Firebox; Tony Matthews from arvato; and host Nick Hewer.

TRAINING & PROFESSIONAL DEVELOPMENT**NOVUS****winner****▶ NOVUS****highly commended****▶ Whirlpool UK Appliances Ltd****shortlisted**

- ▶ Whirlpool UK Appliances Ltd
- ▶ IBM ISC Vac
- ▶ NOVUS
- ▶ Renault Mais with OMSAN Logistics
- ▶ Sky Deutschland with UMS Consulting
- ▶ Swan Housing with Safetybank
- ▶ Virgin Trains with DHL

The Award for Training & Professional Development produced some very good entries overall. From the seven short-listed candidates, two demonstrated high levels of excellence – Whirlpool UK Appliances Ltd and NOVUS.

The entry from Whirlpool UK Appliances Ltd was focused on the creation of a Home Delivery Logistics Academy. The judges said results can be seen in the reduction in customer complaints and an increase in positive customer feedback. The winning entry came from NOVUS. "The scale and ambition was on a different level," said the judges. With the backing of 28 leading companies, including many high street brands, and the University of Huddersfield, NOVUS has created two four-year first degree courses.

The judges said: "This is a highly innovative scheme with broad industry support. It is



From left: Sue McGeorge, global S&OP director, Diageo; Gemma McMullen, HR project manager, Sainsbury's; Sophie Austin, head of talent, Wincanton; Alex Heard, NOVUS student; David Leach, NOVUS programme director, University of Huddersfield; Ellie Langdon, NOVUS student; Amy Prior, HR business partner, Wincanton; Andy Kaye, NOVUS chair, CEO Bis Henderson, and Nick Hewer.

now established and is addressing an immediate and long-term industry need."

They had little hesitation in awarding the trophy to NOVUS.

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SUPPLY CHAIN STRATEGY & DESIGN

Diageo PLC

winner

▶ Diageo PLC

highly commended

▶ Rohde & Schwarz GmbH Co. KG

shortlisted

- ▶ Carnival UK
- ▶ Diageo PLC
- ▶ Homebase with Kuehne + Nagel
- ▶ Hotel Chocolat
- ▶ Rohde & Schwarz
- ▶ Tesco with Fowler Welch and DPS

Picture: (From left) Nick Allen; Louniel Blom, senior manager at Deloitte; Robert Jan Van Schuppen, manager at Deloitte; Eduardo Robledo, sales OPEX analyst at Diageo; Adam Smith, STP Director at Diageo; Mike Manby director at Deloitte; Ed Gunn (at back), associate director from Deloitte; Zenobia Adams sales OPEX analyst at Diageo; and Nick Hewer, host.

From the six shortlisted entries for the Supply Chain Strategy & Design category, two scores clearly stood out above the rest and both were pretty much on level pegging. Those two were Diageo PLC and Rohde & Schwarz GmbH Co.KG.

Agility and flexibility were core attributes sought by Rohde & Schwarz GmbH Co KG in their quest for a supply chain designed for the shortest possible delivery times. Lean principles have been applied across the business' entire supply chain and together with a vision for "The one-day TAT plant – ordered today, delivered tomorrow" production sites across the globe are now aligned to customer requirements for reduced lead-times on bespoke products. The scores across the judges' charts were very high, giving an impressive total score. It was close, but not quite close enough to win. However, the judges 'highly commend' Rohde & Schwarz GmbH Co.KG.

The winning entry came from Diageo PLC with project 'Ice-Cap', an end-to-end change programme, global in scope and directly affecting the supply chain, sales and manufacturing. The judges took into account the vast scope and scale of the project and fully appreciated the central role supply chain now plays in driving the business. This was an entry that touched on the very core of what makes supply chain excellence. Needless to say, the judges were really impressed.

Diageo had identified that the business was creating peaks and troughs of activity that were



driven in part by the seasonal nature of their products around celebration events in summer and Christmas for example. But these peaks and troughs were being exacerbated by poorly phased commercial plans. The answer lay in synchronising the entire supply chain with true consumption. The outcomes and savings were significant across manufacturing, supply chain and working capital, enabling the business to make commercial re-investments to drive sales growth.

The judges say, "They have put the supply chain at the very heart of the business. Supply chain considerations are changing what they are marketing and how they are selling it." For the judges, this was the winner, and so the trophy for Supply Chain Strategy & Design went to Diageo PLC.

INTERNATIONAL OPERATIONS sponsored by Kuehne + Nagel

Department for International Development with Crown Agents and International Procurement Agency (CAIPA)

winner

▶ Department for International Development with Crown Agents and International Procurement Agency (CAIPA)

shortlisted

- ▶ Department for International Development with Crown Agents and International Procurement Agency (CAIPA)
- ▶ IBM DDS Vác
- ▶ Phase Eight with MIQ Logistics

Picture: (From left) Procurement manager for CAIPA, Bob Vlietstra; director project manager at CAIPA; Bryan Richmond, director of consumer and retailer at Kuehne + Nagel; Ebola crisis supply chain demand manager at DFID, John McGhie; and host Nick Hewer.

International Operations is a new category this year. Of the three shortlisted entries the two front-runners were IBM DSS Vac and this year's winner for the entry with the longest name, Department for International Development with Crown Agents and International Procurement Agency (CAIPA)

Inventory and order management were at the heart of IBM DSS Vac's entry. At a single manufacturing site in Hungary, IBM's high-end data storage server family, DS8K Squadron, is fabricated and dispatched to a global customer base. The judges liked IBM DSS Vac's bespoke planning solution and their approach of working backwards from a very specific customer driven need. "This was a comprehensive solution, drawing on numerous data feeds and providing good results within a fairly narrow range," said the judges. The judges liked what they saw, but for this category there was clearly one winner.

Once again the UK's response to the Ebola crisis stole the show. It was the sheer scale, urgency and critical nature of the challenge and the professional, courageous and well-planned response to this deadly outbreak of the disease that overwhelmingly impressed the judges. Faced with constraints on supply in a situation where stock-outs were not to be tolerated called on far reaching solutions that stretched manufacturing



capacity for personal protection equipment on a global basis. Co-ordination between different agencies, suppliers and units to procure, airlift and supply vital goods to aid and support humanitarian activities on this scale deserved to win the trophy for International Operations. The judges said, "The challenges of this exercise were enormous, short lead-times, unpredictability, a fast developing situation on the ground, and all with the highest stakes."

The judges had no hesitation in making the decision to award the trophy for International Operations to Department for International Development with Crown Agents and International Procurement Agency (CAIPA).

SOURCING & PROCUREMENT

Nottingham Trent University

winner

- ▶ Nottingham Trent University

shortlisted

- ▶ Belron International Ltd
- ▶ Cofely Ltd with iVeridis UK
- ▶ John Lewis with Ligentia UK Ltd
- ▶ Nottingham Trent University
- ▶ Flybe Plc with Expense Reduction Analysts
- ▶ Vodafone

Picture: (From left) Malory Davies, editor of *Logistics and Supply Chain*; Sarah Cade, purchasing manager at Nottingham Trent University; Mark Lucas, purchasing manager at Nottingham Trent University; and host Nick Hewer.

This year the shortlist for Sourcing and Procurement was long, with a mix of scores. The top two runners for this category were: Belron International and Nottingham Trent University.

Belron International's entry centred on the business' strategic move to collaborate more closely with suppliers of its glass windscreen products, leading to improvements in costs and a step change in product quality and availability. The European Direct Procurement team worked on developing a 'range strategy', which combines technical aspects of the glass with the technical strengths of their suppliers. This was an industry leading approach that the judges admired, and they scored them accordingly. However, it didn't quite match up to the winning entry.

The entry from Nottingham Trent University seriously impressed the judges. The way procurement had been harnessed to deliver the strategic objectives of the university, moving beyond the confines of a back-office function, was both highly innovative and refreshing.

In particular, the judges liked the way procurement had used its influence with suppliers to create opportunities for employment and work placements for students with key suppliers.

Here they measure, for example, the 'employability opportunities' that suppliers are able to generate for their student body through a number of mechanisms. Suppliers have various



opportunities to engage. They can set business problems through 'Thinkubator', they can take 1-2 week work experiences or six-week internships, and they can offer year long paid placements or invite students to apply for their graduate programmes.

The department even measures income generation from procurement and this is a growth area, where they are working on two major pieces of work that drive income into the university and increase its ability to bid for more European funding.

The judges said, "This is sector leading thinking that deserves to be recognised" and so the 2015 trophy for Sourcing & Procurement went to Nottingham Trent University.

CUSTOMER SERVICE & SUPPORT sponsored by OpenMarket

Telefónica UK with Redeem

winner

- ▶ Telefónica UK with Redeem

shortlisted

- ▶ Cromwell Group
- ▶ EE
- ▶ Philips Consumer Lifestyle with flex
- ▶ Telefónica UK with Redeem

Picture: (From left) Paul Murphy, commercial director for Open Market Europe; Nicky McGroarty, head of supply chain and commercial planning at Telefónica; Simon Dunn, director of group business development at Redeem Group; and host Nick Hewer.

Customer Service is a central element of an excellent supply chain, and the judges are always keen to find examples that stand out from the crowd. This year, they were not disappointed.

The top two entries for this Award were from Philips Consumer Lifestyle with flex and Telefónica UK with Redeem. In 2013 Telefónica UK won this category. Would they do so again in 2015?

Close collaboration between Philips Consumer Lifestyle and flex has resulted in a 'fast, friendly and low effort' solution for customers, supplying 1600 workshops worldwide with spare parts for Philips consumer lifestyle products, such as coffee machines and cleaning products. The judges could see sound evidence of an operation focused on delivering a high level of customer service, with strong product availability, and the ability for customers to place orders and manage their accounts through a slick e-commerce portal. From a control tower in Manchester operations are managed to good effect, directing the despatch of 11,000 order lines and 40,000 items each week from a centralised 20,000 sq m warehouse in Lodz, Poland. The judges noted the solid performance, close teamwork and the strategic use of specialised systems. Excellence was certainly present. However, the scores were just not quite high enough.

Telefónica UK with Redeem impressed the judges with their innovation, close collaboration and strong evidence of achievement. Over the past five



years, the two companies have worked closely to build from scratch what is claimed to be Europe's largest mobile network trade-in programme. O2 Recycle has processed over 1.5 million devices, paying £110 million in total to customers on upgrade. Their entry recognises the huge reach of the extended Telefónica and Redeem O2 Recycle team, with over 100 stakeholder relationships to manage across the many functions. Evidence of strongly positive customer feedback was delivered in the presentation, which added significant weight to their entry and impressed the judges. This was a well organised and executed initiative that achieved high scores across many of judges scoring criteria. The numbers said it all; this was clearly the top entry in the category.

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SUPPLY CHAIN OPERATIONS

National Grid PLC

winner

▶ National Grid PLC

shortlisted

- ▶ 3M with HCL Technologies Ltd
- ▶ Argos with DHL International Supply Chain
- ▶ National Grid PLC
- ▶ Toyota Manufacturing UK Ltd with Yusen Logistics

Picture: (From the left) Peter Ward, CEO UKWA; Ryan Bernard, service delivery manager logistics at National Grid; Meurig Williams, head of logistics and purchase to pay at National Grid; Lucy Tyson, supply chain planning manager at National Grid; Ray Bennett, supply chain process manager at National Grid; Di Conlan, supply chain account manager at National Grid; and the host Nick Hewer.

The slick management of Supply Chain Operations should be a core competence for any organisation entering these Awards. Therefore the judges were very exacting over what they are looking for.

3M with HCL Technologies Ltd decided to withdraw from the competition. So that left three entries to battle it out. The entries from Argos with DHL International Supply Chain, and Toyota Manufacturing UK Ltd with Yusen Logistics, had very close scores.

Argos with DHL presented their close collaborative approach. Argos sources from 16 countries across Europe, with Romania being the largest point of origin. A European hub programme, along with a number of initiatives, has improved operational performance significantly. The judges liked the end-to-end change management approach and recognised that it was a significant step change, and so the score was good.

Likewise, the entry from Toyota Manufacturing UK with Yusen Logistics generated good scores. Here the focus was on the implementation of a trailer management system at Toyota's Burnaston assembly plant – a system developed in-house by Yusen. The score reflected a well implemented project and was very close to that of Argos with DHL.

However, the entry from National Grid PLC took the prize. In the last couple of years the energy company has revolutionised its supply chain,



embedding DHL as a new strategic partner, a move that has created a lean and sustainable supply chain that is customer centric and performance driven. The Shared Services Logistics unit is an internal support function to the wider business which manages storage and transport of operational parts, spares, meters, consumables and tools for the four main business activities of electricity transmission, gas transmission, gas distribution and metering.

The transformation has resulted in improved visibility and control of stock, 25 per cent cost savings on warehousing and distribution services, a substantial inventory reduction, and a 40 per cent increase in vehicle optimisation. The scale of the transformation, the adherence to strict KPIs, and the resulting benefits made a big impression on the judges.

ENVIRONMENTAL IMPROVEMENT

Spirit Pub Company (acquired by Greene King)

winner

▶ Spirit Pub Company (acquired by Greene King)

shortlisted

- ▶ Spirit Pub Company (acquired by Greene King)
- ▶ The City of Hamburg with UPS
- ▶ Whitbread with Kuehne + Nagel

Picture: (From left) Libby Vanstone, supply chain controller at Spirit Pub Company; Prof Richard Wilding OBE; Richard Tubey, supply chain project manager at Spirit Pub Company; and host Nick Hewer.

In recent years the Environmental Improvement category has become a particularly sought after Award. This year all three shortlisted entries had good scores, with just a point or two between them, making it a tough choice for the judges.

The entry from The City of Hamburg with UPS concerned an extended pilot project aimed at reducing the environmental impact of delivery vehicles on the city's urban centre. Deliveries are consolidated into four strategically located containers. From here, final deliveries are made either on foot, by electrically assisted tricycles or conventional tricycles. The result has been a reduction in congestion and an improvement in air quality. The judges liked the project and scored it highly. However, as it was a pilot, it was felt that it was still a work in progress. Therefore the judges would be pleased to see how things develop, perhaps next year.

Whitbread with Kuehne + Nagel had a strong entry. Set against a backdrop of double-digit expansion, the two companies have worked collaboratively to implement a strategy aimed at mitigating the environmental impact of the growing business by reducing carbon emissions and food waste across Whitbread's established food distribution supply chain. The judges understood the challenges and appreciated the business' dedicated approach to improving its environmental performance. It was close – very close.

However, Spirit Pub Company just managed to



edge ahead by a shade. Here too the focus was on carbon reduction and the diversion of waste food from landfill. The judges liked the scope of the solution implemented which cleverly engaged all stakeholders – encompassing a number of departments within Spirit and across energy broker and suppliers, waste service providers, 3PL supplier and the business' 17,000 team players. The company now diverts 94 per cent of waste away from landfill and while increasing the number of waste streams they now recycle via backhaul, leading to general waste bin reductions. Last year some 2,100 tonnes of food waste went to anaerobic digestion and one million litres of cooking oil was converted into bio fuel. It was a close run thing. But in the end the judges decided that the trophy should go to Spirit Pub Company.

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Congratulations
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LOGISTICS & DISTRIBUTION sponsored by Verdion

Waterstones with UTL

winner

▶ Waterstones with UTL

shortlisted

- ▶ DS Smith Group with SpringTide
- ▶ Heathrow Airport Ltd with Wilson James and Labyrinth Consulting
- ▶ News UK and Telegraph Media Group with CEVA Logistics
- ▶ Tayto Group Ltd with Bibby Distribution
- ▶ Waterstones with UTL

Picture: (From left) Roger Mann, chairman, Verdion; Matt Trigger, UTL general manager; Nick Hudson, head of supply chain at Waterstones; and Awards host Nick Hewer.

Logistics and distribution is a core Awards category and as usual the entries came flooding in. This year there were plenty of examples of good operational practice and, indeed, evidence of excellence too.

Overall the scores were high, but the two top runners for the trophy were News UK and Telegraph Media Group with CEVA Logistics, and Waterstones with UTL.

Every night, News UK and The Telegraph Media Group in partnership with CEVA Logistics UK, distribute over three million newspapers. What made this entry interesting is that these two news businesses have formed a joint venture for the primary distribution of their products, despite being fierce competitors. The rewards have been significant with a reduction in vehicle routes by 40 per cent, some three million vehicles miles saved each year and a 3.8 million kilogram reduction in carbon emissions.

The judges were impressed by the way the parties involved broke the bounds of conventional business thinking and ventured into a collaborative arrangement with the competition - a step that requires high levels of transparency and trust. It was an initiative that was clearly shown to work well. The judges liked what they heard and the score was high, but they were up against a truly excellent entry from Waterstones with UTL. Still, at least they can console themselves with the fact that they lost to the Overall Winner.



Waterstones in partnership with UTL put forward an entry that simply blew the judges away.

Faced with the multiple challenges of increased competition, a seismic shift in the way people consume books, and a drop in footfall, Waterstones has worked with UTL to radically transform the retailer's offering to the market - a strategy that required a total transformation of their supply chain.

The result has been dramatic with availability rising by over 15 per cent, supporting a significant increase in sales, and a reduction in operating costs by 11 per cent with a volume change of only 150,000 items.

The judges were duly impressed. There was little hesitation in awarding the prize for Logistics & Distribution to Waterstones with UTL.

WAREHOUSE INITIATIVE

Dixons Carphone

winner

▶ Dixons Carphone

shortlisted

- ▶ Clarks International with Total Logistics
- ▶ Dixons Carphone
- ▶ Maplin Electronics with iForce
- ▶ Mobis with Unipart Aftermarket Logistics
- ▶ Twentieth Century Fox Home Entertainment (FOX) with Cinram

Picture: (From left) Nairn Foster, sales manager for IntraLogisteX; and from Dixons Carphone - Jane Wilson, Esther Innes, Sue Palmer, John Jeffery, Debra Wilson, Mark Needham, Michael Thomas, Neil Smith; with host Nick Hewer.

A strong shortlist always makes the judges task more difficult and this was a particularly strong shortlist. In the end the choice came down to two entries: Clarks International with Total Logistics, and Dixons Carphone.

The entry from Clarks International with Total Logistics focused on a project to take a ten-year old automated DC, built to fulfil two sales channels, and make it more competitive across a multi-channel environment. The project tackled a broad scope of activities, collectively delivering a 30 per cent increase in productivity at Clarks Distribution Centre, located in rural Somerset. The project brought together a diverse group of project and operator roles, who had to balance their day jobs along with normal trading peaks and pressures.

The judges liked the clear tangible financial and service benefits from this initiative but felt there was still more to come.

The entry from Dixons Carphone focused on the response to Black Friday 2014 at its Knowhow warehouse operation. The warehouse was called on to process three times the forecast volume across Black Friday, Cyber Monday and the week following. To cope with this unprecedented demand, it acted fast using a contingency plan formulated with e-commerce and other stakeholders.

Key elements of the plan included: cross-team



communication, and extensive forecast by SKU identifying lines that could be processed quickly and shipping some of these straight off to stores to minimise the number of Pay and Collect orders processed by the warehouse.

It boosted output with temporary benches, so it could bring in extra staff to support more experienced team members.

The judges described this as a first class solution responding to market changes. They particularly like the co-ordination and stitching together of a series of initiatives to provide an agile solution. "There was no lost opportunity. Efficiency, visibility and sales maximised. Lessons learnt become business as usual," they said.

The winner had to be Dixons Carphone.

BEST SME

Scandinavian House with Proximity

winner

► **Scandinavian House with Proximity**

highly commended

► **Firebox.com with arvato UK & Ireland**

Scandinavian House, via the Kids Avenue brand, has been supplying children's bedroom and furniture products through mid and high-end retailers plus its own websites for more than 10 years. Products are manufactured

in Europe, imported and then delivered throughout the UK primarily from Shipley. The company has partnered with software developer Proximity to develop a cloud-based application, STREAM, that could meet its exact requirements, but also then be available commercially to other SMEs. An order, delivery and transport management solution, STREAM features a collaborative self-service customer portal that gives Scandinavian House and its partners control and real-time information throughout the order-to-delivery process. It has also resulted in better cash flow and a major reduction in call volumes and costs. The judges felt that this made it a worthy winner of the Award for SMEs.



From left: Theo De Pencier, former chief executive FTA; Dan Ridgway, director at Scandinavian House; Anne Ridgway, director at Scandinavian House; David Pickburn, managing director, Proximity; and Nick Hewer, the host.

TECHNOLOGY

Booths with RELEX Solutions

winner

► **Booths with RELEX Solutions**

Technology is a fundamental enabler for the supply chain. Appropriate deployment of innovative systems can deliver 'game changing' functionality, enabling small businesses to compete with giants. So the judges were keen to see how things are unfolding.

As might be expected, there were some high scores, particularly from IBM, Booths with RELEX Solutions, and Scandinavian House with Proximity. IBM's entry displayed very solid technology and the judges were impressed by the achievements made in a relatively short period of time, but in the end the contest

for the trophy came down to the other two entrants. Scandinavian House with Proximity demonstrated just how swiftly Cloud based technology can offer a step-change in supply chain performance.

Booths runs 29 supermarkets across the North West of England. Wishing to improve the management of perishable and short-shelf-life goods and reduce spoilage, the business embarked on a supply chain systems implementation with RELEX Solutions. The results made the judges take notice: waste was cut across the board by ten per cent and in key areas such as chilled cabinets that figure rose to 20 per cent, availability increased, non-performing lines were rationalised and innovative services introduced. The trophy for Technology went to Booths with RELEX Solutions.



From left: Mark Judd, associate publisher, *Logistics Manager*; Marc Darling, sales director, RELEX Solutions; Tom Charlton, project manager, RELEX Solutions; Cécile Dorvault, marketing director, RELEX Solutions; Andrew Rafferty, IT & ecommerce director, Booths; Andrew Blatherwick, chairman, RELEX Solutions; and host Nick Hewer.

3PL OF THE YEAR sponsored by CNA Hardy

UTL

winner

► **UTL**

Winning the Third Party Logistics Award means joining an illustrious club that includes previous winners DHL Supply Chain and Kuehne + Nagel.

Nominations for this award come from the companies shortlisted for the other Awards categories.

In contention this year were arvato UK & Ireland; UTL; flex, CEVA Logistics UK; James and James Fulfilment, iForce; MIQ Logistics; DHL Supply Chain; OMSAN Logistics; Fowler Welch; Kuehne + Nagel;

and Cinram.

Ultimately, it was the symbiotic relationship between Waterstones and UTL that was decisive. To support Waterstones, UTL has used its supply chain knowledge and skills to compare the metrics against operations that are similar in size, scale, complexity, and operational processing as a bench mark for performance and cost. Members of the Waterstones' team are based within the Hub operation and regularly the Hub team spend time in the Waterstones head office and out in the stores. The judges said that they put supply chain at the heart of the business - they were responding to a need for change, and they did it well. The Third Party Logistics Award goes to UTL.



From left: Steve O' Gorman, European underwriting director - transport and logistics, CNA Hardy; Matt Triggerger, UTL general manager; Claire Walters, managing director of UTL; and host Nick Hewer.



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Making business flow

RISING STAR sponsored by CEVA Logistics

Vincent Hall

winner
Vincent Hall
shortlisted

- ▶ Captain Sadie Monks, Op GRITROCK Demand Cell
- ▶ Cpl Michael Edwards, 13 Air Assault Support Regiment RLC
- ▶ Paul Fletcher, 2 Sisters Food Group
- ▶ Hayley Kenny, BDA
- ▶ Vincent Hall, DHL International Supply Chain
- ▶ Darco van der Leij, CEVA logistics
- ▶ Florian Mutzbauer, Sky
- ▶ Lucy Tyson, National Grid

This category always attracts an outstanding group of entries and it was a particularly tough one to judge. But, ultimately, the judges decided that the Award should go to Vincent Hall. Vincent led the development of a strategic project to standardise operations and optimise resource in the EMEA region to deliver a profitability increase.

He also conducted a supply chain assessment project for a leading UK value retailer identifying £500k savings over three years through operational efficiencies, resource rationalisation and supply chain enhancement. A number of key elements contribute to the value that Vincent delivers for supply chains for retail and consumer customers across Europe: Management Information – provision of detailed supply chain information to enhance strategic decision making; Supply Chain Development Planning – identifying and phasing development projects to deliver long term supply chain value; Supply Chain Analysis – identifying cost savings and modelling the potential supply chain improvement; and Process Improvement – developing solutions that enhance efficiency and deliver productivity increases.



From left: Simon Hobbs, vice president business development UK, Ireland and Nordics, CEVA Logistics; Vincent Hall, manager – supply chain engineering, DHL International Supply Chain; and host Nick Hewer.

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Challenging channels

Automated systems have an important role to play in the development of multi-channel and omni-channel retailing. **Malory Davies** looks at the challenges.



Dematic has developed RapidPut - a dynamic pick and put system.

When Knapp won the UK Intralogistics Award for Automation earlier this year, it highlighted the way in which automated systems are enabling retailers to respond to the demands of multiple sales channels to provide an “omni-channel” solution.

Johnlewis.com processed £1.1 billion of online sales in 2013, compared to the 2010 forecast of just £300 million. The scale and complexity of the solution stood out – enabling a major retailer to adapt its supply chain to meet radical changes in demand. The modular nature of the solution impressed the judges as did the future proofing.

Total Logistics director Ben Wright points out that e-fulfilment has a significantly different profile to retail and wholesale channels, in that it has lower pick quantities per order and low units per final package.

“The challenge of the multi-channel environment

therefore becomes the range of order sizes, frequency and timing of order processing driven by different despatch requirements. Automation can go a long way to supporting the processing of these orders in a cost effective manner, and there are significant developments in recent years to help deliver this, for example, pouch sortation, goods-to-man solutions and despatch buffers. However, the challenge remains in finding an automated solution that can accommodate order profiles across the channels - retail, wholesale and e-fulfilment - as the various differences in scale and profile can make it difficult to provide a sustained, steady state activity, which is where automation delivers best.”

Mike Alibone, business development manager, Systems Group at SSI Schaefer, says: “Increasingly rapid access to stock and ever-shortening picking times are key to successful fulfilment in multi-channel distribution operations. Automated systems which remove the need for ABC analysis and support ‘chaotic storage’ are able to fulfil this requirement most easily. SSI Schaefer’s new 3D-Matrix system does this, and is used for storing and picking totes, cartons, trays, and layer trays as well as pallets. Each element of the transport equipment can move independently and simultaneously around the warehouse in the x, y and z directions with the help of shuttle systems, offering seamless order sequencing, with no bottlenecks. Access to stored goods, or load units, is achieved by means of the shuttles and the requested load units are moved to lift transfer stations, where they are buffered. Each lift has access to the transfer stations, enabling sequenced picking and load-based putaway. The system can be configured to include an almost unlimited number of picking and shipping stations that can be integrated individually and to which goods can be sent in sequence.”

Stuart Stables, managing director of Dematic Northern Europe, sees intelligent software as being at the heart of omni-channel’s fulfilment revolution.



The challenge remains in finding an automated solution that can accommodate order profiles across the channels, retail, wholesale and e-fulfilment...

Ben Wright

Technology

Lear picks Gebhardt

Lear Corporation has chosen Gebhardt-ECS to implement a dynamic multi-level storage and picking system at its car seat factory at Coventry.

The large range of designs and optional items means that the conventional mezzanine-equipped storage and picking system at the factory had become inefficient and expensive to operate.

The solution developed by Gebhardt-ECS includes the use of 14 Storebiter MLS multi-level shuttles to handle 18,000 storage trays. Each MLS shuttle can access four levels of trays, which significantly increases the quantity of trays that can be stored compared to conventional single-level shuttles.

The project, which also includes mezzanines, tote conveyors and a Gebhardt Storeware warehouse control system, is currently being installed and is due to come into operation at the end of this year.

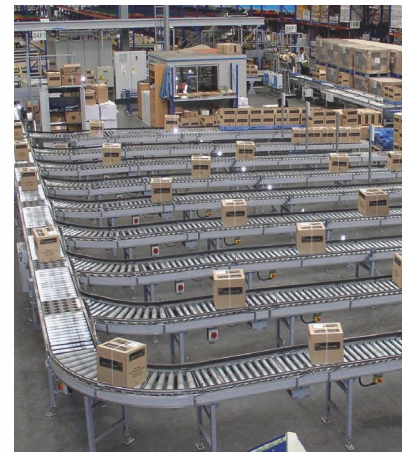


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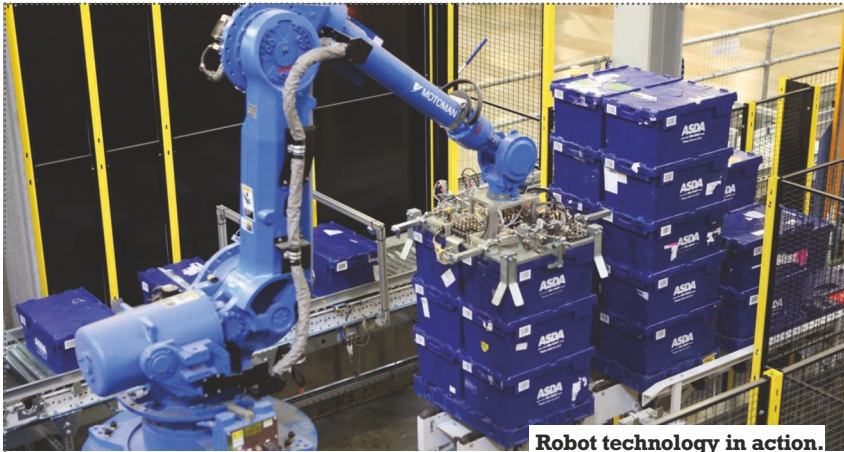
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Innovations

Developments on the horizon

Warehouse automation is becoming more prevalent, and the systems are becoming more complex and integrated.

Looking ahead, Total Logistics director Ben Wright foresees higher throughputs and shorter lead times: "all achieved with a lighter workforce that is multi-skilled. It may also mean that manual tasks that remain will either be complex, such as product customisation, or will be highly repetitive such as packing."

He highlights a number of developments including: RFID tracking of load handlers, allowing more complex multi-handling systems to have greater information and reporting capabilities; development of more flexible load handling devices; development of smaller and cheaper AGV systems; advancements in hanging garment systems to accommodate boxed goods; and continued development of packing technologies and materials to support e-commerce.

"On a separate note, recent developments in 3D representations of automation designs have significantly improved the automation vendor's ability to communicate complex layouts of automated equipment," says Wright.

Andy Robson, supply chain solutions manager at GS1, also sees developments in high bay AS/RS storage systems for bulk product storage. And he highlights new picking methods, such as pick-to-belt and pick-by-light.

Robotic technologies are well established in sectors such as automotive manufacturing. But now, says David Stocker, robotics is beginning to be adopted into warehousing. "We are seeing both simpler applications such as robotic stacking of totes onto delivery dollies, to more complex and technically difficult applications such as robotic picking of grocery cases onto pallets. It remains early days for these technologies."

"Order profiles are very different for store and internet channels. So, how do you suit both requirements? You can't solve a problem like this with pure mechanics. Automation is part of the requirement when you have scale, but the profiles are so different for each channel that it's a matter of using innovative, intelligent software which can reduce the need for mechanical equipment such as buffers and sorters."

He points out that Dematic has developed a new concept called RapidPut that uses software to remove the need for the high levels of automation normally demanded by e-fulfilment operations. In effect, the sophisticated software at the heart of RapidPut creates a dynamic 'pick and put' process – a wave-less or endless batching system that removes the requirement for sortation equipment.

Bito partners with integrators to offer storage systems as part of an overall solution, including providing shelving and containers for Dematic's RapidPut. System. Managing director Edward Hutchison highlights the fact that SMEs are rarely able to invest the capital outlay required for full-blown automated materials handling solutions. But, he says, having the right intelligent software and 'middle-ground mechanisation' allows a first step on the automation ladder, while at the same time giving scalability and agility – which is vitally important in the fast evolving e-fulfilment sector.

Dealing with returns can be a real problem in a multi-channel environment. David Stocker, director at DAI Supply Chain, highlights the fact that returns volumes particularly in omni-channel fashion fulfilment tend to be high.



Automatic packaging machines... can lead to significant labour savings.

David Stocker

"Initial processing of returned items tends to be a laborious manual process which is difficult to automate. Thereafter, returned items suitable for resale can be handled via automated storage techniques aimed at individual items, which tend to be Goods to Person solutions. Automation can thus deliver efficiencies into the put-away, storage and subsequent picking processes.

"Automatic packaging machines, including auto-bagging and automatic carton closing machinery, including automatic printing of despatch notes, are now well established. These can lead to significant labour savings and can overcome what is typically one of the largest operational bottlenecks in omni-channel fulfilment centres.

Both require integration with conveyor solutions to provide the greatest operational benefit, and overall co-ordination through automation-capable warehouse management systems such as DAI's Matflo suite.

Any potential buyer of automation equipment needs to think long and hard about the return on investment. Total's Ben Wright points out that the largest ROIs are generated where the equipment can be used for prolonged periods of time, at capacity, and remove labour. "This is true whether the technology is new, or is well established."

Flexibility is also an important consideration. "We have seen cases of good investments on paper not delivering when the business profile changes. Technology investments which provide a sustained 24/7 productivity but also allow for additional supplementary operations to handle demand variability will always deliver," says Wright.

Voice

Speak the right language

Coop Netherlands has seen a ten per cent productivity boost since switching voice supplier to Honeywell Vocollect. The retailer had experienced performance issues with its old system which was not from Honeywell Vocollect. One particular problem was that the many Polish workers at the site were obliged to speak Dutch which the old voice system struggled to recognise.

Selecting a new supplier with a voice solution that integrates directly with Coop's SAP system has resulted in improvements in speech recognition and overall system

performance. Peter Lokerse, logistics manager, says: "Compared to the old system, we've seen a ten per cent increase in productivity and our employees are much more satisfied with the new system."

ICT manager Marco van der Zalm adds: "It takes only 15 minutes to train people on the Vocollect system. With the old system it took much longer as people were constantly having to repeat and repeat words before the system could recognise them. What's more, both the Dutch and Polish workers can be trained in their own language."

A slimming world

The increasing importance of space utilisation in UK warehousing is seeing an increase in interest in the narrow aisle vehicle. **Lisa Townshend** reports.



BT Vector A-Series VNA truck.

Recent high street sales figures reveal there is a rise in consumers that choose to shop online. This means that warehouse and logistics operations are now a more fundamental part of UK retailing. However, as this development puts greater demand on storage and distribution, narrow aisle and very narrow aisle warehousing is a real option for generating additional yield.

During 2007, immediately prior to the economic crisis, UK orders of very narrow aisle (VNA) trucks reached an annual high of just over 1,100 units: a combination of man-up and man-down lateral stackers and high level order pickers.

After years of recovery, UK market orders of VNA trucks are expected to bounce back and exceed 1,200 units in 2015, with a recent annual growth rate approaching 20 per cent. Some industry analysts are suggesting that the distribution sector – currently responsible for around 40 per cent of GDP – is likely to grow next year by three to four per cent, demand for even greater efficiency in warehouse operations looks set to become more acute.

To meet this increasing demand and ensure that more goods are moved cost-effectively, warehouse operations need to generate more productivity from their assets. A high level of flexibility is required if warehouse operators are to meet business cycle and demand changes, so it is important that materials handling solutions are capable of ironing out the peaks and troughs. What's more, to operate at peak efficiency, warehouses must make optimal use of the space while also maximising output and productivity.

The challenge when determining current and future fleet performance is to get to grips with economy and

function. Warehouse operators need to consider factors such as aisle widths, picking heights and the safest and most efficient method of operating.

Operating in narrow aisles allows the warehouse to increase its storage density while still allowing one hundred per cent stock selectivity. There is therefore a requirement to move higher volumes quickly and safely while avoiding congestion and bottlenecks.

Clearly, narrow aisle trucks should be capable of lifting high enough to cope with the height of the racking. Truck flexibility – the ability of trucks to elevate quickly and smoothly, with sufficient load capacity – is also an important consideration.

Although there has been a large number of improvements made on VNA trucks, product development hasn't really seen a massive step change. Instead, the investment seems to have been directed towards adding value in picking technology and automated/semi-automated systems that often operate alongside VNA solutions.

Phil Tunney, head of national sales training and product development at Toyota, explains: "There have been developments in areas such as RFID and Personal Protection Systems (PPS). RFID technology allows for operators to position a truck when it links with Toyota Navigation Solutions (TNS) and allows for greater operational efficiency by guiding a machine to its next location on the shortest possible route."

"PPS is a system that monitors what is around a VNA machine and reacts accordingly when another machine or pedestrian is detected," Tunney continues. "It improves safety across the operation and reduces the likelihood of a potential collision."

Case study

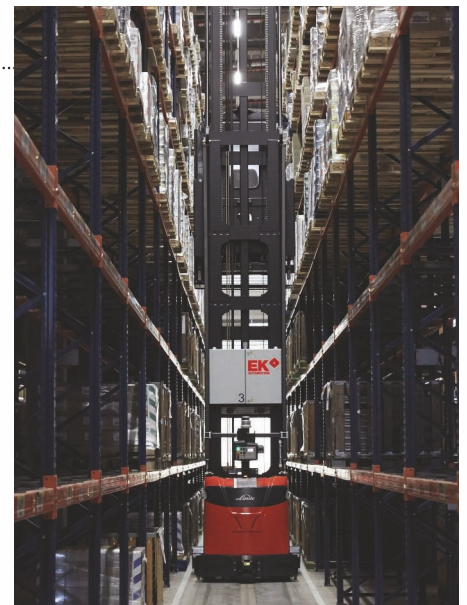
Reconfiguring the DDH warehouse

EK Automation was commissioned for a complete warehouse system for global packaging specialist Deufol België NV/DDH Logistics at Heist-op-den-Berg, Belgium.

Primarily DDH Logistics wanted to replace only its old narrow aisle trucks. But, after a planning phase it was decided to go for full modernisation, and DDH ordered the complete automation of the warehouse in Heist-op-den-Berg. The product was mainly Duracell batteries for packaging and shipping directly from site. The new system is geared towards the Christmas peak season, where output peaks with a throughput capacity of more than 150 pallets/load cycles per hour. In total more than 30,000 pallets in 36 storage aisles with a length of 65m and a mix of racking

heights to 10.5m.

The hybrid navigation combines the inductive navigation in the storage aisles, with the flexible laser navigation in the outer storage area, which can also be optionally switched into manual operation if required. The "Fly on the spot" exact positioning compensates for any intolerance in the floor, on vehicles and the racks, and to prevent damage or collisions. Empty transports and rack changes are minimised by the intelligent control station EK OS 800, which is issuing transfer orders to the vehicle via WLAN, and is connected to the DDH-warehouse management system. The EK software engineers also created an individual customer's interface for DDH Logistics.



Case study

Boosting capacity at Bluemay Weston

Component manufacturer Bluemay Weston decided earlier this year to reconfigure the pallet racking within the existing facility around a narrow aisle layout and replace the counterbalanced truck with a Flexi AC NANO articulated truck.

The company produces a range of non-metallic components used by manufacturing companies operating in industry sectors as diverse as aerospace and cosmetics.

The 25,000 sq ft warehouse alongside the factory was purpose-built in 2008 but, with the company's output growing all the time, the warehouse's original layout was not able to cope with the resultant increase in throughput of raw materials and components leaving the production line.

By condensing the warehouse aisles, Bluemay Weston was able to accommodate extra pallet racking locations within the store. The height of the racking was also increased to 5m at

the top beam. These steps resulted in an increase in pallet capacity at the unit of more than 50 per cent.

The Flexi AC NANO articulated truck is more space efficient than the truck that Bluemay Weston had previously relied on within the store. The Nano was introduced to provide a lower cost, entry-level articulated forklift that can lift loads weighing up to 1.6 tonnes to heights of up to 5m. The truck's front end and load can articulate through 220 degrees.

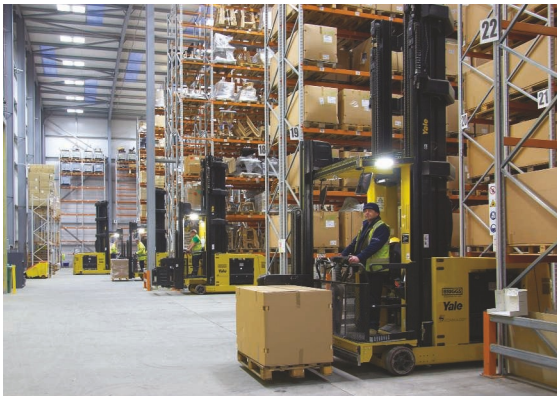
The change has more than doubled Bluemay Weston's storage capacity, enabling the company to buy in raw materials in greater quantities than was previously possible –

something which has not only resulted in a drop in the purchase price paid but has also alleviated a potentially sticky production issue.

Sales manager, Kevin Bendle, says: "Such has been the increase in demand for our products since the warehouse was originally built we only had the space to store some six weeks' worth of expanded polyethylene – one of our key raw materials.

"Our expanded polyethylene supplier is based in Belgium and was quoting a lead time between ordering and delivery of eight weeks. With only enough storage capacity to hold six weeks' stock we faced a potentially devastating supply chain shortfall.

"However, thanks to the extra pallet capacity the re-configuration and the Flexi NANO has brought, this is no longer an issue."



Truck ergonomics plays an increasingly important role, says Paul Smith of Yale.

his forks and the load at any height – something that people could only have dreamed of as recently as three years ago."

"Truck ergonomics plays an increasingly important role," says Paul Smith, VNA and warehouse systems specialist at Yale. "Asking more from a truck invariably means asking more of an operator, so proper consideration must be given to operator safety, comfort and well-being. Raising the operating position is a major advantage, as this allows better visibility of the pallet at all times, while also enabling the driver to perform piece picking when required.

"Cushioned floor space to absorb vibration and operator presence foot pedals should also be considered. Pedals activated by the driver's feet provide a comfortable operating position and are easily fitted and affordable. Depending on the application, the added flexibility that comes from the operator's ability to sit or stand can be achieved with trucks that have a three-way adjustable forward-mounted controls arrangement or seat-side located joystick controls positioned vertically or horizontally."

Warehouse operators need to work smarter

Les Knight, Yale sales director at Briggs, states: "To meet rising demand, warehouse operators need to work smarter and that means finding cost-effective ways to improve their materials handling performance to increase overall productivity.

"It's not just a question of increasing the number of trucks to cope with demand, either. This is far too simplistic an approach and is likely to result in congestion and bottlenecks in aisles that are already occupied. More and more supply chain businesses are therefore coming to appreciate the benefits of VNA machines, which now routinely feature in the equipment list when warehouse operators decide to upgrade or expand their materials handling fleets."

It seems the warehouse world is getting slimmer. Long live the narrow aisle.



"Their big plus is that VNA machines allow for more racking within the operational space and since more extensive racking means more pick locations, a greater number of SKUs can be stored within the space."

Changes

John Maguire, sales and marketing director of Narrow Aisle, says: "We are likely to see changes in the type of trucks specified for different applications. For example, the man-up turret truck, which has been a feature of warehouse operations for nearly four decades, will, I believe, start to be seen by many as inefficient and costly technology.

"30 years ago it was felt that the 'man-up' truck could provide cost efficient customer order picking but, for many applications, there are now more time and cost effective alternatives than elevating the man to the goods.

"The move away is likely to accelerate and is being driven, in part, by the development of modern CCTV systems are capable of giving the operator a high definition view of

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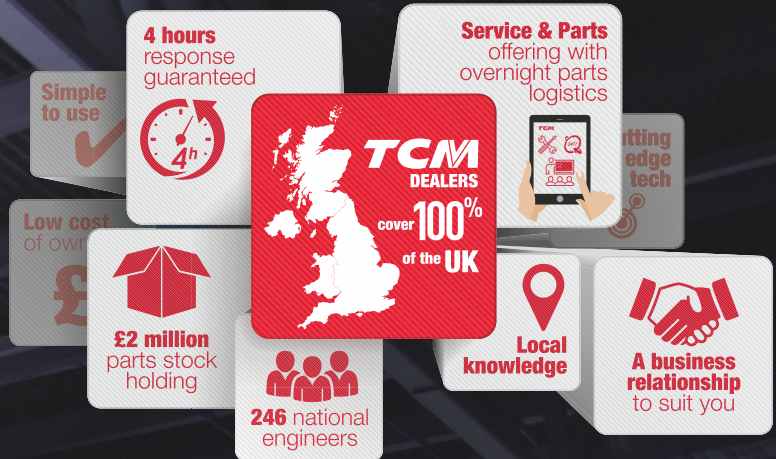
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Based in the heart of the UK's automotive and components industry, Midland Deburr and Finish are in the business of surface finishing, providing a range of surface treatment processes at their Dudley service centre.

Essentially they offer deburring, degreasing and metal cleaning services as a subcontractor to the metal components manufacturing sector. And whilst that is largely automotive related they also have customers across all manufacturing. Their sister company Midland Impregnations, usefully located on the same site, offers a casting porosity impregnation service which complements and adds extra capabilities to the surface improvement focus of the business.

Inevitably with such a specialised business operating in a fast-moving business environment, the pressure to perform can be immense. Consignments are processed and returned within a 1-2 day turnaround. That in itself is a big logistical challenge,

especially as consignments can be mixed or often presented as new problems.

Managing Director Chris Arrowsmith describes their role as 'taking away and resolving customer problems'.

In such a pressured environment, Chris also knows that he cannot afford to be let down by his suppliers and as logistics is such a key part of his operation, that means having a forklift truck supplier as a trusted business partner.

“We are highly dependent on our forklifts and cannot afford to lose them through faults or failures. So we work closely with Amvar Handling Solutions, a local company who offer a fast response,” explained Chris.



When replacing an aging truck recently, Chris had little hesitation about choosing local TCM dealer Amvar. The combination of a local, trusted partner with experienced engineers and a major forklift brand - European built TCM - was considered the best option overall.

TCM offer a 90% of faults fixed on first service call. This means that small fleets of intensely operated forklift trucks get another level of reassurance.

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Black Friday: taming the beast

Last year Black Friday brought disorder and turmoil to stores, web sites and warehouses across the UK. But how can the situation be improved. That was the challenge we set a panel of leading supply chain professionals at our round table sponsored by Honeywell. **Alexandra Leonards** reports.

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Retailers and their suppliers have been working hard to come up with strategies to manage the Black Friday phenomenon. Last year, Black Friday, dubbed “black and blue” by Darrel Williams, region director for Honeywell Vocollect Solutions, saw scuffles among shoppers in stores, retailer web sites crashing, and delivery companies overwhelmed by the volume of traffic.

“Absolute disruption – for all of us around the table,” said Williams. Part of the problem was the nature and scale of last year’s Black Friday and Cyber Monday sales.

Black Friday is set to be the biggest shopping day again this year. But Williams pointed out that it wasn’t as profitable as one might expect. “A lot of people said they turned over a lot and made no money,” he said. “A lot of them made losses by the time they wrapped everything up.”

So if the phenomenon isn’t profitable, why are retailers getting so heavily involved?

“You’re selling that cheap, where that period previously everybody was willing to pay full price, where you wouldn’t expect a deal until January or Boxing Day. Why would you do that?” said Russell Bell, head of operations and service delivery at Cinram. He blamed the involvement on “peer pressure.”

“It’s who blinks first,” said Gary Winter, director of business development at UTL. “On the first Debenhams blue cross day, the rest of the market watches, everybody reacts to that. I can see the appeal from a retailer’s point of view, if it resulted in the levelling off that everyone is describing. But from what I am hearing, that isn’t what people’s experiences are.”

There has been a variety of approaches among retailers on how to tackle the festive period this time

around. Richard Gibson, business unit director at Yusen Logistics, said: “I don’t see a uniform response from retailers. There are retailers who’ve got good e-fulfilment channels, and others who are just not prepared for it.”

Yusen, which deals with international supply chain movements, has been gearing up for Black Friday over the last few months. “We have manufacturers who are manufacturing Black Friday ranges of consumer electronics,” he said. “This encompasses a whole supply chain. So that’s how I like to look at this, and that’s how I like to approach it. So when we do our planning for this, we look at it across the entire distribution channel of products.”

The products are built to a “certain degree of functionality and price,” and are currently being manufactured in Eastern European plants.

Bell, who works with a range of retailers, has found that some companies are looking at the shopping holiday from a practical perspective, while others will focus on speed. “One of the people we’re doing seasonal work for has taken a pragmatic view that the customer doesn’t need it next day – they are clearly Christmas gifts. So they’ve outsourced some work to us, they’re saying take five to seven days to clear the backlog,” he said, “whereas others are very much 100 miles an hour, it’s got to go. Fashion company Reiss last year did absolutely nothing on Black Friday, and their sales went up 30 per cent, just because people are shopping.”

The point was taken up by Chris Heslop, marketing director at Honeywell Vocollect Solutions: “Tesco and Wal-Mart were struggling because they were hoping there would be follow on sales for groceries. It didn’t happen. So it’s interesting the way you illustrated there that other people benefited from doing nothing.”

Meet the panelists



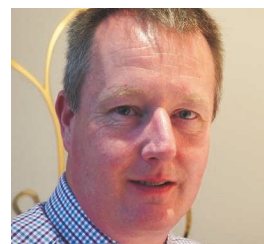
Russell Bell, Head of Operations and Service Delivery at Cinram Logistics.



Scott Craig, Senior General Manager, at iForce.



Charlotte Cox, Senior Demand Forecasting Analyst at Argos.



Andy Miles, Director, AS Miles Consulting.



Gary Winter, Business Development Director for UTL.



How a retailer chooses to discount can have a huge impact on the success of the logistics operation, Gary Winter pointed out. "If a retailer picks 200 lines and reduces those, we can change our operation, we can set out fast pick lines, we can put pallets by dispatchers," he said. "But if they say its 20 per cent off everything, then that creates another completely different world of pain, you can't predict where that spike of activity is going to be. Who's sat on the cusp of a purchase? 20 per cent is enough to tip them over."

The variety of products on sale last year was also unexpected. Alongside traditional larger items, like televisions and fridges, a range of other products were on sale. "If you look at ten years ago it was on large ticket items," said Michelle Rudisser-Street, head of operations and service delivery at The Jewellery Channel. "But now its on contact lenses and flooring. It's just exploded."

Speakers highlighted a number of operational issues that can affect warehouse operations. Scott Craig, regional general manager at iForce, pointed out that the long hours could be disruptive for the warehouse staff. iForce has banked hours – which means employees may have to work extra shifts on busy weekends like Black Friday. "Not a great experience because you can demand it at short notice."

It would be a dream to have a truly flexible workforce, he said.

Cut off times in the warehouse are another demanding part of process. Winter said that pressure from these deadlines is driving warehousing and transport into the Midlands, where parcel hubs are located. Polarising the "entire warehouse and delivery market."

Andy Miles, director of AS Miles Consulting, shared

these concerns. "The problem with that is, if you've got pinch points on the road network, you only want one accident, one road closure – and you're whole e-fulfilment can fall over for two days," he said. "It's very much Russian roulette with five bullets if you're not careful."

Despite the concerns about the arrival of Black Friday there was still an underlying optimism around the table. "There was an element of surprise last year, wasn't there? We still might be surprised this year," said Jonathon Pilbro, vice president of fashion and beauty at DHL.

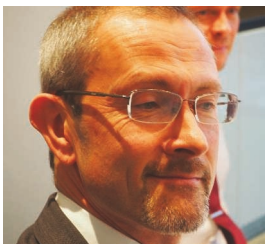
"But it starts from a better point of general understanding and readiness I think. A spike is a challenge whether you know its coming or not, the unknown element of the spike is another dimension of challenge. And, I sense, the planning of this the day after last year – the readiness is heightened."

Improvements in technology, staffing and processes were looked to as ways to tackle busy dates like Black Friday and Cyber Monday. Winter suggested that if you could pick in geographical sequence it would simplify the process of ensuring the vehicles were loaded in the right order.

Williams highlighted the flexibility and efficiency that voice picking could offer: "You wasted 20 seconds by looking at it, scanning it and pushing buttons. We don't do that." Vocollect Voice Solutions produce a hands-free system for picking items in the warehouse – cutting time significantly.

"We talked about the outgoing process, where an order coming in should potentially be with a picker, in minutes. And they are with our systems," said Williams. "It identifies the product, and he's told to kit or otherwise. Or not, or how to dispose of it at a job shop or

You are up against the Amazons of this world, because they absolutely treat it as a challenge.



Jonathan Pilbro, Vice President of Fashion and Beauty at DHL.



Richard Gibson, Strategic Development Director, Yusen Logistics.



Chris Heslop, Head of EMEA Marketing, Honeywell Vocollect Solutions.



Darrel Williams, Region Director, N.EMEA, Honeywell Vocollect Solutions.



Anna Wright, Marketing Manager, Northern Europe and South Africa, Honeywell Vocollect Solutions

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auction. Or whether it goes back to store – he has that information as soon as he's got his hands on it."

Last year, delivery became a big issue as carriers struggled to cope with the massive spike in demand for their services. And since then, there have been suggestions that retailers should suspend the promise of next day delivery at peak times to spread the impact on the operators' networks.

Winter pointed out: "Next day is a very expensive phenomenon, because of the size of the job. You're paying premium for next day; standard delivery has morphed into next day delivery," he said.

The Jewellery Channel won't be offering next day delivery on Black Friday this year. "We don't want to let down our customers," said Rudisser-Street.

Williams said that if logistics companies and retailers "mess up" during an exceptional period, there is a risk of losing customers. As an example of good practice, he highlighted the approach of a retailer of watches. "They sent me a letter saying 'heads-up, Black Friday is coming, we're not interested. We're interested in you as a consumer; we want to give you the deals that you're expecting, because frankly we know you're expecting something. But we're making them available over a period.' They're setting expectations for purchase."

Winter pointed out: "In a service you can have any two of the following three things: high speed, high quality and low price," he said. "What you can't have is all three at the same time. Speed is the obvious thing to sacrifice."

Argos hit the headlines recently for its decision to



launch a same-day delivery service, Fast Track. Charlotte Cox, senior demand forecasting analyst at Argos, said: "That's been turned on just before Black Friday. It will be interesting to see what challenges occur."

To prepare, Argos are currently recruiting more van drivers for the Christmas season. All delivery services, including same day, are priced the same at Argos.

Rudisser-Street said that this might be challenging: "When you give a customer lots of different options at the same price, they're going to pick the one that's the best."

Winter said that whether services were free or not also had an impact on how consumers choose to receive their products. "My experience with the introduction of click and collect is that if you introduce it at the same price as home delivery, you get about 20 to 25 per cent migrate to click and collect," he said. "If you introduce it as free versus a charge for home delivery you get 60 per cent click and collect."

Scott Craig highlighted the importance of meeting delivery standards. Talking about the pressures of same day and next day delivery, and his past experiences working at Amazon, he said: "You are up against the Amazons of this world, because they absolutely treat it as a challenge. We [the public] expect it next day because that's what Amazon is offering."

One of the issues with home delivery is that you know that a proportion of the goods you have sent out are going to come back. And dealing with returns efficiently



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is critical to the success of the operation.

Andy Miles recalled the struggle with returns during Black Friday while working with a supermarket retailer last year. "Sometimes there was some scratching around, where are we going to put this one?" he said. "We did have a few issues with trailers that we couldn't unload. We hadn't got the capacity because we were already loading up for Christmas and the stores haven't got the capacity to hold them."

Craig said that the reality is, once a customer has sent a product back to a retailer, they expect it to be credited relatively quickly. At iForce, some clients get credited on the spot. "So then you open the packaging and you find nothing's there," he said.

Winter talked about the efficiency and speed of traditional mail order on returns. "Shop Direct Group, when I worked at Royal Mail, received a train everyday, full of returns," he said. "They processed them all on the same day, because those customers are shopping on credit. The minute you give them the credit back, they shop again."

Accurate forecasting can play a vital role in ensuring that retailers and the logistics partners can handle whatever challenge is thrown at them. But, Black Friday is proving a major challenge for the forecasters.

Charlotte Cox pointed out that forecasting generally looks at data over the last five years: "Obviously the shape for this year is going to be completely different from what we have seen over the last five or ten years," said Cox.

That means that data collected in previous years, is little help in predicting what will happen this year. "This year it's been completely the unknown, and we are really not sure what is going to happen," said Cox. "Are customers going to enjoy it? Or are they going to say no, I've had enough of this. It's just not a trend we can forecast."

For retailers, Pilbro predicts that the next few years are going to be focused on building "huge data insight" into individual consumers as well as stores, and the "ability to supply that information to the operator."

Given the difficulties that Black Friday and Cyber Monday create, it is not surprising that speakers questioned the sustainability of the process.

Russell Bell was unconvinced: "No, not in its current form. But if we all agree it's not going to go away then we'll learn to manage it," he said.

The Jewellery Channel's Michelle Rudisser-Street said: "I think it will be dictated by the consumer. I don't think the retailers can say we're not going to buy into that anymore."

It is exactly this, according to Pilbro, that prompted many of the problems last year:

"What is unknown is how the consumer is going to react. And I guess what is always a little unknown is how well the order platforms will hold up under that level of pressure," he said. "It's not possible to say no to it, that's the dilemma. As theoretically illogical as it feels to do the reverse."



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Where the warehouse meets the outside world



DP World's London Gateway logistics centre.

The loading bay is a vital area in the operational processes of the warehouse. Constantly in use, the flow of goods from truck to storage and back again, needs to be seamless and safe. **Lisa Townshend** examines the challenges.

Case study

Mitchell solves space dilemma

Business models and practices change, and companies often need to work within legacy buildings that don't match their current needs. Commercial diesel power and transmission distributor, Mitchell Powersystems, overcame these issues by calling in Smart-Space to provide more loading bay facilities, and liberate warehouse space at its Sutton-in-Ashfield centralised distribution site.

Mitchell's logistics manager, Gene Laker, explained: "Prompt delivery is a priority for our customers and we decided that we could provide a better service to them with a centralised distribution hub, rather than a network of regional depots. One of our existing buildings met most of our needs, but lacked adequate space for orders to be collated and for sheltered vehicle loading and unloading. Footings were already in place for an extension, but we feared that conventional construction would be costly, time consuming and highly disruptive."

Smart-Space has provided the company with a 20x25 metre open-ended covered loading bay to the existing warehouse. This allows vehicles to be loaded and unloaded under cover, adds more outdoor storage, and releases space within the main facility for more efficient storage and stock management.

The Smart-Space system uses strong but lightweight roll-formed steel sections in place of conventional hot rolled steel. Ground loading forces are low so such buildings generally have lighter and less costly foundations than conventional construction, saving time and money. In this case, footings for a conventional extension were in place, enabling an exceptionally speedy build at a cost of just under £50,000.

As Laker noted: "The installation went very well, the guys worked really hard to get it completed with little disruption to our operation. On-site time was less than one month. We are very pleased with the result."



The area of distribution seems to be riding the crest of a wave at the moment but in reality it is more akin to the roller coaster – up and down with a few unexpected twists and turns. This is especially prevalent when you look at the suppliers of loading bay equipment to fulfil the spec for the timely loading and unloading of goods to keep the supply chain moving in any given sector.

One big trend that seems to be revealing itself is the slowing of the retail side with regards to the need for services such as lifts, levellers, seals and shelters, doors and associated equipment. However that does not mean that the sector itself is slowing, rather that areas such as ports are the latest big thing. The recent additions to the logistics centre at DP World London Gateway and the moving of operations for companies such as Pentalver at the Port of Tilbury shows the interest in ports currently.

The recent investment in the Pentalver facility at the Port of Tilbury has seen the logistics company move into a facility at Berth 43, covering a 6.6-acre site strategically positioned close to the London Container Terminal operations within the port estate.

The depot has automated equipment designed to minimise vehicle turnaround times. An additional new empty container handler has also been added to the Tilbury fleet.

"Our new premises reinforce our commitment to the Port of Tilbury, which continues to play a significant role in Pentalver's plans for the future," says Shaun Allen, chief operating officer of Pentalver Group. "The new site, which is closer to the container terminal business and benefits from significant investment, ideally positions us to meet the needs of our Tilbury clients now and in the future."



In parcel delivery... the trend in the market would be for smaller doors and high speed.

Tom Langley

But what does this mean in terms of loading bays? Well, suppliers of loading bay equipment have to think a little more creatively in terms of dealing with logistics centres located near deep water and the challenges of dealing with large containers. Projects such as the one at DP World has also had to take into consideration the high volume of reefer goods which need to be carefully temperature controlled.

Product development is a continual process in loading bay technology as Tom Langley, projects director at Hörmann UK explains: "We manufacture our own products – every dock leveller, every door etc – they are all made in our own facilities. Every year we look at all of our product offerings and see how they can be tweaked to improve efficiencies in design, manufacture, adherence to the latest regulations etc... we may not be talking about significant technological advances every year, but small changes that can make a real difference. In addition, we make sure we listen to our clients to get a better idea of what they need and what changes in their sectors are driving development in ours."

"An example would be in parcel delivery and the changing nature of their delivery vehicles and response times so the trend in the market would be for smaller doors and high speed. And we do get a lot of people buying from us to sell to other people, so having products that are easy to install is a benefit for them."

Security is another issue that needs to be taken into consideration, depending on the nature of the building Langley continues: "It does depend on the type of distribution centre or building it is. So, yes, we are noticing an increase in security concerns but that does tend to be more for fire doors or access doors rather than the loading bay side of it. Our doors are reasonably secure anyway – the majority of sites are going to be secure anyway. It's more where you've got a fire exit door."

Safety matters

Security seems to go hand in hand with safety. When installing or maintaining loading bay equipment you have to be mindful, as Hörmann's industrial service manager Phillip Clark explains: "In a 24/7 DC or in parcel logistics that can be quite difficult because of 20-30 bays."

Although you've got the beauty of that many bays, they've got them because they are that busy. Trying to



In a 24/7 DC or in parcel logistics [servicing] can be quite difficult.

Phillip Clark

pinch a single bay at a time to try and service with two guys can be quite difficult because you've got the plan to make things safe which you've then got to choose between the client's requirement and the safety requirement of having to service it. Because there is no down time per se for their usage, it then becomes a battle between yourself and a lorry as to who gets priority – a load or a service. You have to have a really good customer relationship and be able to negotiate with the on-site technicians to essentially 'condemn' a door – close it down so you can service it – and then move on."

Safety should not just be a legal burden but viewed by managers as a means to improve efficiency and generate return on investment. That's the view of John Meale, managing director of Thorworld Industries. "The vehicle loading and unloading area is potentially one of the most hazardous areas in any company, warehouse or distribution centre, yet this need not be the case. Indeed, safety is a cornerstone of the FEM (The European Materials Handling Federation) Vision & Strategy 2020, the Federation's manifesto for the future of European materials handling."

The Association of Loading and Elevating Equipment Manufacturers' web site (www.alem.org.uk) reveals the scale of complying with the minimum of standards. No less than 18 different documents of Codes of Practice, Directives and Regulations start off the process of supplying the equipment and ensuring safety and quality throughout the lifecycle of loading bay equipment.

Recycling

Recycling the product at the end of its lifetime has its own challenges. Repair and replacement of equipment needs to also be considered. Clark concludes: "Companies such as ourselves are starting to try and gear up to reducing our carbon footprint. When you break a door panel out you end up releasing carbon dioxide so we're looking at ways of reducing that. In addition we are looking at how as a business we can recycle panels, which obviously has an environmental factor. It is quite a challenge because at the minute as far as I am aware there isn't a company out there that recycles PU panels. If one of the big waste management companies were to get involved there certainly a niche market out there! But with that in mind we are looking constantly at our processes."

Case study

Transdek double deck lifts for Home Bargains RDC

Transdek UK has supplied 15 double deck lifts and ancillary equipment at a new Southern regional distribution centre for TJ Morris, the Home Bargains retailer.

TJ Morris currently operates more than 400 Home Bargains stores across the UK and employs 13,500 staff. With a turnover of £1.5bn and growth of approximately 15 per cent per annum, the company plans to expand to more than 700 stores within the next five years.

The retailer is opening a £110m, 1,000,000 sq ft RDC has been constructed at Amesbury, Wiltshire. Transdek was appointed to install 12 20-tonne (18 pallet/30 roll cage capacity) and three 6.5-tonne (6 pallet/12 roll cage capacity) double deck lifts at the RDC, along with a vehicle cleansing lift.

Gary Cobb, distribution operations manager for TJ Morris, said: "We have already converted our goods out operation with Transdek's double deck loading



systems at our RDC in Liverpool. Based on its all-round professional service and the reliability of its lifts, Transdek was the chosen partner for our new Southern RDC."

Each modular double deck lift was supplied as a pre-built pod, designed for rapid installation directly onto the yard slab. All lifts were initially held off site at Transdek's factory and delivered to Amesbury as required. A two-day window was allowed for the fitment of each unit.

Throughout the design process, Transdek's project management team liaised closely with the architects and subcontractors. As a result, 900mm high docks were incorporated at the site's dedicated double deck bays to provide a direct run-through onto the bottom deck of Home Bargains' fleet of fixed double deck trailers.

The 900mm docks allow a double deck trailer to be loaded in two lift cycles – reducing vehicle fill times, speeding up turnaround, minimising product handling, improving safety and driving down costs. Transdek also manufactured 15 modular loading ramps to facilitate a descending gradient from the warehouse for the direct run on and run off the lower vehicle deck.

The double deck lifts are fitted with Transdek's Active Management System (AMS), which integrates the unit's control panels into the RDC's main IT system, providing live plant status information and analysis of the performance of each bay.

What is the future of reverse logistics?

Reverse Logistics is fast becoming a critical issue in boardrooms across the retail sector and beyond. Companies are coming round to the issue – but where do the challenges lie in implementing a good returns process? A panel of industry leaders examined the issues at our round table sponsored by Flex.



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Reverse logistics is seen by many as an evil necessity in the retail sector. However in our Omni-channel world where the consumer holds so much power the rise in returns is driven by a consumer expectation and where there is increasing popularity of buying on line multiple items and keeping just one or ‘deshopping’ means that it can no longer be consigned to the darkest part of the warehouse.

“People working on reverse logistics are often known as working on the ‘dark side’ – and not just because of a certain movie coming out,” explained Mike Meades, general manager at supply chain solutions company Flex (formerly Flextronics). “Within Flex we are on a mission to try and show people what value you can get out of managing reverse logistics properly. Over the last two years we’ve noticed that more businesses are coming to us and asking ‘what can you do for us’ from a reverse logistics perspective? My biggest question is, are companies seeing reverse logistics as a far bigger issue

and getting more attention rather than just being an afterthought which is how it may have been treated a few years ago?”

Of course the answer to that question is not a straightforward yes or no, as Mike Bernon – senior lecturer in supply chain management at Cranfield University clarified: “There are a number of high street retailers who now see this issue as core and now have strategies in place and are excellent at managing returns. However there are others in the same market that are just starting on the journey. I think what grabs the attention most often is when companies realise just what the cost is to the P&L and when the figures are put in front of someone like the finance director then it gets traction.”

Lindsay Mitchell, senior consumer engagement leader at Philips Consumer Lifestyle UK&I, agreed. “We are trying to change the culture to really deliver value for the business and understand profit and loss, so returns is really high on the management agenda. I believe the only way it will succeed is when everyone in the business gets behind it and engages with the change, and when it is on the management agenda. It has to change culturally to be important.”

Dave Hughes, logistics project manager at Flex looked at the wider implications for brands and consumer choice. “Looking at some facts and figures behind the recent trend in reverse logistics – in 2013 the clothing returns industry was £1.16bn; some 43 per cent of clothing bought online was returned. In the electronics industry £733m worth of goods were returned. There is evidence to suggest that people actually pick their brand these days based on whether that retailer has a good returns policy.”

Martin Gane, logistics director of Arcadia Group Ltd explained the pressures this type of consumer thinking has on retailers. “As a retailer we are looking at our competitors who are offering these ‘no quibble’ returns policies and it puts a lot of pressure on us and others to

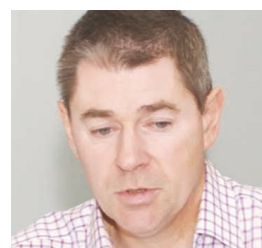
Meet the panelists



Mike Bernon, Senior Lecturer in Supply Chain Management & Executive Development Director, Cranfield University



Martin Gane, Logistics Director, Arcadia Group Ltd



Alistair Sercombe, Head of Customer Returns, Debenhams



Ross Baxter, National Logistics Projects Manager, Alliance Healthcare

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In the categories of design, manufacturing, distribution, and aftermarket services, Flex has established itself as a global leader without equal. With over 100 sites in 30 countries, and 200,000 highly skilled innovators at the ready, we are helping customers big and small solve the challenges of the connected age. In today's marketplace, demand for smarter, more advanced solutions is growing exponentially. To meet the complex technological and logistical challenges of this new age requires the right partner at every step. With extensive experience across virtually all industries, Flex has the unique vision and capabilities to improve speed, efficiency, and cost effectiveness throughout the entire life cycle of a product. With access to a vast global footprint, Flex brings our customers closer to the markets they serve, creating a supply advantage almost anywhere. Add in our Sketch to Scale platform and our market-leading, SaaS-based global supply chain, and the merits of Flex become undeniable.

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say 'well that's what they're offering why aren't we offering that?' Some of the retailers that don't offer those kinds of services are quite surprised with the response they get from consumers. Competing at the top end and providing a no quibble returns puts huge pressure on you"

Ross Baxter – national logistics project manager Alliance Healthcare, shared similar concerns. "I think that's the basis of the challenge because we've all got practices and policies for reverse logistics – we wouldn't be here if we didn't. But the environment is evolving so quickly all the time so a competitor offers x you have to offer y because if you don't in a very short period of time you are going to be at a big competitive disadvantage. So the challenge of reverse logistics is not to come up with a solution and hardwire it into your system because if you do that in six months time it'll be out of date. You've got to be really fleet of foot to actually constantly adapt. If you don't constantly evolve you are really going to be at a competitive disadvantage to your bottom line profits and also to your customers' loyalty and perception."

Richard O'Mahoney, operations director at Flex, agrees and commented on the adaptability of the solution: "Reverse logistics creates an image in your mind of particular services – prevention and appraisals and all the systems that are in place to try and prevent stock return. But there is another aspect to it, which I think is particularly important and that is about dataflow. The data drives a decision process that may shape the strategy of the business; it may guide businesses to choose the best dispositions for their products and make the right commercial decisions for their business. ". The panel agreed that management information and the end to end visibility of the reverse flow through effective data capture is important.

One issue that struck a cord with many was the concept of reverse logistics itself. Alistair Sercombe, head of customer returns at Debenhams, thought that reverse logistics was a term that didn't fit the complexity of the issue. "Often we talk about reverse logistics, but I don't think it's the right term to call it. It brings to mind the idea of the logistics guy saying 'I've got to get rid of a problem that's blocking my warehouse'... that kind of mentality. It's

now much broader than that. I don't really talk about it as reverse logistics – I call it returns management. It's a much broader topic really it's the whole customer experience... it touches on every part of the business. It includes all the principles of how you sell from the outset through to reverse flow management. We have past the point of saying 'I've got a problem in my warehouse, how do I get rid of it' idea; a lot of retailers are looking much more broadly than that now."

Julian Llewellyn, business improvement director at technology distribution and specialist service providers Exertis, looked at the distributor point of view. "I think as a distributor we are caught in the middle. I see the high levels of 'no fault found' percentages in the buyer reports particularly when we are selling into more generalist retailers. When someone takes a 32 inch LED TV back it just gets written up as a faulty product. Clearly with as many returns as we may have with that vendor of course you can send it back to us but you need to tell us why it's faulty. Then there is an added complication in the IT world because we have the Data Protection Act and virtually every single IT asset that someone owns has some form of personal data on it that has to be wiped before it can be resold. Retail industry has certainly been the key challenge for us. If you went and looked at Exertis three or four years ago it was more of a B2B reseller and since then it has moved more strongly into the retail environment."

Sharing the experience from a supplier point of view, Julie Shepley, head of Logistics at Fujitsu, commented: "We are in the background of the retailer and very much in the back end of their structure. We are seeing more and more products returned from the retail side and their assets, even their tills are coming back and going through that wiping process. There is a form that we call a 'statement of works', which details the state of the asset and recommendations for next steps, for example redeployment, resale or dispose. Before you'd probably have one or two variations, now even with our retail customers we probably have 20 different steps ie grade A stock or grade B stock. Retailers are trying to get from every asset as much as they can from them."

Another area where reverse logistics has a big impact



Meet the panelists



Dave Hughes, Logistics Project Manager, Flextronics



Carl Polack, MP&L Program Manager, Nigeria Project & MEA Support, Ford Motor Company



Lindsay Mitchell, Senior Consumer Engagement Leader, Philips Consumer Lifestyle UK & I



Julie Shepley, Head of Logistics, Fujitsu



Ed Jackson, Director of Underwriting and Commercial Finance, Domestic & General

is in insurance and warranty. Ed Jackson, director of underwriting and commercial finance UK of Domestic and General, explained: "In the insurance business we need everything that comes back so that we can put it back into our supply chain. We don't just need the newest or latest technology, take for instance in the mobile phone world, I still need iPhone 5's; no one wants them in a retail environment and haven't for the last 2-3 years, but we need them to meet the need of the insurance sector. The big problem that I've got is I have big spreadsheets rather than big warehouses and I am trying to create a virtual circle where I can link two or three reverse logistics solutions together to meet this demand."

One sector that seems to have many of the issues surrounding reverse logistics and relationships between suppliers and retailers organised is automotive. Carl Polack – MEA program manager, Material Planning & Logistics from the Ford Motor Company, shared his experiences. "I think we have understood the need for close relationships with our dealer network pretty quickly and very early, because we have to. If you think of the product failure curve, you want to be able to pick up on that as soon as there are any particular issues. We are very much in a highly visible arena and we have had to get more involved over the last 5-6 months. Car quality performance and specifications are very much in the mind's eye. We have a very capable third party logistics providers that recognises that they have not only to deliver to our vehicle or engine plants but they also have got to provide a service to manage returns and get the supply chain resupplied."

Traceability of components or stock was a key challenge for many around the table. For Polack, it is mission critical: "One of the main challenges that we have is traceability. From a retail point of view for the finished vehicle we have a very well established dealer network who deals with pretty much everything that comes up. But in terms of the component logistics we have quite a challenge to manage any quality issues



Competing at the top end and providing a no quibble returns puts huge pressure on you.

through quite an expensive network and here you've got a supply base which supplies many manufacturers. Other companies have had this issue; for example the recent airbag scandal that has been in the news. One of the challenges I've had on a number of occasions – too frequently unfortunately – is the challenge to get components back to overseas suppliers to either remanufacture or re-qualify what they are producing. Whenever you change product you change components, you change technology - you've always got to be mindful where your steps are and where your gates are and that controls are in place. Once it's out into the supply chain, traceability is absolutely key. You need to know exactly where the inventory is, and at what point bad becomes good."

Meades agreed. "If I could elaborate on the way we see added value, while it may sound very simple, having identification for every defective part is incredibly important. We modified our software to be able to do that and now we can provide customers with access to the software so they can see remotely where all their defective parts are being fixed down to the individual part number around the world."

Shipleigh had a similar story to share: "We did same with a third party – we integrated one system into our ERP system to be able to trace serial assets. We can now bring together all the IT equipment, whether its a router or a new till that's to go out for repair, and trace everything because the goods that come back that go through the recycle loop may pass through three or four data wiping stages; they might go through a purge or they might go through a destruction and at each stage you've got to be able to track it so customers can get that visibility of what stage it is at."

A final big talking point was sustainability and the recycling of goods to save natural resources. Again, the automotive industry seems to be ahead of the curve as Polack explained: "In the car industry we have the end of life directive and that's one of the key things for all of our vehicles, we are now pretty much 98 per cent recyclable. You can take that vehicle and it's material content and it forms the next base. It's phenomenal how the technology has moved on and that sustainability is becoming one of the key design criteria."

Llewellyn concluded with the description of one idea where recycling had taken on a new level: "I've seen a trial in a couple of US stores where there is effectively a vending machine where you can recycle your mobile phone. You put your phone in a drawer; it finds the right connector and you plug the phone in for some diagnostic checks. After a few minutes it will give you a quote for the value of your phone. It doesn't give you a gift voucher or anything, it will literally give you the cash amount for it and that's it the phone is gone. I still don't know to this day how it actually works, but it does, and the feedback so far is that the company has taken back about 3000 units already and they've only been in place a couple of months."



Julian Llewellyn,
Business Improvement
Director, Exertis



Richard O'Mahoney,
Operations Director,
Flextronics



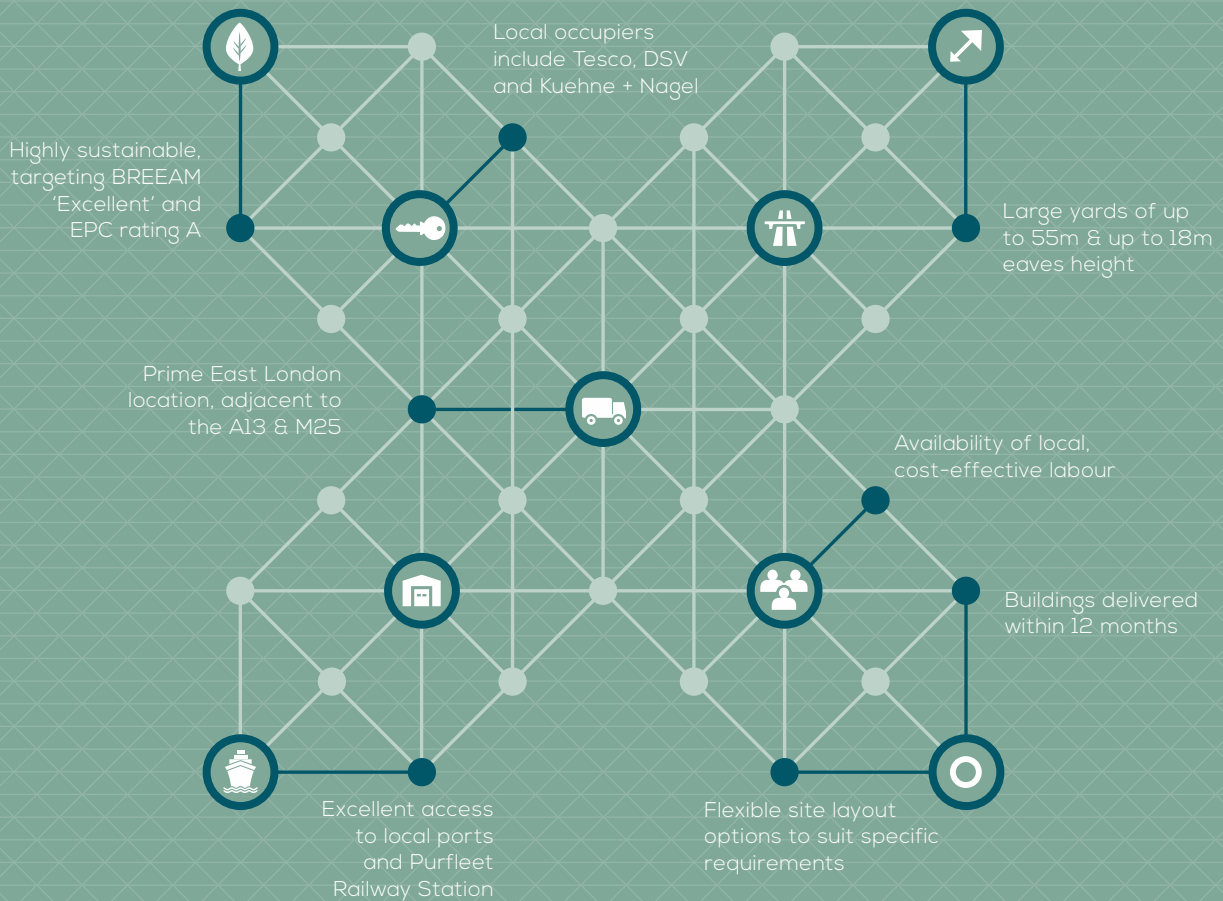
**Mike Meades, General
Manager, Flextronics**

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distribution Property



Big shed for the Black Country

Birmingham-based developer Stoford is starting to demolish buildings at its 18-acre Pantheon Park site in Wednesbury, Wolverhampton to make way for a 412,000 sq ft warehouse that could create more than 400 jobs.

The £20 million scheme is being developed as a joint venture between Stoford and Bridges Ventures, a specialist sustainable and impact investor.

Stoford joint managing director Dan Gallagher said: "The site will be 'oven ready' and immediately developable from December for occupiers to take units in late 2016."

Guy Bowden, acquisitions director at Bridges Ventures, said: "By reclaiming this valuable land, we can help to meet the clear shortfall in supply of high-quality warehouse space locally, creating hundreds of jobs and hopefully contributing to the regeneration of the area in the process."

Pantheon Park is close to the M6 Toll, M5, M42 and M54 and is situated in an established location off junction 10 of the M6 via the A454.



Pantheon Park has full planning consent for B1, B2 and B8 uses, making it a very attractive prospect to potential occupiers. The high specification buildings could include a 50-metre service yard, full circulation, 50kN/sqm floor loading, extensive HGV parking, up to 15-metre haunch height and a mix of loading options. There is also space for 231 cars.

In brief

»New parcel depot

Plans have been submitted for a new DPD parcel depot at Westerham in Kent. The proposals put forward by developer Roxhill are part of a larger application for the development of the 21-acre former Moorhouse Tile works. Roxhill envisages a scheme consisting of four plots totalling 225,375 sq ft, with plot one used as a 60,000sq ft parcel depot for Geopost trading as DPD.

»Coventry plan

Developer St Modwen has submitted a planning application to Coventry City Council for 137,000 sq ft of employment space at Whitley Business Park. When planning permission is secured the new building will be built on a 7-acre plot. Building works are expected to begin on site in early 2016. The business park is already home to Jaguar Land Rover (JLR) and builders merchant Travis Perkins.

»Stockport development

A detailed planning application has been submitted by Stockport Council to redevelop the former Gorse Bank council estate in Cheadle Heath, Stockport. To be known as Aurora Stockport, the scheme, which is located close to Junction 1 of the M60, could offer 154,500 sq ft of industrial space in units from 8,700 sq ft to 47,000 sq ft.

SEGRO snaps up Enfield site

Developer SEGRO has bought a ten-acre prime development site in Enfield, north London.

The site has the potential for 200,000 sq ft of development, and offers flexibility for the size and number of units that can be built on both a speculative and pre-let basis.

The newly acquired land in Enfield is located mid-way between the North Circular Road and the M25 motorway, London's inner and outer ring-roads, offering rapid access to the UK's national motorway network.

SEGRO's first development in this location, View 406, was completed speculatively in December 2014 and is almost fully let, demonstrating the strength of demand for modern industrial space in this area.

This latest acquisition is part of the company's strategy to strengthen its presence in newer locations and to continue its growth through the development pipeline.

The price has not been disclosed. Waddams acted for SEGRO.

650,000 sq ft Midlands scheme on the cards

Outline planning permission has been granted by Warwick Council to turn Coventry Airport's long disused passenger facilities into a new 650,000 sq ft distribution hub.

The new facilities on a 30-acre plot, which has lain unused since 2009, will comprise of three units – a 75,000 sq ft building, another extending to 175,000 sq ft and a third providing 350,000 sq ft of space.

The plans were put forward by Ostrava Properties, the property investment division of the Rigby Group which owns the airport. Detailed planning is expected by the end of the year, and work could begin on site as early as the spring of 2016.

The buildings will boast 15m eaves heights as well as 50m yards and will have air freight facilities available. The scheme is six miles from Junction 2 of the M6 motorway via A46.

The scheme is not part of the controversial 4.5 million sq ft Coventry Gateway proposal, which was turned down by the Secretary of State earlier this year.

Letting agents on the scheme are Colliers International, Cushman & Wakefield and DP Holt.

CORE CONCERNS

Andrew Wintle



URBAN LOGISTICS

The heat is on



Retail changes are creating a seemingly unstoppable demand for urban logistics space. **60**

EAST MIDLANDS

Surging demand



A surge in demand has seen rent levels reaching pre-recession highs. **56**

Surging demand

A shortage of immediately available properties and a surge in demand has seen rent levels reaching pre-recession highs. **Liza Helps** reports.

Quoting rents for new speculative industrial space have surpassed pre-recession heights, according to Colliers International's latest research.

The Midlands was one of the first regions to see a significant jump in rents, with deals on speculative space at the start of the year breaching the £6 mark with IM Properties' 152,000 sq ft Plot 2 unit at Birch Coppice in Tamworth achieving £6.15 per sq ft when let to UPS.

Buoyed by this news, several developers are pushing forward with speculative development plans with quoting rents thought to be between £6.25 and £6.50 per sq ft – a significant increase when compared to the £5.75 per sq ft quoted in the 2008 pre-recession market.

Simon Norton of Colliers International says: "The general supply of existing buildings and indeed "oven-ready" distribution sites in the Midlands is in short supply. In fact, recent statistics indicate there is only approximately three to six months' supply of existing good quality distribution warehousing of over 100,000 sq ft left, and no units at all readily available over 250,000 sq ft.

"This shortage of stock has had an upwards impact on rental levels in the region, with prime quoting rents for big sheds now reaching £6.50 per sq ft in the Midlands M1, M42 and south M6 corridors."

Goodman is quoting £6.25 per sq ft for its two speculative warehouses in Grange Park. The developer bought 22 acres at Grange Park in Northampton from RBS Real Estate Asset Management and is developing two logistics facilities one unit of 304,000 sq ft and one unit of 162,000 sq ft.

Benefit

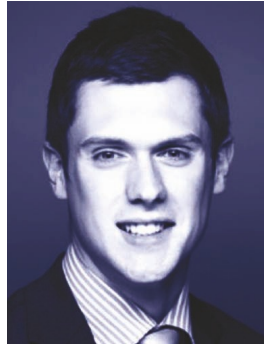
The larger unit known as Unit A will benefit from 15m eaves, 26 dock and four level access doors, 38 trailer space and 224 car parking space and will have a 50m yard. The smaller unit, known as Unit B, will have 12m eaves, 16 dock and two level access door as well as 23 trailer and 121 car parking space as well as a yard up to 67m. Letting agents are JLL and Lambert Smith Hampton.

At Wilson Bowden's 65-acre Optimus Park near Glenfield, Leicestershire, the developer is speculatively building two units, after securing forward funding through M&G Real Estate.

Optimus276 totals 276,690 sq ft and boasts 12.5m eaves, 12,360 sq ft of offices, 28 dock and four level access doors, a 50kn/sqm floor loading, 48 HGV and 233 car parking spaces and a yard depth of 59m. The other unit, Optimus205 has 12.5m eaves, 9,904 sq ft of offices, 20 dock and four level access doors, 41 HGV and 175 car parking space with a 57m yard. Both units are being marketed by joint agents North Rae Sanders and Burbage Realty at quoting rent of £6 per sq ft.

The rent is justified says Andrew Windle, associate director, logistics and industrial at M&G Real Estate, as: "There is a limited supply of logistics accommodation in core locations such as the M1 corridor – this opportunity produces access to well specified and located product." It is definitely a landlords' market.

Indeed Nick Hardie of Strutt & Parker notes: "The concentration of development in the traditional logistics



Concentration of development in the traditional logistics hotspots re-emphasises the caution that developers are taking.

Nick Hardie

The proposed dbssymmetry development at Lutterworth.

hotspots of the Midlands and the South East re-emphasises the caution that developers are taking in delivering logistics properties."

He concludes: "Developers who committed to speculative development are having their confidence rewarded. Two thirds of the completed units have secured tenants and the ones under construction are enjoying strong levels of interest. Success is also being achieved in terms of rental levels which are increasing."

However increasing rent levels are not just limited to new built stock. Len Rosso, Head of Industrial and Logistics at Colliers International adds: "Shortage of new supply, coupled with expansionary activity from occupiers keen to take advantage of the more benign economic environment, means that secondary rents have seen sharp upward movement in the last 12 months.

"Prime asset rents are significantly up year and on year but for those occupiers trying to avoid paying the higher prices, the secondary market is the next option. This has increased demand for secondary stock so consequently, rental prices are also rapidly rising."

Ranjit Gill of Savills notes: "There are a number of units coming on the market at Magna Park Lutterworth with quoting rents at £6 to £6.25 per sq ft but that just reflects their scarcity."

One of the largest is SEGRO's 418,000 sq ft ex-Primark facility, which is being marketed by North Rae Sanders and JLL with a quoting rent of £6.25 per sq ft. There is also Pickering Properties 230,000 sq ft unit, which is also part of the Primark facility though in separate ownership. The property, which was originally let on a 10-year lease in 2006 at £5.25 per sq ft, is also thought to have a new quoting rent in excess of £6 per sq ft when it comes to the market next year.

With rent levels increasing the case for development is simplified. A number of developers are securing funding to build speculatively. Prologis is moving forward with





225 at Interlink is less than two miles from J22 of the M1.

two units of 215,262 sq ft and 85,262 sq ft at the third phase of Prologis Apex Park in Daventry, which will complete in April 2016.

The larger unit will have 12.5m eaves, 20 dock and two level access doors, 30 HGV and 157 car parking spaces. The smaller unit will have a 10m eaves height none dock and two level access doors, 18 HGV and 66 car parking spaces.

Letting agents are Lambert Smith Hampton and Burbage Realty.

Meanwhile Goodman with funding from Anglesea Logistics Partnerships are developing a 323,895 sq ft unit at Goodman's 165-acre Derby Commercial Park, off Raynesway on the outskirts of Derby.

Complete

The first steelwork of the building, which is costing £25 million, has already been put up and drainage work is almost complete. The new unit will feature 38 dock and four level access loading doors, 102 HGV parking spaces, 55m service yard, and a 15m clear height. It also offers over 15,000 sq ft of office space.

As well as the unit it is building at the moment, Goodman also has planning consent for a 550,000 sq ft warehouse and distribution depot at Derby Commercial Park. It was given permission for that development in January this year.

Letting agents on the building are Innes England CBRE and DTRE

CBRE, DTRE and Moriarty & Co have been appointed leasing agents for the new unit at Derby Commercial Park.

Further south First Industrial and Clearbell are speculatively developing a 224,965 sq ft facility at Interlink Park, Bardonia, Leicestershire.

The unit, to be known as 225 at Interlink, will have 19,857 sq ft of offices, 58 HGV and 174 car parking spaces as well as 18 dock and four level access doors. It will boast

15m eaves and a 35-50m yard. Joint letting agents CBRE and JLL are quoting £5.85 per sq ft.

IDI Gazeley are also speculatively developing warehouses; one totalling 297,320 sq ft in Daventry, known as Daventry Distribution Park, which has 28 dock and three level access doors and 230 car and 120 HGV parking spaces as well as a 50m yard and 12.5m eaves. Letting agents are Savills and Cushman & Wakefield. It is also developing another warehouse at its Magna Park Lutterworth scheme totalling 186,097 sq ft. The unit will have 12.5m eaves, 17 dock and two level access loading doors as well as 36 HGV and 178 car parking spaces. Letting agents are CBRE and Colliers.

Wilson Bowden and Goodman formed a joint venture to speculatively develop Interlink 130 in Bardonia, Leicestershire. The unit is expected to complete in February 2016. It will feature 12 dock and two level access doors, 12.5m eaves height, a 50m-yard and car parking for 105. Joint letting agents are North Rae Sanders and CBRE.

Jason Harris, commercial director at Goodman UK Logistics, says: "The project is a sign of the strength of the market at the moment, and the growing demand for Grade A logistics space in the Leicester area, and indeed the wider East Midlands. We anticipate strong demand for the unit given the shortage of supply in the region."

Despite all the speculative space coming forward Viktor Ktori of Savills says: "There is still a disparity between immediate demand and availability and sites for immediate development. Demand is significantly outstripping supply."

The statistics don't seem to reflect this with take-up down in the third quarter of the year but Simon Lloyd of Cushman & Wakefield points out: "This is not lack of demand rather a reflection on the lack of availability."

Andrew Jackson of North Rae Sanders notes: "There are a number of enquiries in the region around the 700,000 to



There is a limited supply of logistics accommodation in core locations such as the M1 corridor.

Andrew Windle

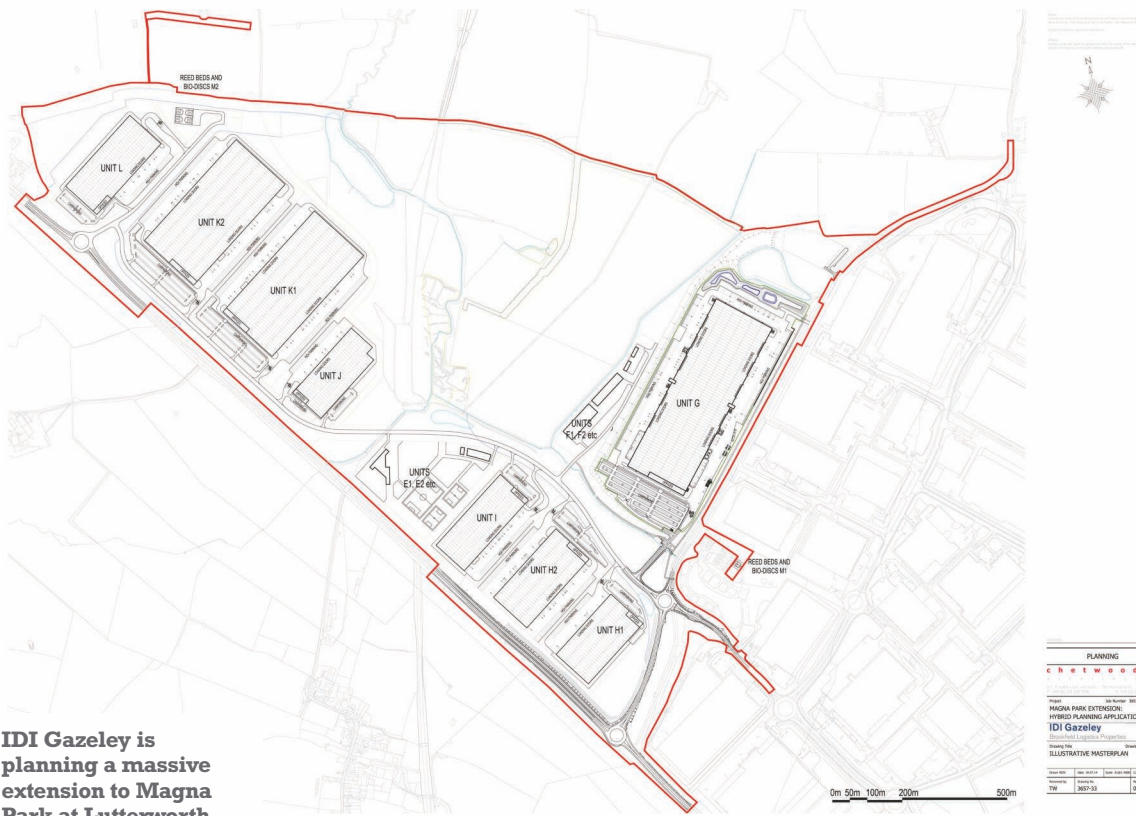
Magna Park at Lutterworth.



Derby Commercial Park.



Developers who committed to speculative development are having their confidence rewarded.



IDI Gazeley is planning a massive extension to Magna Park at Lutterworth.

1 million sq ft mark demonstrating the strength of the market by the sheer fact that occupiers are willing to commit to bigger requirements.”

These requirements include a million sq ft for House of Fraser and a 700,000 sq ft enquiry for B&M Bargains.

While there may not be immediate supply there are schemes being brought forward, which could have considerable impact on warehouse availability in the future. Schemes being progressed include Goodman and Shepherd Group's proposals for Severn Trent's 619-acre site at Etwell to be known as the East Midlands Intermodal Park. The £250 million scheme could provide up to six million sq ft of rail related warehousing in units from 235,000 sq ft to 1 million sq ft. Subject to all approvals it could be up and running by 2018

Roxhill is also bringing forward a rail related scheme to be known as East Midlands Gateway. The 250-acre site to the north of the East Midlands Airport will see the development of an intermodal freight terminal accommodating up to 16 trains per day, with trains up to 775 metres long supported by six million sq ft of co-located warehousing. The planning inspectorate has accepted the application and a decision is expected early next year. For many it will be a case of one or other scheme not both.

The same holds true for the extension to Magna Park Lutterworth where IDI Gazeley has put forward plans for a 590-acre extension on land to the north accommodating up to 6 million sq ft. The company has already secured DHL as an occupier for a 1.3 million sq ft

facility subject to planning.

To the south of the park Barwood and Delancey joint venture DB Symmetry, has put forward proposals for a 200-acre expansion to be known as Symmetry Park that could accommodate a possible 4 million sq ft.

Prologis has already received planning approval for its rail related scheme DIRFT III that will provide 7.86 million sq ft of co-located warehousing.

The developer still has sites in Wellingborough – two million sq ft – and Kettering as well as an 80-acre extension to its Prologis Pineham scheme that could accommodate a further 1 million sq ft.

Developer Roxhill has a variety of sites in the region including CIRFT in Corby (formerly known as COR) where there is permission for an 880,000 sq ft rail connected warehouse. It also has a 65-acre site in Burton Latimer that could accommodate up to 1.2 million sq ft.

Mount Park Developments is pursuing its 1.3 million sq ft site at Bardon where it can accommodate up to 1 million sq ft in a single building. Gladman's Vertical Park on the site of the former Bevercotes colliery, in Nottinghamshire has outline consent for a single facility of 2 million sq ft with a 30m eaves height. Letting agents are Lambert Smith Hampton and Cushman & Wakefield.

IDI Gazeley still has space for an 850,000 sq ft unit at G.Park Ashby in Ashby-de-la-Zouch. The property would have 15m eaves as well as 60 dock and nine level access doors and 529 parking spaces. Letting agents are Knight Frank and BNP Paribas Real Estate.

Warwickshire-based IM Properties with First Industrial can accommodate a 450,000 sq ft plus unit on its 45-acre site off the M1 in Eastwood, Nottingham known as Nottingham 26. Letting agents are Fisher Hargreaves Proctor, North Rae Sanders and Dove Haigh Philips.

Sladen Estates snapped up Prologis' former 45 acre site in Mansfield and is now promoting Summit Park which could provide up to 900,000 sq ft of space in units from 5,000 – 350,000 sq ft. Letting agents are Commercial Property Partnership, North Rae Sanders and Lambert Smith Hampton.

Over at the Nailstone Colliery in Leicestershire just of Junction 22 of the M1 motorway Curtis Hall is pushing a 1 million sq ft development opportunity known as Midas22. Sole agents are Cushman & Wakefield.

There is still a disparity between immediate demand and availability and sites for immediate development. Demand is significantly outstripping supply.



There are a number of enquiries in the region around the 700,000 to 1 million sq ft mark demonstrating the strength of the market.

Andrew Jackson



Secondary rents have seen sharp upward movement in the last 12 months.

Len Rosso



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The heat is on

As food retailers, on-line retailers and 3PLs battle it out to provide the perfect 'last mile' experience **Liza Helps** reports on the seemingly unstoppable demand for urban logistics.



There are two clear themes in terms of demand drivers that are leading the charge on the creation of urban logistics - the first one is the growth of the e-commerce/e-retail world and home delivery and then the second one is very much the urbanisation of the retail format.

Andrew Gulliford

More people are living in urban areas, leading to increasing demand for logistics facilities to serve the needs of these growing urban hubs, according to Charlie Howard of Logicor. "The reconfiguration of the supply chain and the shifting retail formats from brick and mortar to a more sophisticated omni-channel supply chain format is also a big factor."

The result is a battle royal being played out across major towns, cities and conurbations in the UK as retailers both traditional and on-line fight to secure the perfect 'last mile' experience for consumers.

It's all about getting the right facility in the right place. In the last few months alone, Amazon has secured 1.2 million sq ft of space, and is looking for more as it announced the launch of its Amazon Pantry service offering customers more than 4,000 grocery products from beer to pet food for same day delivery. Ocado has upped its expansion plans for more distribution hubs on the urban fringe, as are retailers such as John Lewis, which took 50,500 sq ft at Muse Developments' 110-acre Logic Leeds scheme in West Yorkshire earlier this year.

Recognising shopping habits are changing and with omni-channel giving shoppers more choices than ever before; the retailer is strengthening its distribution network to ensure it continues to deliver a coordinated and convenient shopping experience to its customers.

John Lewis also took a 50,000 sq ft unit at IM Properties Solihull Business Park scheme near Birmingham for the same purpose and is believed to have several other outstanding requirements.

According to recent research by Savills upward of 10 million sq ft is required year-on-year to cater for the e-commerce boom in the UK. Kevin Mofid of Savills says: "We are seeing a huge demand for this type of building close to people to service the omni-channel function - the trouble is there aren't many about."

Convenience

Andrew Gulliford of developer/investor SEGRO says: "There are two clear themes in terms of demand drivers that are leading the charge on the creation of urban logistics the first one is the growth of the e-commerce/e-retail world and home delivery and then the second one is very much the urbanisation of the retail format; the convenience store requiring smaller deliveries of quite high end luxury and fresh produce more frequently through the day."

Acknowledging this, Barry Allen of Savills says: "The urban distribution function which is a requirement of market and a growing requirement, requires good well located sites but the research we have been doing about loss of industrial land in urban areas particularly in south east and London, primarily residential is pointing up the competition for brownfield urban land."

David Binks of Cushman & Wakefield says: "The difficulty with logistics in urban areas is that often there is a push to higher value usage such as residential."

Jon Sleeman of JLL agrees. "Land is being lost to residential with landlords regarding industrial and warehousing at the bottom of the value chain."

The problem is particularly acute in the south east and London. Richard Evans of JLL notes: "We know of at least

one urban logistics occupier desperate to find a site in London and cannot secure one."

Developers are looking at possible strategies to solve the problem. The majority are busily acquiring and securing planning for sites on the urban fringes and within the towns and cities themselves.

SEGRO has bought several sites in and around London specifically with urban logistics in mind. It has recently acquired 10-acres in Enfield, north London. The company has historically focussed on Park Royal in West London and Heathrow, but in recent months, SEGRO has successfully sought out strategically located land and standing assets in the north and east of the city from where it will be able to offer the light industrial and urban logistic space so crucial to the needs of occupiers such as parcel delivery companies, third party logistics operators and online retailers.

It has also secured 20 acres in Purfleet, East London from Savills IM. The site could accommodate up to 400,000 sq ft of space.

Prologis has also entered the fray with the announcement that it will be speculatively building its first small-unit scheme in the UK at its Prologis Dawley Road scheme in Hayes, West London.

Complete

The scheme will offer a total of 120,420 sq ft in six buildings ranging in size from 2,870 sq ft to 52,540 sq ft. The scheme is expected to complete in April 2016. Prologis Dawley Road is located three miles from Heathrow Airport and offers access to the M4 and the M25 motorways as well as routes to Central London.

Chancerygate, Kier (with its Logistics City brand) and GOYA are also progressing schemes targeting the urban logistic sector with schemes in Portsmouth, Poyle, Hemel Hempstead, Tyne & Wear, Thurrock, Reading, Andover and many around London.

With so much demand for warehouse space and competing demands for alternative land uses, occupiers will have to look at using facilities more intensively.

The majority of parcel delivery centres are business in the mornings and evenings and fallow through the day. Companies such as DPD and DHL are looking at how to provide Click & Collect for customers from those same facilities and even setting themselves up as consolidation centres for retailers in shopping centres such as Westfield in Stratford East London.

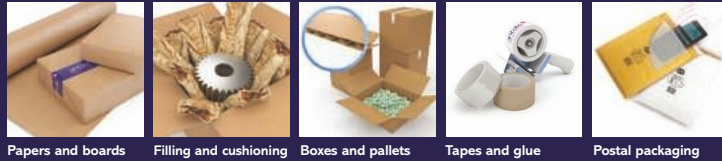
Several pundits point to the development of the multi-storey facility. Mr Gulliford says: "The only way to get density is to go upwards; that is happening in Paris and Germany and it is going to happen again in the UK."

Mr Mofid agrees. "Certainly in the south there needs to be another look at the greater intensification of land: should we be looking at multi-storey or maybe even going down?"

SEGRO's two storey X2 building near Heathrow is the UK's only multi-storey industrial facility. At present there is just one unit available known as Unit 8, which extends to 33,916 sq ft and features 6m eaves, two up-and-over electronically operated loading doors as well as having 13 per cent office content. It is available through joint letting agents Aspect Property Consultants, Colliers International and JLL.

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Events

30 November

Rail Logistics

HS2, the new high speed rail link, represents a huge logistics opportunity as well as a huge logistics challenge. Peter Sollitt, project director – route wide logistics and utilities at HS2, will explain exactly what it involves, when he speaks at the Rail Logistics Conference next month.

Birmingham

www.raillogisticsconference.com

16 March 2016

UK IntraLogistics Awards

Coventry

www.intralogistex.co.uk/awards

16-17 March

IntraLogisteX

The Show offers visitors a not-to-be missed opportunity to see the latest cutting-edge intralogistics innovations as well as discover more about the cost reducing, efficiency improving technology on display.

Many exhibitors choose the show as a platform for launching new products and solutions so it's a crucial event for intralogistics professionals who are looking to stay ahead of the game. The Ricoh Arena in Coventry is in an easy to reach location, with plenty of access for visitors and a modern, spacious exhibition hall with LED lighting so visitors get to see products demonstrated as they should be. There will also be live demonstrations taking place in the demo arenas, extensive educational content in the Seminar theatre, as well as opportunities to network.

Coventry

www.intralogistex.co.uk

19-20 April

Logistics & Supply Chain Conference

London

www.logisticsandsupplychainconference.co.uk

Behind the shed



The European Supply Chain Excellence Awards in association with PwC raises funds for our Charitable Partner, Teenage Cancer Trust, on the night of the ceremony... but we want to do more than that. With your help, we can build donations after the event, so please help us to reach our target for this worthy cause. You can donate through JustGiving which is simple, fast and totally secure. W: www.justgiving.com/escea

No governor's mansion for Mississippi trucker

Truck driver Robert Gray has failed in his bid to become governor of the US state of Mississippi. Gray, whose own mother had no idea he was even running for public office, won the Democratic primary for governor – even though he did not vote in the primary. But when it came to the election, he took only 32 per cent of the vote compared with 67 per cent for the Republic victor Phil Bryant. "I did everything I could with what I had, and that's the result," said Gray.

16 WAPT News, 3 November

Concatenation of events

A forklift truck operator known for his work helping stray cats has won a \$200,000 prize in the Virginia Lottery's Jewel 7s game. Bobby Mayhew of Danville won the prize after buying the scratch-off ticket at Airport Exxon – a store he visits often, as he feeds several stray cats living nearby. According to the lottery, Mahew scratches lottery tickets while he visits the cats. On October 16, his routine good deed paid off.

WSLS.com, Roanoke VA, 23rd October

Unusual uses for a forklift

Moving a 12-foot, 800-pound alligator proved to be a task that only a forklift could undertake when it was discovered at a shopping centre in Houston. Shoppers were so impressed by the size of the 50 year old alligator that they named it Godzilla. It took alligator hunter Christi Kroboth several attempts to get its snout and legs tied up. But it took a forklift borrowed from a nearby Home Depot to load it up. Godzilla has now been taken to a local alligator farm.

KXAN, Houston, 9th November

Tunnel escape for truckie hero

A Chinese man has channelled his inner action hero after driving his exploding truck out of a tunnel to avert disaster. Xiao Wei was driving through the tunnel in Guizhou Province on Friday when he noticed his vehicle was alight. Like something out of a '90s Hollywood blockbuster, Wei drove on, escaping the tunnel before trying to douse the flames. "The cargo caught fire when I was driving, the fire started in the middle part of the

cargo and grew into huge flames," he said. "I tried to put it out with a fire extinguisher but failed." No one was hurt during the blaze.

9 News, Australia, 9th November

Trucker's Got Talent

Truck driver John Drury has been dancing since he was 15 years old, and now he's heading to Detroit to audition for America's Got Talent. "You have all kinds of talent, magicians, singers, dancers and just all kinds of different acts. I enjoy seeing what other people are doing as well," he said.

WLWT Cincinnati, 6th November

Low speed chase

Thieves who stole a forklift were chased for three miles along a country road in Shropshire before crashing the truck into a hedge. He stole the truck from a farm in Pulverbatch before hightailing it down the road to Ratlinghope. But the owner pursued them and finally they ended up in the hedge. They were then seen making off in a white Vauxhall Insignia with false number plates. The forklift was recovered.

Shropshire Star, 4th November

webevents

You can find more events at:
logisticsmanager.com

nextmonth

● **SME Logistics**
Small and medium enterprises have specific logistics needs. But how can they compete with the major players?

● **Equipment for SMEs**
We will look at developments in warehouse equipment that are designed for SMEs from forklift options to racking and shelving.








● **IT**
Latest developments in the IT market will come under scrutiny as we seek to identify the key trends in technology.

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Logistics Manager Features:

January 2016 - *Digital Exclusive*

Logistics Focus on SMEs
Materials Handling Equipment for SMEs
Logistics Providers: Small & Medium
Logistics IT interactive
Logistics Operations: Extreme Logistics

Property:
Regional: North West

April 2016

Preview: Logistics & Supply Chain Conference
Reach Trucks
Packaging & Recycling
Demand Management
Distribution Vehicles (CV Show Preview)
Logistics Operations: Intermodal

Property:
Regional: West Midlands
National: Air sea and rail sheds

July 2016

Warehouse Automation: Fashion
Loading Bay
IT: Carrier Management
Transport: Vans
Preview: IMHX

Property:
National: Big Sheds

October 2016

Forklift Batteries
Packaging Technology
IT: Network Design & Optimisation
Logistics Operations: Emergency Logistics Services

Property: National: Design & Build
Regional: West Midlands

February 2016

Order picking for retail
Counterbalance Trucks
Workforce Management
RFID Systems

Property:
National: Big Sheds

May 2016

Warehouse Automation Technology
Storage & Retrieval systems
Warehouse Safety equipment
Inventory Management & Optimisation
Transport: Contract hire and Rental
Preview: Multimodal Exhibition

Property:
National: Big Sheds
Regional: East Midlands & East Anglia

August 2016 - *Digital Exclusive*

Packaging for Omni-channel
IT: Supplier Relationship Management
Air & Ocean Freight
Logistics Operations: Control Towers
Consultants

November 2016

Warehouse Automation: Retail
Storage Systems
Forklifts: Service & Maintenance
Cleaning Equipment
IT: Sales & Operations Planning
Transport: IT Systems / Equipment

Property: National: Big Sheds

March 2016

Preview: IntraLogisteX
UK IntraLogisteX Awards
Order Picking technology
Racking & Shelving
Warehouse Management Systems
Home Delivery

Property:
National: Speculative developments
Regional: London M25 East

June 2016

Order Picking for Home Delivery
Flooring & Mezzanines
Forklifts: Used & Refurbished
IT: Transport & Logistics Management
Logistics Operations: 3PL
SUPPLEMENT: Top 50 Logistics Service Providers

Property:
Regional: North & North East
National: Warehouses for multimodal

September 2016

Preview: European Logistics & Supply Chain Conference
Warehouse Automation for omni-channel
Narrow Aisle Trucks
Transport: Trailers
Preview: IMHX

Property:
National: Big Sheds
Regional: London M25 West

December 2016

European Supply Chain Excellence Awards Special
Articulated Forklifts
Loading Bay Equipment
Printers

Property: Regional: East Midlands & East Anglia
National: Urban Warehouses

Logistics & Supply Chain Features:

Winter (January 2016)

Award Winners issue: Special Feature
Supply chain strategy: Sales & Operations Planning
Logistics operations: Intermodal / rail freight
Information technology: Big Data
Preview: IntraLogisteX Show
Preview: SITL Paris preview
Property: Benelux

Summer (July 2016)

Awards: How to enter
Supply chain strategy: Risk Management
Airports & Air cargo
Ports / deep sea / short sea shipping
IT: Network Design and Optimisation
Sorting
Preview: IMHX
Property: Scandinavia

Spring (April 2016)

European Supply Chain Excellence Awards: Launch
Demand Management
Preview: Logistics & Supply Chain Conference
Freight forwarding
IT: Supply Chain Execution Systems
Picking
Preview: CEMAT
Property: European Big Sheds

Autumn (October 2016)

Awards: The Shortlist
Sourcing and Procurement
Preview: European Logistics & Supply Chain Conference
Transport networks / Pallet Networks
IT: Planning systems
Intralogistics: Regional requirements
Property: Eastern Europe

Get your message in front of the real decision makers

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