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NAVIGATING UNCERTAIN TIMES

By Anton Nieuwoudt

It is said that the only certainty in life is in fact uncertainty.

In their book, Predictable Results in Unpredictable Times, Stephen Covey and Bob Whitman writes that companies trying to navigate in unpredictable times face four key hazards. Failure to execute. Crisis of trust. Loss of focus. Pervasive fear.

These four hazards occur together in times of turmoil. They reinforce each other. A crisis of trust stirs up fear. Fear and anxiety lead to a loss of focus. And a loss of focus puts strategy execution at risk. In such times, you simply can't afford to execute your strategy with anything less than precision. To succeed you must anticipate these hazards. You can dodge the hazards in four ways.

Execute priorities with excellence. You've thought through the crisis. You have your strategy. Now the question is, can your teams execute? Will they? The winning companies have "simple goals repeatedly revisited, together with clear targets and strong follow through, including the measurement of results." As with any great team, all team members know the goals and their roles in carrying them out. And they execute precisely.

Move with the speed of trust. Levels of trust drop in uncertain times. Securities markets plunge due to crises of confidence. People lose confidence in their own organisations. On an uncertain road full of pitfalls, everyone decelerates: it's not called a "slowdown" for nothing. Low trust slows everything down and raises costs. That's why the economy, your clients, and your cash flow slow down in times of turmoil. But when trust levels rise, everything speeds up and costs go down. The winning organisations are capable of quick action "with the agility to respond ahead of, or at least stay even with, rapid changes in the new economic environment."

Achieve more with less. You have fewer resources, fewer people, more confusion. People try to do two or three jobs at once. A person trying to do two jobs has half the focus of a person doing one job, and half the likelihood of doing either job well. Of course, everyone is trying to do more with less, but the real question is "more of what?" Shouldn't it be more of what your key stakeholders truly value and less of what they don't want? The winning companies focus totally on value—they are not just cutting back, they are simplifying, reducing complexities that customers and employees don't value. Instead of having everyone do two or three jobs, they focus on doing the job that key stakeholders really want done.

Reduce fear. Economic recession causes psychological recession. People fear losing jobs, retirement savings, even their homes. It's "piling on." And it costs you. Just when you need people to focus and engage, they lose focus and disengage.

The root of psychological recession is the sense that people have no control over what happens to them. Winning organisations help people break through that hopelessness and focus on what they can impact. Much of the fear is caused by unclear direction, by a less-than-compelling purpose. Entrusted with a mission and strategy they can believe in, they channel their anxious energy into results.

"Dream more than others think practical. Expect more than others think possible. Care more than others think wise." – Howard Schultz

SUPPLY CHAIN CHALLENGES FOR THE LATEST GENERATION AIRCRAFT

By Unknown
(locatory.com, June 2013)

On 14 June 2013 a long-range, wide-body A350 successfully took off the ground for the very first time. The A350 model comes as the latest and the most technologically advanced Airbus commercial aircraft, over half of which is made up of various composite materials. However, in an attempt to save several years while developing new aircraft types, as well as introduce new materials and technologies, aircraft manufacturers are also intensively reshaping their supply chain, as well as outsourcing both component design and production. Unfortunately, the more complex supply chain has proven to be fraught with additional challenges for the Boeing 787 and Airbus A380 projects. Will the supply chain become an issue for the A350 as well?

Regardless of whether it is a new model or not, manufacturing an airplane has never been a 'do-it-alone' type of business. In the supply chain starting with raw materials and going all the way through to separate components such as engines or landing gear, aircraft manufacturers rely on hundreds of suppliers from all over the world. However, while traditionally manufacturers have been known to outsource less than a half of the work scope, in terms of the B787 Dreamliner project Boeing is reportedly to source up to 70% of the works to third-party companies thus virtually transforming from a manufacturer to an assembler.

'With a ceaseless competition between each other, it is only natural that the American and European manufacturers are ready to try out a new philosophy which involves adhering to risk-sharing supply chain strategies. Ideally, manufacturers are expecting to cut down project development time by a couple of years, whilst at the same time motivating its suppliers to develop the best possible solutions,' comments Zilvinas Sadauskas, the CEO of Locatory.com.

Same as Boeing, Airbus has also decided to reshape its supply chain. It is reported that more than 40% of the airframe work packages for the A380 aircraft are being outsourced. As concerns the A350, the European manufacturer sights that approx. 50% of its production is outsourced.

But not only is the scope of outsourcing increasing. Manufacturers are also changing the principles of their interaction with the supply chain. While manufacturing its B787, Boeing relies on approximately 40-50 Tier I suppliers. The risk-sharing strategic partnership facilitates the entire aircraft construction process as the manufacturer is focused on the development and the production of larger components (wings, fuselage, engines, landing gear, etc.) rather than wasting its resources on Tier III products and material procurement.

'The supply chain strategies of several particular manufacturers recall a medieval rule 'Your vassal's vassal is not your vassal'. Despite the control and supervision of the entire process, the responsibility and risks are partially transferred to Tier I suppliers, meaning that the assembler minimises its interference with Tier II/Tier III production. But despite one's interaction with the supply chain and the level of outsourcing, A380 and B787 cases have shown that delays and unforeseen technical issues may appear with any new aircraft model,' shares Z. Sadauskas.

The supply chain strategies of several particular manufacturers recall a medieval rule 'Your vassal's vassal is not your vassal'.

Recalling complications with the A380 project and considering the most recent its competitor's problems, Airbus admitted that they might just have over-outsourced the production. For instance, in his interview with Dow Jones Newswires, Fabrice Bregier, the Airbus's COO, told that the manufacturer was experiencing some problems with its Tier II and Tier III suppliers as they were required to produce more complicated and sophisticated parts than they had ever been ordered before. As a result, the manufacturer decided not to risk with A350 project and scrutinise its control over the production line on each level.

'In order to keep up with the A350 program's schedule, the manufacturer has chosen to apply a 'carrots and sticks' approach. In some cases it deploys a team of engineers and specialists to assist and supervise the production on sight. In others it provides additional financial injections in order to support suppliers' activity. The company's management team was even forced to acquire some of its larger suppliers in order to avoid any disorders in the supply chain and ensure as smooth realisation of the A350 project as possible. Last week's flight might be a signal that the European manufacturer has managed to further improve its internal and external production process. The industry hopes that this will have a positive effect not only on a timely delivery of the first A350-900 to Qatar Airways, but also in terms of the development of an effective aftermarket support chain,' concluded the CEO of Locatory.com. *RF*

WHEN HOVERBOARDS EXPLODE, WHO WAS CONTROLLING THE SUPPLY CHAIN?

By Rosemary Coates
(scmr.com, February 2016)

Exploding hoverboards have been in the news lately, especially as these boards were very popular as holiday gifts. A number of incidents of the boards exploding or catching fire has led to retailers including Amazon.com and Target to stop selling them before Christmas, and are telling consumers to trash them. Several commercial airlines have banned them aboard their aircraft. Some cities have banned them from roads and sidewalks.

They are pretty cool, though, as long as they don't burn your house down or injure someone.

So what happened in the production of these items to make them so dangerous? In the reported incidents, it was the lithium ion batteries in the hoverboards that caught fire. The science about the actual combustion process is pretty clear about what happens when a battery is defective. We have seen this battery problem in the past with laptops and other electronics that include lithium batteries. We know they can be dangerous. What isn't so clear is the sourcing and manufacturing processes in China and how the defective batteries got into the hoverboards.

Hoverboards are new and very popular products and this combination creates a frensy of manufacturing activity at production sites in China. In fact, a quick search on Alibaba returns 74,403 manufacturers. The original boards may be patented and the batteries may meet safety standards developed a few years ago. But because of the popularity and the potential for high profits, knock-off brands quickly proliferate among the extremely competitive manufacturing community in China.

A knock-off hoverboard design may be slightly changed to avoid patent infringement. Raw materials for production are likely to be completely different from the originally designed products, including lower quality lithium batteries.

> Exploding hoverboards are a good example of what happens when we lose control of our supply chains and fail to oversee the sourcing and manufacturing processes.

Cheaper knock-off products usually means cutting corners with raw materials and with processes in manufacturing to contain production costs. It is up to the buyer of these products to keep tight control and oversight of all the links in its supply chain and the quality of the manufacturing.

Because of the newness of the hoverboards, the US safety standards are not all in place yet either. US Customs may be allowing imports to enter the US based on safety standards for similar products. But that may not be good enough. Some manufacturers likely have certifications such as UL, for component parts of the board but not for the product as a whole.

The batteries that are used in production may be knock-offs, too. You cannot trust the so-called "top brands" to produce a safe product either. Because of high demand, top brands may be sourcing from multiple Chinese factories with limited experience and an array of tier two or tier three component suppliers. Control over multiple production lines at multiple factories is extremely difficult if not impossible when things are moving so fast. No agency is in control over the quality and safety of manufactured products for export from China.

Exploding hoverboards are a good example of what happens when we lose control of our supply chains and fail to oversee the sourcing and manufacturing processes. When this happens, you just may end up in court, or worse yet, with injuries or deaths. Our responsibility doesn't end when we send a purchase order to a supplier. We still have to carefully monitor our global supply chains. ***RF***

WHY HASN'T THE MUSIC INDUSTRY SUPPLY CHAIN RESPONDED TO THE VINYL RESURGENCE?

By Michael Sasso
(kinaxis.com, Feb 2016)

If you read any of the articles about the "vinyl resurgence" in the music industry, it's easy to understand why record companies, artists, and fans are getting so excited. The pendulum has swung ever so slightly from music fans streaming music on their phones and tablets to buying an actual physical object — a 12" slab of vinyl. It's revolutionary (pun intended).

If you're a music fan of a certain age, you will remember the LP being the dominant music format for a few decades. That lasted until the mid-1980s, when cassettes had a brief boom. Then, by the early 1990s, CDs moved in, which led inevitably to MP3s, file sharing, and now streaming.

But LPs have always had a certain level of credibility amongst audiophiles and many hardcore music fans. One can, and many do, argue about their sound quality, artistic integrity, and associated snobbery. However, one thing that we need to really think about is this:

If people want to buy LPs, what is the established supply chain to get the LPs produced, packaged, and shipped to these listeners?

And also, if more and more people want to buy these new LPs, how can the supply chain change to accommodate the increased demand?

The vinyl resurgence surprised many, and the industry has been slow to react in many ways. The main reason they have been slow is understandable. In the United States of America, in 2015, 12,000,000 new LPs were sold, up from 1,000,000 in 2007 (Source: Wikipedia). How many plants actually produce the LPs — cut the master, press and package all those vinyl discs? The answer will surprise you: 20.

There are 20 independent companies in the United States who make these LPs. 20. Twenty. Just 20.

In an article by Vish Knanna on Pitchfork, he talks about one in particular: Rainbo Records in Los Angeles, California. They operate 24 hours a day, often 7 days a week to keep up with demand. And the other companies are experiencing the same level of success, all of which would have been unheard of 10 or 15 years ago.

So, what's the problem with the supply chain in this case? Why don't we have dozens of new producers opening their doors to produce records?

According to Rainbo account executive Rick Lepore: "The start-up costs would be astronomical. Getting a hold of presses is pretty much impossible; there's no one making new presses so, if you want to start up a plant, getting a hold of presses would be very difficult. There's nowhere to get them. And you need people with very precise technical skills, and finding those people who can run those presses is very difficult."

Another issue with current vinyl production is plain to see if you wander the aisles of your record shop or check out online listings: "special editions". Many labels are appealing to collectors with "special" colored vinyl in countless combinations. That means a lot more work on the production end.

"[An artist will] want to do a run of 500 but they want 200 in green, 200 in blue, and 100 in red and that really slows everything down through put-down, where we do a run and then have to stop and clean up the press each time," says Lepore in the Pitchfork article. "Then with the packaging, we used to just put in the jacket and we're done. Now quite often there's inserts, people want to put in their download cards and stickers and that happens quite a bit."

So, there doesn't seem to be an easy solution to this particular supply chain problem, but it would be fascinating to get a closer look at the ins and outs of these supply chains to see if there are places for improved efficiency. Perhaps running a number of what-if scenarios, and utilising a more nimble solution that lets planners know sooner and act faster would help alleviate some of the challenges.

It certainly is an interesting case study in what happens when there are defined production limitations, and a sudden surge in sales. ***RF***

EIGHT NEW WAYS TO THINK ABOUT PUTAWAY AND STORAGE IN YOUR WAREHOUSE

**By Bridget McCrea
(fin24.com, November 2015)**

To meet the new requirements of omni-channel, e-commerce and other drivers of "speed" in the warehouse setting, companies are looking for new putaway and storage strategies that go beyond simply "putting away" goods to a reserve storage location.

"With omni-channel driving the need for more visibility across the supply chain, companies are thinking beyond just, 'I have the product in my warehouse, I put it away, and now I have visibility over that SKU,'" says Davison Schopmeyer, managing partner with enVista's Supply Chain Service Group. "Consumers are thinking in terms of 'days' and 'hours'—not weeks—when it comes to deliveries, and that's pushing the need for real-time visibility, more accurate data and better flow-through type processes in the warehouse."

Here are eight ways companies are rethinking their putaway and storage functions to accommodate these changing customer demands and supplier requirements.

Receiving and crossdocking

Crossdocking is a hot topic, but many companies attempt it without necessarily having the right process or systems in place—or, perhaps their suppliers aren't well positioned to use it.

"When a retailer can use advanced shipping notices (ASNs) and crossdocking," says Michael Wells, director of supply chain services at Fortna, "it can then take deliveries from the inbound receiving dock right out to the outbound dock and then load them onto a trailer."

In these scenarios, inventory never goes into the warehouse, "and that's a good thing in today's speedy distribution environment," Wells points out. For example, the process increases space utilisation while also avoiding all of those additional "touches" that happen when the dock, staging areas and detailed check-in processes are used.

Pallet receiving

Pallet receiving is another best practice for companies to think about, says Wells. In situations where goods come in with one SKU on a single pallet, for example, you can route those goods to reserve storage and then sync up the pallet quantities with exactly how your rack layout is set up. As such, you can avoid having to break down or re-handle cartons (i.e., by moving them from one pallet to another).

A supplier that wants to use 8-foot-tall pallets to take advantage of high trailer space, for example, can include a slip sheet at the midway point based on a client recommendation or requirement.

"When the shipment arrives at the dock, it's then very easy to split that pallet into two in order to, say, assure that it meets customer requirements," Wells explains. "This translates into labor savings on the inbound dock, where the product doesn't have to be handled as much, and improves space utilisation in the warehouse."

Pre-allocating goods to common inventory.

Rather than having designated putaway and storage locations for different DCs—or for different areas of the same DC—companies want one common inventory to pull from when shipping to stores, direct to consumers, and so forth, says Michael Warren, a staff consultant with The Progress Group.

"Organisations are learning that there's a bit more to it than simply sharing inventory." For example, a DC that's shipping to stores will pre-price items for the retail store "so as not to waste the store's labor time," says Warren, but won't want to do the same for direct-to-consumer shipments (due to Web-based price fluctuations, for example). One way to alleviate this issue and minimise prep time is to pre-allocate goods by channel, pull some of those goods forward, and then batch them in advance.

In other words, rather than having a reserve inventory and a picking location, you wind up with a reserve inventory that's put through value-added services on its way to the picking location. "Instead of having a thousand items pre-destined for stores and another thousand for Internet customers," Warren explains, "maybe you have a couple thousand prepped for either and focus on maintaining that core, common stock for as long as possible."

Leveraging dynamic locations

Where companies once used a combination of product staging and reserved storage in the warehouse, more and more are turning to automated solutions to support and speed up the putaway process.

According to Mike Clemens, a senior consultant with Bastian Solutions, one approach would be to scan product information directly into a warehouse management system (WMS) as the items are being unloaded. "That gives you immediate visibility," says Clemens, "and the ability to make quick decisions regarding pick locations."

For a high-volume SKU, for instance, that destination could be a dynamic location (i.e., a picking location that's not assigned to a specific SKU) or it could even be multiple locations. "You can put anything in a dynamic location and then pull from it as you need it," says Clemens, "rather than using a fixed location." Clemens says that while dynamic locations have been used in warehouses for years, such activity was generally limited by WMS capabilities. "Five years ago, dynamic locations weren't common," he adds, "but as WMS functionalities increase, we're definitely seeing more of them being used."

Consumers are thinking in terms of 'days' and 'hours'—not weeks—when it comes to deliveries, and that's pushing the need for real-time visibility, more accurate data and better flow-through type processes in the warehouse.

Use put-to-store right on the dock.

Knowing that time is of the essence in today's same-day shipping environment, Schopmeyer says companies should consider using put-to-store concepts right on their docks.

"This works particularly well in instances where all you have to do is break a shipment down and allocate it across stores, or if you have e-commerce orders that need to be fulfilled quickly," he says. "In return, you'll be able to go ahead and pull the product off and get it back out the door. That's a major change that's gone on over the last few years."

By leveraging put-to-store capabilities right on the dock, Schopmeyer says companies gain from improved visibility over inbound shipments—an advantage that can translate into lower inventory costs. "Even a few percentage points of inventory reduction," he says, "can free up a significant amount of capital for the average company."

Tapping automation to handle small orders

With warehouse lead times shrinking and customers requirements constantly in flux, Jan van der Valden, senior manager, systems, at Vanderlande Industries, says companies need to be thinking in small quantities and higher volumes when establishing their putaway and reserve storage capabilities. He sees mini totes, vertical shuttles and other small-order automated solutions as good choices for companies that may be struggling under these new requirements.

"Companies are dealing with a lot of small orders that aren't easy to manage manually," says van der Valden. "Using automation, they can handle these tasks much more efficiently and effectively." In addition, he says service levels are elevated, order time speeds up and quality improves when orders are no longer manually batched. "When you infuse automation in to the individual order process," he says, "the entire setup speeds up significantly."

Augmenting workforces with automation

With labor being one of the biggest expenses within a warehouse or DC operation, an increasing number of companies are looking for ways to minimise those costs while maintaining (or improving) productivity in the putaway/reserve storage realm. In certain settings, for example, finding individuals who can not only operate a lift truck, but who also aren't bothered by heights and who want to be paid extra for those capabilities can be a real challenge.

"A lot of competing firms have the same peak seasons, so they're all trying to staff up for those spikes," says Warren. "With labor becoming more difficult to find, that task is getting harder."

By using automated storage and retrieval options that incorporate shuttle systems, he says, companies can reduce their reliance on "highly trained, highly paid lift truck drivers" and/or the limited group of people who can operate a man-up vehicle at 45-foot elevations in a narrow aisle rack."

"It's getting harder to find and train and keep these types of skilled workers," says Warren, "especially if you only need them for a certain number of months out of the year. By augmenting their workforces with automation, firms can create more efficient putaway and storage functions without having to spend more on labor."

Putting a single carton in a single location

Where dynamic storage and dock-based putaway may make sense for smaller orders in some settings, Clemens says the best practice for carton storage is still simply "putting a single carton in a single location." He points to the proliferation of SKUs in the e-commerce age as a driving factor for this advice, noting that workers need to be able to get to specific products as quickly as possible.

"We're at the point where companies have a massive number of items available for shipment, which means you need storage that allows employees to access the product easily and quickly," says Clemens. "In most cases, the answer is still to just put a single carton in one location and then do your picking from there." *RF*

Recent research from Gartner that shows local chief information officers (CIOs) are first adopters when it comes to IoT. Only 8% of local CIOs feel that IoT sensors are not relevant, compared with 27% globally.

SA 'INTERNET-OF-THINGS' MARKET TO TOP $2BN

By Duncan Alfreds
(fin24.com, February 2016)

The market for 'Internet-of-Things' (IoT) devices in South Africa is set to hit $2bn, according to a research organisation. The International Data Corporation (IDC) says that the market for internet connected devices will top more than one billion IoT-related opportunities by 2020.

"No one industry player can provide an end to end solution alone, partnerships in IoT are vital in providing the full benefit of this ecosystem," said George Kalebaila, senior research manager at IDC Sub-Saharan Africa.

Cisco said that 50 billion devices will be connected to the internet by 2020. These gadgets will produce large amounts of data that may drive down the cost of communication and ease personal access to information and commerce.

IDC research also indicates that 33% of enterprises are planning significant investment into IoT technologies.

'Buzz word'

The big data as a result of IoT could make the online lives for consumers safer, said SAP.

"For example, you may be sitting in Cape Town doing some work and all of a sudden, there's a credit card transaction in Botswana. You want to know about it right now, you don't want to know about it in two weeks' time when the systems have processed it," Roger Louw, senior pre-sales specialist at SAP recently told Fin24.

Recent research from Gartner that shows local chief information officers (CIOs) are first adopters when it comes to IoT. Only 8% of local CIOs feel that IoT sensors are not relevant, compared with 27% globally. "IoT is no longer just a buzzword and already the manufacturing industry is leading the charge in adopting this new way of operating. This is followed closely by transport, government, retail and utilities," IDC said. The organisation found that challenges to adoption include consolidated standards and the convergence of information and operational technology. There are also concerns around the regulatory framework.

"The CIO has to be the leading IoT decision-maker to ensure that there is a holistic view of business needs and you don't have disparate approaches driven by different lines of business," said Kalebaila. *RF*

SUPPLY CHAIN TWARTS COCA-COLA, GOLDMAN SACHS ACTION ON CLIMATE

By Jessica Shankleman (bloomberg.com, January 2015)

Goldman Sachs Group Inc., Coca-Cola Co. and 73 other companies that together buy more than $2 trillion of goods and services are unprepared for climate shocks because suppliers are ignoring requests for data on their exposure to rising temperatures and climate regulation.

Almost half of the 7,879 main suppliers to 75 companies including General Motors Co., Microsoft Corp. and Wal-Mart Stores Inc. failed to respond to requests for data on managing climate risk, according to a report on Tuesday by non-profit organisations CDP, formerly known as the Carbon Disclosure Project, and BSR, a sustainability consultant.

Many large companies pledged to take measures to address climate change to contribute to a United Nations climate agreement between 195 nations sealed last month in Paris. They're taking steps to prepare for weather extremes such as flooding and drought brought on by global warming. While they're setting targets to cut their own fossil-fuel pollution, the report shows their suppliers, which are responsible for as much as four times as much greenhouse gas emissions, are out of sync.

"Companies have a vital role to play in implementing the Paris agreement," Paul Simpson, chief executive officer of CDP, said in an e-mailed statement. "Those that are unable to do so risk being the losers from this inevitable transition."

Only 4,005 suppliers, about 51 percent of those asked, provided data on their climate risk management, water risks or carbon emissions. Of those which did respond, 72 percent said climate change risks could significantly impact their operations, sales or costs. Nearly two-thirds said climate policies, such as carbon taxes, posed a risk to their business.

But less than half of respondents set a target to cut carbon emissions and only 34 percent reduced emissions in the past year. "Emissions are not reducing at the rate required to meet the Paris goals, nor are suppliers building the resilience they need to deal with the climate impacts they will inevitably face," Christiana Figueres, the UN's top climate diplomat, said in the report.

Companies should work with with suppliers to encourage greater action on climate change, according to the report. For example Danish toymaker Lego A/S started hosting "innovation camps" in the hope of creating joint projects with suppliers that could reduce carbon emissions collaboratively. Other companies have threatened to drop suppliers that fail to comply with their environmental policies. ***RF***

HEALTHCARE DISTRIBUTION: EASING THE PAIN

By Josh Bond (mmh.com, December 2015)

Think of innovative industries, and you're likely to think of healthcare. After all, the industry continues to develop a pipeline of miracle drugs and miracle procedures like robotic surgery. So, you would think that hospitals, medical device manufacturers, pharmaceutical companies and healthcare distributors would be on the cutting edge of materials handling automation and information technology systems. If so, you might want to think again.

While manufacturing, retail and industrial distribution have been transformed by new business models, like e-commerce, healthcare distribution has not fared as well in the face of regulatory, legislative and economic factors that have conspired to radically transform this industry niche. You've heard the saying that warehousing and distribution are between five to 10 years behind state-of-the-art technology, but many healthcare organisations are starting from scratch.

"The hospital setting has grossly underinvested in terms of supply chains," says Kent Roberts, vice president of business development for Swisslog Healthcare Solutions. There are a variety of reasons for that, Roberts adds. "One customer said historically there was no focus on the cost of logistics. It was all about patient care, and the supply chain was subordinate to doctors and service. Even if they had wanted to manage it, there was little visibility."

Although their supply chains haven't received much attention, that's not to say these organisations haven't been spending. Hospitals have traditionally gone for the big, shiny medical device to attract customers, like robotic surgery or a new MRI machine. "Now the bill has come due on the supply chain side," Roberts says.

The healthcare industry's response reflects the urgency and disruption of the e-commerce boom. In fact, several of the same technologies, methodologies and supply chain principles are poised to shepherd healthcare through its own omni-channel revolution.

Prevention is preferable to cure

Drawing from dozens of interviews, the Health Industry Distributor's Association (HIDA) recently reported that providers expect operating margin declines of up to 30% between 2011 to 2015, including 70% who anticipate declines of 10% to 20%.

The previous mindset for inventory management in healthcare distribution and hospital settings was less "just in time" and more "just in case." After all, when dealing with people's lives and safety, double or triple redundancy is ideal. But in the absence of any meaningful efforts to improve efficiency, costs kept increasing, as most patients are well aware. By the time the Affordable Care Act was passed and Jan. 1, 2018 track-and-trace deadlines were set, the healthcare supply chain was center stage.

"Put bluntly, the credit card statement came in," says Robert Colosino, vice president of marketing and business development for TECSYS. "Until then, everything seemed great in healthcare. They had a TV, sound system and a Porsche in the driveway. It wasn't that the supply chain solutions didn't exist, they just recognised the reality that they can't keep spending like drunken sailors."

Thankfully, there's a legacy of cross-pollination among automation solutions for materials handling in healthcare and warehousing environments. This relationship has positioned the healthcare distribution market to benefit from technologies that have already proven effective in retail and omni-channel distribution applications for many of the same kinds of challenges and objectives.

"People in healthcare distribution often say they're different," Colosino says. "Others say the challenges are essentially the same. I think that although standard supply chain practices should hold true, the fundamental difference that creates a problem is that the point of use has a different mission than profit."

To be fair, the modernisation of healthcare distribution is much more complex, especially since hospital systems and related manufacturers do not have mature supply chains. Chris DiBernardi, director of business and product development for healthcare at Ryder, cites a study revealing that more than 50% of integrated delivery networks and manufacturers in the healthcare industry have classified their supply chains as immature.

"Our largest retail customer knows cost visibility to the third decimal point, and picking, shipping and shrinkage to the fourth decimal point," Swisslog's Roberts says. "With healthcare, they don't have the benchmarks. If we tell them they can save 30%, they say 'of what?'"

Patients, profits and practice

Roberts identifies five major hurdles that must be overcome if a hospital wants to run an efficient supply chain while reducing costs and improving patient outcomes:

- sourcing,
- inventory management,
- regulatory compliance,
- visibility, and
- analytics.

It's not as simple as replacing hand-counted inventory with RFID tags. Across product categories, each area has a very different supply chain model. Cardiovascular implants are handled differently from orthopedics, which are different than large medical devices and surgical equipment and large molecule pharmaceutical and in vitro test kits.

"A retail store might have 5,000 to 7,000 items," Colosino says, "but a hospital is closer to 50,000, including controlled substances and items implanted in your body, so the tracking required is extreme."

In the retail world, once a product is sold, the transaction is concluded. Collecting data based on patient outcomes, however, is entirely different in terms of informing the supply chain design and evaluating its performance. Furthermore, the scope of the healthcare supply chain has broadened, since it might include home healthcare and non-hospital facilities. Retailers might need to ship items where the customer wants, Roberts says, but healthcare needs products to more dynamically follow the patient's physical location.

Responsive and accurate supply chains must also reach even the most remote parts of the country. Wherever they are, hospitals don't just need more efficient ways of doing what they've always done; they need to achieve compliance while keeping pace with the combination of an aging population and more recognised methods of diagnosis and treatment. The need for system-wide inventory visibility and standardisation of these systems between pharmacy and supply chain in every hospital location enables reduction of overhead, decreased waste and improved efficiency.

"There is a lot of potential for customisation as healthcare organisations look at new ways of providing patient-specific supplies and medications," says Ross Halket, executive director of automated system design sales at Schaefer Systems International. "Right now, someone stands at the end of hospital hall, pours pills from a big bottle to fill cups with patient doses, and delivers them. If they use five aspirin a month, why buy 500?"

The solution might include a supply chain modeled around a consolidated service center (CSC), where a group of hospitals, related facilities or even home healthcare needs would be served from a large central warehouse. Roberts says these facilities employ many of the same automation and warehouse management systems (WMS) familiar to conventional distribution.

First do no harm

Based on the focus on patient care, doctors and nurses can't be burdened with time-consuming inventory control processes that do not add patient value. By definition, this pushes much of the complexity of distribution out of the hospital environment. Halket says the options and preferences for healthcare organisations are all over map in terms of where product is stored and shipped.

The healthcare supply chain often consists of two main subsets, Colosino says: handling before the hospital and inside it. Each has a distinct set of limitations and they must work in harmony, but there are no hard and fast rules about where a given function should be performed. Kitting, order consolidation and timely, patient-specific fulfillment activities might occur in mini-DCs on each hospital floor, upstream in an off-site CSC, or through a 3PL.

"Some want in-sequence, patient-ready products delivered to the hospital floor, others want wing-specific delivery," Halket says. "There's a new approach at a central fill facility where sequenced items are pre-packaged and delivered in a tray that fits in a cart that is wheeled down a hospital aisle with a put-to-light system for those drop-offs."

> While manufacturing, retail and industrial distribution have been transformed by new business models, like e-commerce, healthcare distribution has not fared as well in the face of regulatory, legislative and economic factors that have conspired to radically transform this industry niche. You've heard the saying that warehousing and distribution are between five to 10 years behind state-of-the-art technology, but many healthcare organisations are starting from scratch.

Adam Brown, market development director for Dematic, says some facilities are working to expand and centralise mini-DC functions from floor-level operations to denser and potentially automation-friendly applications. Other facilities are removing many mini-DC functions from the hospital.

"Both self-distribution and 3PL- supported supply chains are looking for more granular data on tracking units of use," Brown says. "Whether it's an IV bag or five gause pads, if someone has to walk into a patient's room and give them something, we hear wishes for solutions that could charge items to the patient's account as they are carried through the door."

For now, it is best to target some common practices, including any paper-based picking with order accuracy and inventory problems. Brown says this ultimately comes down to shaping software to the specific environment. "If you do not start with an IT-centric program, whether you pick manually or not, you will need back-end systems to track, plan and administer those orders properly and accurately."

Amid the scramble to meet the needs for efficiency throughout the supply chain and ease at the point of use, every player in healthcare distribution is working to protect or expand their revenue streams while picking the abundant low-hanging fruit in their customer bases.

"Wholesalers are looking to break into that business in a big way and take it away from traditional hospital wholesalers," Halket says.

"Companies that were once pharmaceutical wholesalers now want to be pre-wholesale, or provide central fill and other specialty services. They're all trying to get into each other's business. The advantage might be to the wholesalers, who understand the risks of investing in automation as opposed to hospitals, which are much more risk-averse and wonder what the impact might be."

A speedy recovery

For those hospitals considering CSCs to promote supply chain efficiency, risk aversion is common for greenfield projects and modern technologies, but it is more pronounced in established facilities, according to Rich Riemer, vice president and principal of Southwest Solutions Group, a certified installer for Kardex Remstar. For all the past excessive spending in the name of improved care, some corners of the industry have been outright neglected, he says.

"One of the largest untapped opportunities is in the pathology department, where samples of biological material accumulate in incredibly outdated storage systems," Riemer says. "There are metal drawers that are cramped and disorganised and don't preserve sample integrity. No patient wants to hear that the biopsy was no good, and they need to schedule another."

In addition to storage, transportation systems must protect samples as they move from facility to facility. To offset freight costs, a hospital might tap its existing network of hospital-owned trucks that ferry specimens and supplies to manage other product movements and deliveries. But the nature of healthcare distribution calls for a range of product velocities and responsiveness.

"Some CSCs are not like any other centralised distribution," Riemer says. "There's a lot of pallet movement, a lot of hand-picked items, and extensive geographic logistics to provide on-time delivery. They often start picking at 4 a.m. before sending vans out at 9 a.m."

Hospital DCs are therefore investing in automation like goods-to-person systems to enable speed and accuracy in these environments. As acquisitions and centralisation continues, organisations will also find the economies of scale to justify automation. For the foreseeable future, consolidation will be prevalent, as evidenced by the recent news of Walgreens' plans to acquire Rite-Aid. Among large and small players in the healthcare market, uniting supply chains often means reckoning with redundancies.

One of the main end goals is standardisation, Roberts says. Gloves are a common example. If each entity acquired by a growing hospital network had a set of gloves it liked, suddenly the network finds itself stocking 37 kinds of gloves when they really only need five. A CSC can uncover duplication and facilitate a standardised SKU set, Roberts says, but it's important to have clinician buy-in.

"A doctor might object and say these seemingly small decisions are putting patients at risk," he says. "If they get together with the 37 gloves and are asked how best to trim that, everyone will get better results. This might even include direct collaboration between supply chain folks and clinicians." ***RF***

ASEAN IS REFINING SUPPLY CHAIN NETWORKS

By Patrick Burnson (scmr.com, February 2016)

The ASEAN marketplace comprise the nations of Brunei Darussalam, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam. But as recent research indicates, significant logistics challenges remain in getting the entire bloc fully integrated.

Once that is achieved, however, the market would represent $2.6 trillion and more than 622 million people. In 2015, the so-called ASEAN Economic Community (AEC) was collectively the third largest economy in Asia and the seventh largest in the world.

In the same year, intra-ASEAN trade reached $608.3 billion or 24.1 percent of the total trade for the region. At $24.4 billion, intra-ASEAN investment accounted for 17.9 percent of the total foreign direct investment there.

AEC leaders expect that the trade and investment that took place last year will maintain its momentum as we rolling through 2016. The combined GDP of the region reached $2.57 trillion in 2015, and average GDP per capita $4,135—nearly doubling the 2010 figures.

But all of Southeast Asia – including the countries in the AEC – is also at a logistical tipping point, with modernisation and economic factors driving the need for sophisticated and efficient real estate facilities to aid an increasingly complex supply chain. According to analysts for the industrial real estate firm Jones Lang LaSalle [JLL], inventories in many emerging markets are old and don't meet current investment grade standards. This could be "good news and bad news" for potential developers.

"Yields in the industrial markets of ASEAN remain strong and the increasingly stable economic and political climate of these countries continues to position them further down the risk curve," says Stuart Crow, head of JLL's Asia Pacific Capital Market in Singapore.

Furthermore, as countries continue to witness more consumption and a strong rise in e-commerce, the current trend for modernisation and development of industrial inventories is set to accelerate. "Real estate facilities that cater to all forms of supply chain activities, from trans-shipment to domestic distribution facilities, will have a key role to play in the industrial landscape of the future," adds Crow.

Maritime Outlook

The geographical profile of ASEAN means that ocean shipping lanes are vital to achieving an effective supply chain network. Moreover, the region remains an important hub for cargo flows, given its prominent location and advanced port infrastructure.

"The major shipping routes through the region exemplify the ASEAN nations prominent position within the global trade network," says Crow. "This explains their large trading volumes. The Straits of Malacca, for example, carries over one fourth of the world's trade. It's one of the most important lanes in the world and is the main shipping channel between the Indian Ocean and the Pacific."

Mega ports in Singapore and Malaysia can also handle the new generation of supersised container vessels, note analysts. This also puts the region in a strong position looking forward.

The recently-formed "ASEAN Single Shipping Market" lays out a strategy to create an efficient ocean shipping network to facilitate the movements of goods throughout the ASEAN community and around the world.

The Single Shipping Market will aim to achieve the following:

- Harmonise regulatory requirements and commercial practices.
- Improve the capacity and technologies required to manage shipping and port operations. -Develop guiding principles for the pricing of port services.
- Intensify infrastructure development to support the effective and efficient operation of intra-ASEAN shipping services.
- Carry out liberalisation of services that support the maritime trade, including maritime cargo handling services, storage and warehouse services, and freight transport agency services.

Ports in Thailand are also good, while the port quality in Indonesia, Philippines and Vietnam falls behind considerably. Shipping analysts expect this to change, however, with the advent of more trans-shipments in the region. Mega-vessels plying the transpacific trade lanes will create a cascading effect and demand of smaller ships will drive ports toward more development initiatives.

Southeast Asia are at a logistical tipping point, with modernisation and economic factors driving the need for sophisticated and efficient real estate facilities to aid an increasingly complex supply chain.

Air Cargo Outlook

The ASEAN aviation industry fills a crucial role in connecting the community and has a current combined investment schedule value of $34 billion. The proposed development value is at varying stages of construction, with some already nearing completion and others at the planning stage and not due to be completed until 2020.

Vietnam is clearly the most proactive country in terms of investment in air transport, pouring close to $12 billion into seven projects. Indonesia's air cargo industry, meanwhile, is expected to benefit from the multilateral agreement on the opening of freight services between ASEAN countries—a move that promises to help increase air cargo volume by 50 percent this year.

Boyke Soebroto, president of the Indonesia National Air Carriers Association (INACA), notes that prior to ASEAN Open Skies, also known as the ASEAN Single Aviation Market (ASEAN-SAM), Indonesian cargo planes were required to stop over in countries like Singapore, as a hub, en route to a final destination.

"For example, there wasn't a direct air cargo flight from Jakarta to Hanoi," says Soebroto. "However, with the liberalisation, we can fly directly from Surabaya to Hanoi. This is a chance for Indonesian air cargo service providers to get into ASEAN industrial centers, both for imports and exports."

Citing recent data, Boyke observes that the country's international air cargo shipping volume stood at around 80,000 tons in 2014, just one-fifth of domestic air cargo shipping which booked 400,000 tons during the same year. While air cargo volume decreased by 5 percent in 2015 due to the slowing economy, INACA forecasts a substantial volume increase now that more direct flights are possible.

Logistics Hub

Despite its history of political unrest and military juntas, the nation of Thailand is emerging as a major ASEAN logistics hub that could be worth nearly $100 billion in revenue over the next few years, according to a December 2015 study released by global consultants Frost and Sullivan.

Thailand's economic policy, which focuses on high-tech manufacturing and expansion of trade, combined with increased foreign capital inflows, will support accelerated growth in air services, the report said. Frost and Sullivan estimates that Thailand's logistics industry earned revenue of $71.7 billion in 2015, and the consultants believe it will reach $96.5 billion by 2019.

Frost also Sullivan's work also found that the formation of ASEAN in 1967 and the impact of various free-market agreements on key manufacturing sectors outside the region are certainly working to shape Thailand's logistics landscape.

"Government plans to position Thailand as the trade and service hub of the Greater Mekong sub-region and as the gateway to Asia are opening up opportunities in the logistics and transport industry," says Jeff Tan, automotive and transportation senior consultant for Frost and Sullivan. "Thailand's road transport plays a key role in connecting the landlocked countries of Indochina."

Tan adds that cross-border trucking will be supported by increased foreign investment in Myanmar, Cambodia and Laos, accelerating road network development in Thailand, the report maintains.

Last year, the Hong Kong Trade Development Council (HKTDC) reported that Thailand's manufacturing sector—dominated by automotive and electrical products—represented 80 percent of its exports in 2015, and that exports made up half of the country's GDP. In the meantime, Thailand's exports to other ASEAN countries also grew by an average of 12 percent per year during the period from 2009 to 2015, HKTDC analysts say, with Myanmar, Cambodia and Laos being the fastest-growing trade partners.

However, a final note of caution is being invoked by trade experts who say that "global uncertainties" such as stalled economies in the EU and Japan could be a threat to Thailand's exports. These uncertainties might possibly derail transportation and logistics projects.

Analyst in the region also warn that delays in government spending and failure to invest optimally in logistics infrastructure could hamper freight movement, thus lowering Thailand's productivity—and have a negative impact on all of those closely aligned nations comprising ASEAN. ***RF***

A CONTAINER VESSEL BIGGER THAN AN AIRCRAFT CARRIER

By William Fierman
(businessinsider.com, February 2016)

The largest container ship to ever call at a United States port, the CMA CGM Benjamin Franklin, just pulled into Long Beach, CA for its second visit to the US.

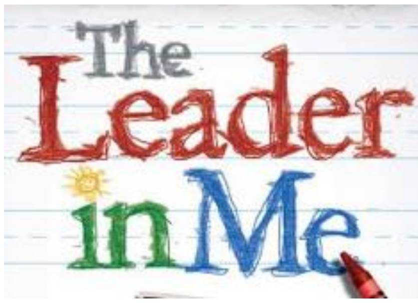
It's big: longer than an American aircraft carrier and more than 20 stories tall, the ship is capable of carrying 18,000 twenty-foot containers.

According to the French shipping company's website,the ship has a latest-generation engine "as powerful as 900 Ford Focus cars[,] and her 21 knots thrust is equivalent to that of 11 Boeing 747-400 engines."

It will be inaugurated today at a closed ceremony "in line with the great seafaring tradition" in honor of American statesman and founding father Ben Franklin.

Most ships of similar or larger size are usually unable to be accommodated at American ports, and many of the current cranes simply cannot manage stacking containers 10 high, as is possible on the Ben Franklin.

This will soon change, however, thanks to a $4.6 billion investment into the port of Long Beach including a new $1.31 billion terminal. ***RF***



SIX THINGS GREAT LEADERS DO DIFFERENTLY

By Travis Bradberry
(huffingtonpost.com, February 2016)

Great leadership can be a difficult thing to pin down and understand. You know a great leader when you're working for one, but even they can have a hard time articulating what it is that makes their leadership so effective.

It was recently rumored that Starbucks' CEO Howard Schultz would run for president, but Schultz shut the idea down almost immediately. He wrote in an article:

"Despite the encouragement of others, I have no intention of entering the presidential fray. I'm not done serving at Starbucks."

Schultz commitment to his company over the temptation of the limelight is interesting. What's admirable is his desire to be a leader who serves.

Service isn't just something Schultz gives lip service to in the press; his mission is to create a company where people are treated with respect and dignity, and he backs this rhetoric up with his money and time. Starbucks will spend $250 million over the next 10 years to put benefit-eligible employees through college, and Schultz wakes up every day at 4:00 a.m. to send motivational e-mails to his employees (the email he wrote recently asking employees to show empathy for customers who have been affected by the plummeting stock market is an interesting example of this).

It's through a leader's actions—what he or she does and says on a daily basis—that the essence of great leadership becomes apparent.

"Dream more than others think practical. Expect more than others think possible. Care more than others think wise." – Howard Schultz

Behavior can change, and leaders who work to improve their skills get results.

In Schultz's case, he's been honing his leadership craft for three decades through, among other things, the direct coaching and mentoring of leadership expert Warren Bennis at USC.

Not everyone can take on Warren Bennis as a mentor, of course, but when it comes down to it, improving your leadership skills is within your control. You just need to study what great leaders do and to incorporate these behaviors into your repertoire.

There are six critical things that great leaders do that really stand out. Any of us can do the same.

They're kind without being weak

One of the toughest things for leaders to master is kindness. Kindness shares credit and offers enthusiastic praise for others' work. It's a balancing act, between being genuinely kind and not looking weak. The key to finding that balance is to recognise that true kindness is inherently strong—it's direct and straightforward. Telling people the difficult truth they need to hear is much kinder than protecting them (or yourself) from a difficult conversation. This is weak.

True kindness also doesn't come with expectations. Kindness is weak when you use it in a self-serving manner. Self-serving kindness is thin—people can see right through it when a kind leader has an agenda. Think of Schultz, who dedicated $250 million to employee education with no strings attached, and as soon as employees finish their degree, they are free to walk out the door. That's true kindness.

They're strong without being harsh

Strength is an important quality in a leader. People will wait to see if a leader is strong before they decide to follow his or her lead or not. People need courage in their leaders. They need someone who can make difficult decisions and watch over the good of the group. They need a leader who will stay the course when things get tough. People are far more likely to show strength themselves when their leader does the same.

A lot of leaders mistake domineering, controlling, and otherwise harsh behavior for strength. They think that taking control and pushing people around will somehow inspire a loyal following. Strength isn't something you can force on people; it's something you earn by demonstrating it time and again in the face of adversity. Only then will people trust that they should follow you.

They're confident, without being cocky

We gravitate to confident leaders because confidence is contagious, and it helps us to believe that there are great things in store. The trick, as a leader, is to make certain your confidence doesn't slip into arrogance and cockiness. Confidence is about passion and belief in your ability to make things happen, but when your confidence loses touch with reality, you begin to think you can do things you can't and have done things you haven't. Suddenly it's all about you. This arrogance makes you lose credibility.

Great, confident leaders are still humble. They don't allow their accomplishments and position of authority to make them feel that they're better than anyone else. As such, they don't hesitate to jump in and do the dirty work when needed, and they don't ask their followers to do anything they aren't willing to do themselves.

Great leadership can be a difficult thing to pin down and understand. You know a great leader when you're working for one, but even they can have a hard time articulating what it is that makes their leadership so effective.

There are six critical things that great leaders do that really stand out. Any of us can do the same.

Great leaders are:
- kind not weak,
- strong not harsh,
- confident not cocky,
- positive but realistic,
- role models, and
- willing to take a bullet for their people.

They stay positive, but remain realistic

Another major challenge that leaders face is finding the balance between keeping things positive and still being realistic. Think of a sailboat with three people aboard: a pessimist, an optimist, and a great leader. Everything is going smoothly until the wind suddenly sours. The pessimist throws his hands up and complains about the wind; the optimist sits back, saying that things will improve; but the great leaders says, "We can do this!" and he adjusts the sails and keeps the ship moving forward. The right combination of positivity and realism is what keeps things moving forward.

They're role models, not preachers

Great leaders inspire trust and admiration through theiractions, not just their words. Many leaders say that integrity is important to them, but great leaders walk their talk by demonstrating integrity every day. Harping on people all day long about the behavior you want to see has a tiny fraction of the impact you achieve by demonstrating that behavior yourself.

They're willing to take a bullet for their people

The best leaders will do anything for their teams, and they have their people's backs no matter what. They don't try to shift blame, and they don't avoid shame when they fail. They're never afraid to say, "The buck stops here," and they earn people's trust by backing them up. Great leaders also make it clear that they welcome challenges, criticism, and viewpoints other than their own. They know that an environment where people are afraid to speak up, offer insights, and ask good questions is destined for failure.

Bringing It All Together

Great leadership is dynamic; it melds a variety of unique skills into an integrated whole. Incorporate the behaviors above into your repertoire, and you'll see immediate improvement in your leadership skills. ***RF***

Note - All credit goes to the particular author and/or publication of the articles shared in this document.

das[R]ESULTAT
integrity • independence • results

RESULT FOCUSED LOGISTICS AND SUPPLY CHAIN ADVISORY SERVICES

By Anton Nieuwoudt / Niels Rudolph

dasRESULTAT is a results focused logistics and supply chain management advisory company with greater than 30 years combined experience in various functional areas of logistics and supply chain management across diverse industries.

Our primary objective is to support our clients to reduce operational costs and increase their service offering to their clients through optimising their supply chain, by offering a wide range of services based on our own practical experience.

Leadership

dasRESULTAT stands under joint leadership of Anton Nieuwoudt and Niels Rudolph.

Anton has close to 15 years experience in logistics- and supply chain management across various industries.

Prior to co-founding dasRESULTAT as a boutique logistics and supply chain advisory company, Anton was at Accenture where he was involved in various projects in the Retail, Mining, FMCG and Energy sectors. Here he was able to expand and apply his fulfillment, supply chain management, supplier management, project management and business consulting expertise.

At DBSchenker, Anton gained experience in integrated logistics management, spare parts logistics as well as inbound- and outbound logistics solution implementation.

Anton holds a Bachelors degree in Marketing from the Rand Afrikaans University and a Masters degree in Logistics Management from the University of Johannesburg.

Niels has more than 20 years experience in logistics- and supply chain management mainly within the 3PL industry.

Prior to co-founding dasRESULTAT as a boutique logistics and supply chain advisory company Niels founded ORAscm as a specialised logistics consultancy company. He also worked at DB Schenker and PriceWaterhouseCoopers in Germany as a project consultant.

Niels spent the largest part of his career at DB Schenker in various roles in Germany, Singapore, Malaysia and South Africa. During his last role at DB Schenker in South Africa, Niels was responsible for logistics development, reporting directly to the CEO. Here he applied and expanded his knowledge to develop logistics solutions across the local automotive, high-tech and retail industries.

Niels holds a Diplom Betriebswirt (BA) from Staatliche Berufsakademie, Mannheim (Germany).

Functional experience

Our functional experience include among others warehouse design & management, transportation management, inventory management, demand planning, supply planning, supply chain planning, supplier relationship management and project management.

Industry exposure

We have had exposure to industries such as retail, automotive, consumer goods and services, petrochemical, mining and defense aerospace.

Core offerings

Through our core offerings we can support our clients to achieve strategic, tactical and operational results. These offerings cover areas such as Strategic Supply Chain Planning, Fulfillment, Sourcing & Procurement, and Project Execution.

Significance

Through our part-time lecturing commitments to the University of Johannesburg we continue to be actively involved in tertiary education and student mentoring programs to encourage excellence in up-and-coming supply chain professionals.

Credentials

Since founding dasRESULTAT in the fourth quarter of 2012 we've been involved in various engagements.

Our primary engagement in 2013 has been with a leading global third party logistics company. Here we've been instrumental in the turn-around of their contract logistics department, transportation management strategy and operating model design, Africa business development strategy, and procurement strategy development.

Secondary engagements during our first year of operations included a warehouse performance assessment at the Cape Town operations of a global apparel company, supporting a logistics service transition at a German automotive manufacturer, and providing warehouse implementation support for an agricultural equipment manufacturer.

We continue to support a transportation consulting company with project management and subject matter advisory at a leading South African FMCG company. With this client we have since May 2014 also embarked on a journey to evaluate and redesign their Import-Export service provider landscape which has flowed into a full blown group level RFQ process for carrier and clearing services. Along with the client we were able to unlock an overall 15% saving in their annual freight spend and associated landside and finance charges.
RF

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dasRESULTAT is a results focused logistics and supply chain management advisory company.

We partner with our clients to identify and unlock practical and sustainable supply chain solutions.

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