

THE LOGISTICS POINT

YEAR 4 | ISSUE 03 | MARCH

2023

EXCLUSIVE
VIDEO CONTENT
INSIDE

HOW GREEN LOGISTICS BUILDS AN INDUSTRY ON TWO GEARS

What happens when you
can't afford to go green



LONDON LOGISTICS NETWORKING

21st March: Our first in-person
event is here

HOW POLICIES RESHAPE WAREHOUSING

What new regulations mean for
warehousing & fulfilment

OCEAN SHIPPING AFTER THE PANDEMIC

What is maritime doing to
thrive in the post-Covid era



THE LOGISTICS POINT
IN-PERSON
LONDON
LOGISTICS
NETWORKING



21

MARCH
TUESDAY



EDITOR'S NOTE

Get Together - 21st March!

It has been 4 years since The Logistics Point came to life. We have experienced great growth and are thankful to the thousands who read, watch and participate in all we do.

And to celebrate this, we are organising an in-person London Logistics Networking. Join us on the 21st March, Tuesday, in London together with Parcelly, Autostore, SMR Architects, Hatat Solutions, and Bexley Beaumont.

We will be discussing current and future trends in warehousing, how designing buildings better helps operations, warehousing contracts, and cargo bikes.

[You can get your ticket here!](#)

Green But Not For All

In this edition we take a look at the fight to turn the logistics industry green. It is an important topic and focusing on it is for everyone. But some companies have more resources to others.

Many of the experts we spoke to for the edition agree that without proper support logistics will turn into a two tier industry. Those who are allowed urban operations vs those who can't afford cleaner vehicles.



Maritime

We are also taking a look at the maritime industry with a series of articles around sanctions, how maritime is navigating the post-Covid world and more.

And before I leave you to enjoy the edition, I would like to once again invite you to our in-person event.

As an independent logistics news platform we rely on your support and we hope to see you there.

[Get your ticket here!](#)

Nick Bozhilov
Editor in Chief
nick@thelogisticspoint.com

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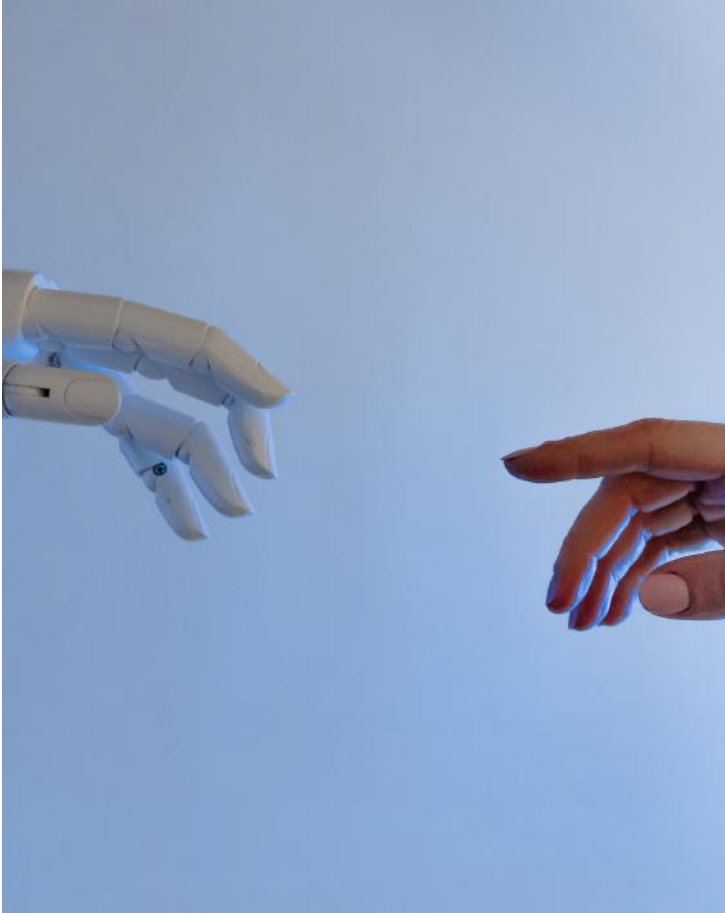
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LOGISTICS NETWORKING TUESDAY 21 MARCH

Museum of the Home, London
8:30 am - 11:30 am
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Sebastian Steinhauser



CEO and Founder of Parcelly, London's first omnichannel logistics tech growth firm converting redundant space in local businesses and private homes into carrier-agnostic storage capacities. Spearheading innovation, CSR, sustainability and thought leadership for the logistics software industry, he was voted 'Great British Service Industries Entrepreneur of the Year 2016' as well as received the CEO Today UK 2020 Award in the category Transport & Logistics, with his achievements and dedication he continues to disrupt the current industry status quo.

Russell Holmes



Russell has years of experience working in robotics and logistics applications with some key industry players such as Italian robotics company Comau, and Service Robotics ABB. His experience spans working with the likes of Jaguar Land Rover as Account Manager for the bodywork production lines, robotics, controls, conveyors, and programming commissioning. Before that Russell was Sales Manager at Service Robotics ABB where he focused purely on grocery and apparel eCommerce solutions delivered directly to end-users, whilst overseeing the UK and Scandinavian teams.

Simon Rispin



Key account manager for a number of international logistics clients, along with Practice lead on a series of large-scale projects, he leads a dedicated team across the industrial and logistics sector, including both developers and operators. Simon splits his time between Harrogate and London, working with clients in the capital and across the UK, adding Yorkshire value to several projects.

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Elizabeth Selby



Bexley Beaumont - with offices in London and Manchester, Bexley Beaumont is an award-winning boutique law firm with a focus on collaboration, team culture and delivering excellent client service. We are a full-service law firm with partners specialising in corporate, commercial, intellectual property, information technology, data protection, dispute resolution, corporate restructuring and insolvency, business crime and regulatory, employment, pensions, public law, real estate, planning, environmental and construction. We proactively work with our clients to assess their requirements and provide a solution tailored to their needs. Our overriding purpose is to help our clients achieve better value for their legal spend.

Charlie Ford



Cargo bike expert and last-mile specialist. I have spent the last 10 years in operational, fleet management and consulting roles at large corporations and high growth start-ups (Pure Electric, Ministry of Defence, PA Consulting). I'm focused on helping businesses transform their last-mile operations through the use of e-cargo bikes and e-bike fleets.

The logo for AutoStore features a stylized arrangement of red dots on the left, followed by the word "AutoStore" in a bold, black, sans-serif font.

Autostore UK

Autostore - an automated storage and retrieval system ("ASRS") equipment manufacturer. The AutoStore system uses robotics for collecting stored goods in a warehouse, providing significant improvements in capacity and performance. AutoStore works together with leading distributors in selling and implementing the system in the end users' warehouses. End users include Puma, ASDA, Siemens, Gucci, La Poste and DHL. Softbank acquired 40% of the company in 2021 and more recently AutoStore proudly reached 1000 systems globally.

Parcelly

Since 2014, Parcelly has been revolutionising the world of urban logistics, resolving first-and last-mile challenges by activating excess space in real estate for E-commerce and logistics through its proprietary mobile app technology. Parcelly is a Pick-Up and Drop-Off (PUDO) solution, integrating retailers and carriers across all industries and of all sizes to a highly scalable and internationally growing platform of 'logistics hubs'. Currently operating in the UK, US and Germany, Parcelly offers a variety of B2B services such as Click&Collect, Hyper-local Warehousing, Returns and Cross Docking, driving operational and cost efficiencies for retailers and carriers of all kinds.

The Parcelly logo consists of the word "parcelly" in a red, lowercase, sans-serif font, followed by a red icon of a parcel with a white envelope symbol on top.

Hatat Solutions

Hatat Solutions is a consultancy service offering businesses access to independent advice on sourcing the best e-cargo bikes and e-bike fleets from across the world, particularly those suited to last-mile delivery operations. We have a network of manufacturers, distributors and retailers that can be leveraged to provide unbeatable pricing and fast delivery times.



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BEXLEY BEAUMONT

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SMR Architects

SMR
SMALLEY MARSEY RISPIN
ARCHITECTS

Smalley Marsey Rispin Architects are a dynamic, collaborative team committed to using creativity and innovation in the design of quality buildings with optimum functionality. Drawing upon decades of experience within the core business sectors of logistics and retail architecture. We hold a clear vision for the future that builds upon and consolidates our experience whilst further diversifying into the residential and commercial design. Project teams are organised to ensure a combination of the people with the most appropriate expertise to fulfill a client's requirements. This means that individual experience is maximised, local knowledge is drawn upon, and innovation is incorporated.



AGENDA

What to expect from our speakers

Speaker	Topic	When
	Hyper-Local Warehousing as the Ultimate Solution for Urban Logistics	09:00
	Challenges in Warehousing & Fulfilment	09:35
	The Look of The Future Warehouses	10:15
	How Warehousing Contracts Secure Your Operations	10:50
	Cargo Bikes: A Guide To Warehousing & Storage	11:15

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VIDEO

WAREHOUSING CHANGES WITH CONSUMERS' DEMANDS

Consumers changed the way fulfilment is understood by the logistics industry. The need for speed and convenience require solutions that are tailored to individual needs. This creates many problems, as businesses might find it hard to scale up. We spoke to Sebastian Steinhauser from Parcelly, about the future of warehousing. Sebastian is part of our Warehousing & Fulfilment Hybrid event in March. [Get an in-person ticket now.](#)

Sebastian, how have consumers made us change the way we think about deliveries and execute them?

What consumers continue to expect, even more now, is convenience and delivery options that answer to different needs depending on what they require at a specific moment. But the option may change for their next order.

The second thing is around certainty. Consumers want to know what is happening with their orders and where it is at a specific point in time.

Tracking solutions are becoming better at that. It does not have to be real-time tracking where you see a van moving on a map. But it needs to be well-structured and clear communication.



You see enormous challenges. We see incredible opportunities.

Delivery Routing & Scheduling Software Solutions

We don't need to tell you times are challenging in logistics. Drivers are in short supply, customers have growing expectations and costs keep rising. You're under pressure to do more with less resources – and tick all the sustainable boxes along the way.

But what if you could go beyond overcoming the challenges to revolutionise your business, your long-term future – and your bottom line? What if you could not only streamline operations but achieve efficiencies, increase capacity, improve service AND unlock transformative potential?

We've already done all of this and more for some of the UK's biggest names in retail and logistics.

With Descartes software onboard, we can deliver better together.

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routinguk.descartes.com | info@descartes.com

DESCARTES™

Beyond that, of course, we see a very clear trend towards speed. We see that the overall average collection time has significantly dropped. A notification can trigger an almost instant collection from a collection point.

The overall infrastructure that is required for this and the challenges for logistics and e-commerce, become bigger and bigger. The service level required now is much higher than it used to be a few years ago.

At the same time, it is a fantastic movement because it drives innovation. We haven't seen as much ability and interest to collaborate within the logistics industry. In the past, many retailers and carriers tried to build the entire omnichannel logistics platform themselves.

So how can we actually combine the fast, the convenient and then the operationally possible thing?

This is a very interesting and still not completely solved challenge. The reality is providing speed and convenience is, I think, something that has been already achieved with many of the available delivery options that there are.

To add to this, when we talk about speed, it is not necessarily instant delivery. . Next day is still a convenient option that customers choose.

Speed is certainly something that most of the major carriers and most certainly all retailers now offer to a certain extent. Here I exclude the ultra-fast delivery options, of course.

LONDON LOGISTICS NETWORKING TUESDAY 21 MARCH

Museum of the Home, London
8:30 am - 11:30 am
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When we talk about convenience things are a bit different. In the past a standard Click&Collect location was more than enough. Today a more comprehensive network is required which embraces PUDO. Today consumers want to be able to bring a parcel back from the same place it was collected. Having a one-directional pickup location is something that lowers sales for retailers.

The challenge remains on how to make it operationally efficient. You can't rely on purpose built infrastructure only. It is incredibly powerful to tap into solution providers like Parcelly that provide access to excess space. We are looking at available drop off and pick up locations that are not built with only one use case in mind. This is where real cost efficiencies can be achieved because no purpose built investments need to be made. The overall infrastructure is much easier to maintain.

The overall infrastructure that is required for this and the challenges for logistics and e-commerce, become bigger and bigger. The service level required now is much higher than it used to be a few years ago.



SEBASTIAN STEINHAUSER, FOUNDER OF PARCELLY

What type of technology can we use for such locations that might be darkstores, micro-hubs, or a retail store?

For us it can be a mobile app, such as ours. It scales up very quickly and therefore from a hardware perspective we need the standard smartphone device to connect. This is used to scan all inbound and outbound, triggering all major events, providing consumers with information, etc.

When you look at the infrastructure it depends on what location you are using. A micro-hub, typically not necessarily a supermarket but a smaller warehouse in a city, is fantastic to provide services around cross docking. It is ideal for last mile deliveries through online couriers, for example. It is very efficient for operations and opening times that need to adapt to the carrier's work. It is not very convenient for a consumer to walk in, because it still feels like a warehouse.

For online shoppers a store or a newsagent is better. PUDO is much better for everything that is consumer facing. There are also a broad range of location types that might fall in between the two.

A facility that is still in the city but not on the High Street with parking where people can pick up their orders. Purpose-built warehouses are completely outside cities and are utilised to replenish the micro-hubs.

You are part of our first hybrid event in March where we are gathering our network in London. What can people expect to hear from you on the 21st March?

We will talk about industry trends, something that is always very close to our hearts. We are also excited to look into

Peak 2023 and talk about how full of exciting challenges it is. We will also update on the latest trends within urban logistics and returns.

You can watch the full video with Sebastian from Parcelly below. And get your ticket for our Warehousing & Fulfilment Hybrid Event now. On the 7th March we met online for a great conference and on the 21st March for our first in-person logistics event with TED-Talk Style presentations on logistics.

[You can get your ticket for the in-person event on March 21. *](#)

CONTRACT

THIS AGREEMENT made this _____ day of _____ 20____
by _____ (First Party)
and between _____ (Second Party)
and _____

BY AND BETWEEN

the OWNER:

And the CONTRACTOR:

WITNESSETH:

WHEREAS it is the intent of the Owner to make improvements at _____ generally described as follows:
hereinafter referred to as the Project.

NOW THEREFORE in consideration of the mutual covenants hereinafter set forth, OWNER and CONTRACTOR agree as follows:

Article 1 - Work

It is hereby mutually agreed that for and in consideration of the payments as provided for herein to the CONTRACTOR by the OWNER, CONTRACTOR shall faithfully furnish all necessary labor, equipment, and material and shall fully perform all necessary work to complete the Project in strict accordance with this Contract Agreement and the Contract Documents.

Article 2 - Contract Documents

CONTRACTOR agrees that the Contract Documents consist of the following: this Agreement, General Provisions, Supplementary Provisions, Specifications, Drawings, all issued addenda, Notice-to-Bidders, Instructions-to-Bidders, Proposal and associated attachments, Performance Bond, Payment Bond, Wage Rate Determination, Insurance certificates, documents incorporated by reference, documents incorporated by attachment, and all OWNER authorized change orders issued subsequent to the date of this agreement. All documents comprising the Contract Documents are complementary to one another and together establish the complete terms, conditions and obligations of the CONTRACTOR. All said Contract Documents are incorporated by reference into the Contract Agreement as if fully rewritten herein or attached thereto.

CONTRACTS FOR THE WAREHOUSE OF THE FUTURE

When it comes to modern day logistics, speed and flexibility are of the essence. Continued growth in e-commerce and consumer demands for ever more convenient ways to receive - and return - online purchases have meant retailers and their logistics partners needing to adapt.

Elizabeth Selby, partner at Bexley Beaumont Limited takes a look at warehousing contracts. Elizabeth will deliver a short, informative talk on warehousing contracts at our in-person event on 21st March, Tuesday in London.

Faster deliveries mean retailers having distribution hubs closer to their customers. Instead of warehouses based out of town and near major transport routes, the new focus is on having infrastructure right in the heart of major conurbations. However, just as the physical facilities change, so too should the legal framework which regulates them.

To be clear, I'm referring not to the law itself but to the commercial contracts that document the relationship between logistics partners and retailers.

It might surprise some readers to learn that the laws which govern contract formation (whether in the logistics industry or otherwise) have actually been in place for centuries, despite the vast economic and industrial changes since they were introduced.

Just as the physical facilities change, so too should the legal framework which regulates them.

The same laws also apply regardless of whether the warehouses are in or outside an urban environment.

In contrast, contracts themselves are by their very nature more flexible, reflecting the individual requirements of a specific transaction. They include elements which simply aren't dealt with by law. As practices and commercial necessities evolve, so too should the contracts which cover them.

The New Face of Contracts

As I know only too well from a decade of working on behalf of retailers and organisations involved in fulfilment, warehouse management contracts have historically been agreed for relatively long periods of time. Whilst contracts for parcel delivery might commonly be put in place between a retailer and logistics partner for anything between one and five years, those dealing with warehouse space typically run for a decade or more. However, one consequence of a move towards more agile, city-based warehousing operations is that contracts might now cover periods far shorter than at present, or at the very least include break options and more frequent strategic reviews to ensure that provision remains both relevant and cost effective.

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Effective contracts should never be a prescriptive document made up of generic terms and conditions. Nor should they be solely regarded as something for the lawyers to attend to. I would suggest that, given they are intended to give structure to a commercial arrangement, they really need the input of a company's commercial and operational stakeholders. After all, they know what they want to get out of any individual deal.

The alternative can be both costly and counterproductive. Contracts lacking clarity and commercial detail have the potential to result in disagreement, lengthy dispute and - ultimately - the breakdown of strategic relationships.

Taking the time and getting it right

Contracts which deal with more agile, city-based warehousing functions should naturally cover off local challenges which will differ to those relevant to the large depots found alongside many of the UK's motorways. Yet the key considerations of both stay the same. What are the respective positions and responsibilities of the parties to a contract? What are the most relevant and commercially critical points which need to be included?

Moving into an urban environment might make a wholly-owned facility less practical for many brands as premium locations are already more congested, not to mention more expensive. As a result, even the larger retailers are likely to look to their fulfilment partners to provide the physical space, and not simply the warehouse operations.



ELIZABETH SELBY, PARTNER,
BEXLEY BEAUMONT LIMITED

Flexible warehousing capacity has been something that has always concerned retailers, regardless of size, and the move towards smaller distribution hubs will make the need for flexibility even greater. Contracts that provide flexibility of hub location, as well as capacity requirements, will be of benefit to retailers. However, flexibility without clear parameters is of no use to either party, and carefully drafted clauses will therefore be essential.

Effective contracts should never be a prescriptive document made up of generic terms and conditions. Nor should they be solely regarded as something for the lawyers to attend to.



The move towards city hubs will require businesses to think about new issues at an early stage, not least of all planning laws, environmental controls and different staffing requirements. These are all areas where it is arguably critical for stakeholders to engage with their lawyers right from the start. Whilst this may feel like you are slowing down the process and increasing your costs, the end result should be the opposite, as it inevitably helps to avoid unwelcome surprises later down the road.

It is clear, therefore, that warehousing contracts – now more than ever – need careful consideration, with stakeholders and lawyers working closely together to ensure that the end result offers both certainty and flexibility. Thereafter, regularly reviewing your contracts – to make sure they are either fit for purpose or amended as necessary – allows you to remain competitive and not subject to terms which could leave you at a commercial disadvantage.

Join Elizabeth for a look at warehousing contracts in person: 21st March, Tuesday, in London! *

Flexible warehousing capacity has been something that has always concerned retailers, regardless of size, and the move towards smaller distribution hubs will make the need for flexibility even greater.

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10:00 AM - 11:30AM

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SOLUTIONS



VIDEO HOW GOVERNMENT POLICIES AFFECT THE WAREHOUSING MARKET

The remarkable demand for warehousing space means the industry is in need of good policies. How the government and local authorities cater towards the sector is important but often different areas have different approaches to the same issue. Jonathan Walker, Head of Cities and Infrastructure Policies, at Logistics UK joined us on the 7th March at our Warehousing & Fulfilment Online Conference to talk about how policies reshape the warehousing market.

'There are some very practical consequences of changing consumers' habits for the logistics industry,' opened up Jonathan. He also said there is an increased focus on not just modern but also flexible spaces. This is driven by the need for automation, robotics, as well as the drive toward netzero. Unfortunately much of what is already there is outdated and either requires huge investments or can only be demolished.

There are a few important issues reshaping what the industry is expecting from local authorities and the government. One of them is the skill shortage, planning and supply is a huge problem too. 'Connectivity is also a problem. There is always a pressure for logistics sites to be connected to the wider network. We are also seeing a rising interest in rail access.'



Skills

- HGV drivers
- Operatives
- Key skills (e.g. fork lift)



Planning & supply

- Land allocation
- Local inconsistency
- Connectivity



Decarbonisation

- Fleet transition
- Self-generation
- Grid access

Jonathan urges a more holistic and nationwide approach to the problems faced by the industry. This will involve local councils and central government. Improving planning and development, but also helping with access to the national grid will also make a huge difference.

You can watch the full recording of Jonathan's presentation now. We are continuing the conversation on warehousing with our in-person London Logistics Networking on the 21st March, Tuesday. [You can get a ticket now!](#)



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VIDEO CLEAN AIR ZONES: HOW TO APPLY FOR FUNDING & APPEALS

Clean Air Zones are popping up around the UK and logistics operators need to understand how work in them, what funding is available, and how they can appeal a decision not in their favour. Libby Pritchard from Backhouse Jones Solicitors took the stage at our Warehousing & Fulfilment Online Conference on the 7th March to talk about Clean Air Zones. [Join us on the 21st March, Tuesday, in London for our first in-person Networking Event.](#) We will discuss topics like Warehousing Contracts and more.

'It is fair to describe Clean Air Zones as a Domino Effect,' Libby began with an overview of where CAZ are being introduced at the moment and what is next to come. 'It is something that needs to be done and is mandated by the UK government.'

Making is Viable

One of the challenges Libby touched upon is costs and penalties. 'Penalties vary from area to area. As a business you need to decide how you are going to deal with that cost.' So far the options appear to be passing the cost down to customers rerouting and skipping CAZ completely, or could you upgrade your fleet. Upgrading the fleet means that companies would most likely not be charged.

Clean Air Zones (CAZs)

Live...

Bath: 15th March 2021

Birmingham: 1st June 2021

Portsmouth: 29th November 2021

Bradford: 26th September 2022

Bristol: 28th November 2022

Newcastle and Gateshead: 30th January 2023

Sheffield: 27th February 2023

Going live...

Great Manchester: **under review**

The
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Point

Companies need to be careful when deciding to ignore the zones and just pay the fines. 'It might not go down very well with the Traffic Commissioner, if you consistently get fined.' Number of areas have funding available for companies looking to upgrade their old fleets. Funding varies from an area to area.

In her presentation Libby focused on different areas, how applications are dealt with and what you can do when you do not get approved for funding. You can watch the full video below. And on the 21st March, Tuesday, we are continuing the conversation at our in-person London Logistics Networking Event. [You can get your ticket here!](#)

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VIDEO TRANSFORMATIVE TECH IN THE WAREHOUSE

The warehousing tech has dramatically changed in the last few years. We are looking at more robotics solutions, smart forecasting and business solutions, and more. In addition, the way the warehouse looks has also changed. Sebastian Staihauser from Parcelly, and Russell Holmes from Autostore, join us on the 7th March for a fireside chat about tech in the warehouse. They are both part of our 21st March in-person London Logistics Networking. [You can get a ticket for the event here.](#)

'Robotics and automation is one of the big things,' began Sebastian, as he listed what technology is changing the warehousing market. Wearables and handheld devices are also becoming a big part of the market. Blockchain and AI are also catching the attention of managers.

'Most of the solutions we are looking at need to be fast to implement and easy to scale up,' added Russell. Systems also need to be highly robust and not fail easily. The benefits of such systems are multiple. On one side, consumer satisfaction will be improved as orders are executed faster and cheaper. On the other side, businesses can focus on their core function and scale up and down depending on demand.



RUSSELL HOLEMS @ AUTOSTORE



SEBASTIAN STAINHAUSER @ PARCELLY

Different Environment

Sebastian and Russell also looked at how the scarcity of warehousing space is forcing operators to think outside the box and implement smaller solutions that can be fitted into a dark store, shop front or the back of the store.

On the 21st March Sebastian promises to take a look into the world of urban warehousing and micro-hubs. And we can expect from Russell a dive into the challenges of the modern warehouse, based on a survey conducted by Autostore. [You can get a ticket for the 21st March, Tuesday London Logistics Networking event here.](#)



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VIDEO CARGO BIKES WAREHOUSING

Cargo bikes are taking over cities across the world. They are seemingly an easier and cheaper way to operate urban logistics deliveries. Charlie Ford from Hatat Solutions and Max Wilson from Spokesafe joined us on the 7th March at our Warehousing & Fulfilment Online Conference to talk about cargo bikes and cargo bikes storage, how facilities will look and more. Charlie Ford is joining us on the 21st March, Tuesday, at our London Logistics Networking to talk about a Cargo Bikes How - To Guide. [Join us by getting your tickets here!](#)

'Many smaller cargo bike companies have been recently acquired by larger players,' started Max, talking about how the cargo bikes' market has changed. One of the reasons cargo bikes have become so popular is the rise of restrictions on how large vehicles and vans enter city centres. You can watch Libby Pritchard's presentation on Clean Air Zones here.

Both talked about the lack of warehousing space in city centres. In the long term car parks are likely to go to logistics use but many will also go to housing developers. The operators that are relying on urban warehousing and are using cargo bikes can cohabit a space together. An important thing to consider is that cargo bikes require a lot of space and it is a misconception that they are more space efficient.



CHARLIE FORD @ HATAT SOLUTIONS



MAX WILSON @ SPOKESAFE

Important elements

Maintenance, storage and appropriate training are also other things that warehousing accommodating cargo bikes need to think about. In their session Charlie and Max also covered what batteries can be used in different storage locations, and more.

Join Charlie Ford on the 21st March, Tuesday for our London Logistics Networking. He will deliver a short, insightful talk on what to know about cargo bikes. [You can get your ticket here.](#)

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unlocking automation potential

AutoStore

SMR
SMALLEY MARSEY RISPIN
ARCHITECTS

FREIGHT
MATTERS



7TH
MARCH
10:00 AM - 11:30AM

HATAT
SOLUTIONS



VIDEO PUBLIC & PRIVATE RESHAPE WAREHOUSING

Designing warehouses has changed as land is not easy to come. Developments need to make the most out of the space they have. Sandra Rothbard from Freight Matters, and Simon Rispin from SMR Architects joined us on the 7th March for our Warehousing & Fulfilment Online Conference. Simon will deliver an insightful talk on design for warehousing on the 21st March. [You can get a ticket here.](#)

'Covid has certainly changed the way private and public in logistics work together, but unfortunately it might not be for the better,' began Sandra. According to her there is a greater disconnect between how consumers' behaviour is influencing business models and practices.

'Covid has also publicised how the industry works,' Simon added, agreeing with the previous point. This is also influencing the way that local authorities and private companies are designing logistics spaces. Both agreed there is no reason why all warehousing facilities should be big, sprawling megabuilds.

Different solutions can utilise offices or underground space too. Designs need to get smarter and innovative solutions are needed as what is available needs to be used to its full potential.



SANDRA ROTHBARD @ FREIGHT MATTERS

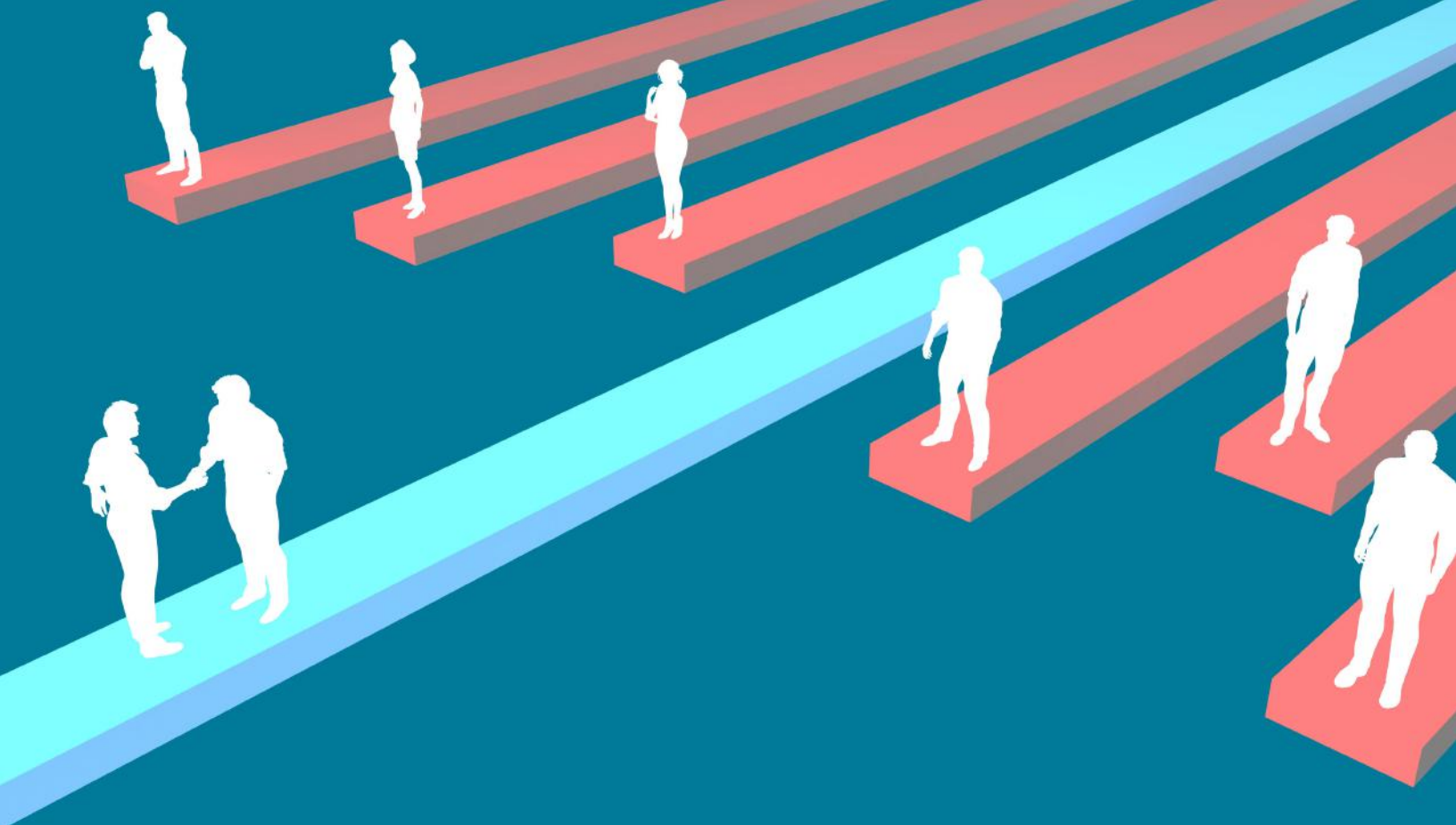


SIMON RISPIN @ SMR ARCHITECTS

Private Vs Public

A problem that often stops collaboration is government authorities not recognising their role in shaping the logistics industry. Both Sandra and Simon agreed that the government needs to allow more innovative approaches that can create well-oiled sector.

Simon will also join us on the 21st March, Tuesday, at our London Logistics Networking. He will talk about smart design of buildings and how companies can make the most out of it. [You can join us and get your ticket here.](#)



TWO TIER TRANSPORT: HOW CLEANER FLEETS COULD DIVIDE THE INDUSTRY

Organisations from across the UK are striving to achieve their EV goals and looking at different alternative fuels that can clean up fleets. Large operators are more successful with this as they have the know-how, the experts and the money to back up such a massive transition. We spoke to Peter Golding from FleetCheck about the move to EVs, how close we are to reaching our goals and what hurdles the industry is experiencing along the way.

There are two tiers,' begins Peter, when asked how likely it is that fleet operators will manage to reach their EV goals by 2030. He is worried that SMEs, which make a significant part of the industry, would not be able to do it on time. There is much lower confidence the SME sector will get where they want to be by 2030.

The challenges come not just from costs but also how viable certain technologies are today. EVs are more suitable for urban operations where it is easier to get enough charging points. In rural areas alternative fuels could be the better answer. As we stand today, however, most alternative fuels are in their infancy and Peter points to some trials happening around the UK. But even they are not at scale and serve more as a proof of concept.

'One of the biggest problems at the moment is the enormous shortage of stock,' Peter says. 'Even if someone has the aspiration, lead times are very long and usually large organisations can afford to pay more for the few vehicles that are available.' Financing cleaner fueled vehicles is also a challenge and according to Peter most companies say they would stick to the combustion engine until access to finance is improved.

A segment of the industry has had a good adoption rate. Lighter commercial vehicles are a good example for that but companies are still worried about costs.

On top of that, infrastructure adds more headaches. EVs' infrastructure has clearly exceeded all expectations. The challenge comes for commercial vehicles and for those who would have to choose whether they charge their work vehicle or their private car. EVs also have an impact on reliability as their range can be less than what a driver needs to do during the day.

'Even if someone has the aspiration, lead times are very long and usually large organisations can afford to pay more for the few vehicles that are available.'

'The other concern is the escalation of energy costs,' Peter comments. 'The difference between charging and fuel is significant and very noticeable.' As growth in EVs continues we will move from the early stages to a more mass adoption. This is when Peter expects to see queues at charging stations and the need for a well-designed network. 'A challenge then will be to have an easy and fast way to charge your vehicles together with many others around you.'

Alternative Fuels

'I am an advocate for hydrogen for HGVs and larger vans. Companies like JCB have invested heavily in it out of necessity,' Peter explains. Electrifying a large fleet is a massive challenge and it might not be the best solution. JCB have invested in transforming their vehicles for hydrogen.

'We should not be looking whether we need one or the other. We need both,' Peter says. The problem with hydrogen is the supply of gas to the network. For it to work, more than just one industry would need to be involved, research and trial.

AT the end of the conversation Peter returns to the idea of two tiers of transport in the UK. One will be green, having invested heavily in alternative fuels and EVs. They would have access to cities and deliver in urban areas. For the others, primarily in the SME sector, diesel vehicles will be a big part of their fleet even in 2040. They will have to operate in rural areas and will most likely be much older than what we see today as an average fleet age. *



THE ULEZ EFFECT: VEHICLE INSPECTIONS VITAL WITH AGEING FLEET

As a result of stock shortages and longer lead times on newer vehicles, the UK is seeing an increase in the age profile of commercial fleets and a mileage increase due to an ageing fleet. Early indication in 2023 shows reduced stock in the wholesale market and a return of buyer appetite to purchase and according to Nick Chadaway, managing director at DMN Logistics reduced stock and buyer demand will support values well into Spring.

DMN Logistics has seen national fleets re-purposing their fleet due to extended lead times of new vehicles in a bid to extend their life cycle. So for fleets, vehicle inspections are becoming even more important.

Purchasing an older commercial vehicle comes with its own range of issues, so fleets need to show due diligence before purchasing a used van, and that is where vehicle inspections become a powerful asset – to make sure that an older van is still in good condition and worth the asking price.

Vehicle inspections provide a clear understanding of the condition of the vehicle before purchase. Inspections will enable better monitoring of the vehicle's condition and even potentially look at the

correct level of refurbishment required to improve values.

Nick commented: "Though vehicle reliability has improved in recent years, older commercial vehicles are more likely to develop faults, are more costly to maintain and if not maintained correctly may represent a risk to road safety.

"With the road to zero strategy firmly set in place for 2030, fleets need to become environmentally friendly. This is hard to do with an ageing fleet. Vehicle inspections will help keep vehicles roadworthy and in the best condition for their age, but environmental standards will see fleets unable to enter more zones in the UK, or cost more to enter – heavily impacting the outgoings of the business.

"Looking at the condition of commercial fleets at the moment in the UK, regional variances due to ULEZ Zones are growing increasingly apparent, and as more areas introduce ULEZ, the value on euro 6 to euro 4/5 means the UK may see an increased price variance."



NICK CHADAWAY, MANAGING DIRECTOR
DMN LOGISTICS

"Inevitably, fleets will need to upgrade to EVs, but at this point, with the cost of living, stock shortages and longer lead times, the ageing fleet looks set to stay in 2023. But it is not a sustainable option."

DMN's Inspect and Collect service reports on the vehicle condition at the point of defleet to BVLRA fair, wear and tear specifications as standard or can be customised to support the client's requirements.

Vehicle inspections will help keep vehicles roadworthy and in the best condition for their age, but environmental standards will see fleets unable to enter more zones in the UK, or cost more to enter – heavily impacting the outgoings of the business.



As more areas introduce ULEZ the value on euro 6 to euro 4/5 means the UK may see an increased price variance.

This initial inspection - completed correctly and promptly - can save hundreds of pounds in identifying damage above fair wear and tear, poorly maintained vehicles or excessive mileage.

Nick concluded: "For companies to assure good service levels and meet environmental standards, it is vital to start thinking and planning, especially for the arrival on eLCVs, about what the vehicle is required to do daily; if your routing software supports EV charge point requirements? If you have an onsite charge infrastructure? If the driver takes the vehicle home, what arrangements have you made to have home chargers fitted and how do you reimburse the driver for the cost of charging?"

"One size does not fit all. Commercial fleet operators are already looking at their plans for the next five years on the road to zero.

Many are cautious, and most have more questions than answers, so it is ok to not have all the answers right now - but now is definitely the time to be thinking about the future of your fleet company."

*

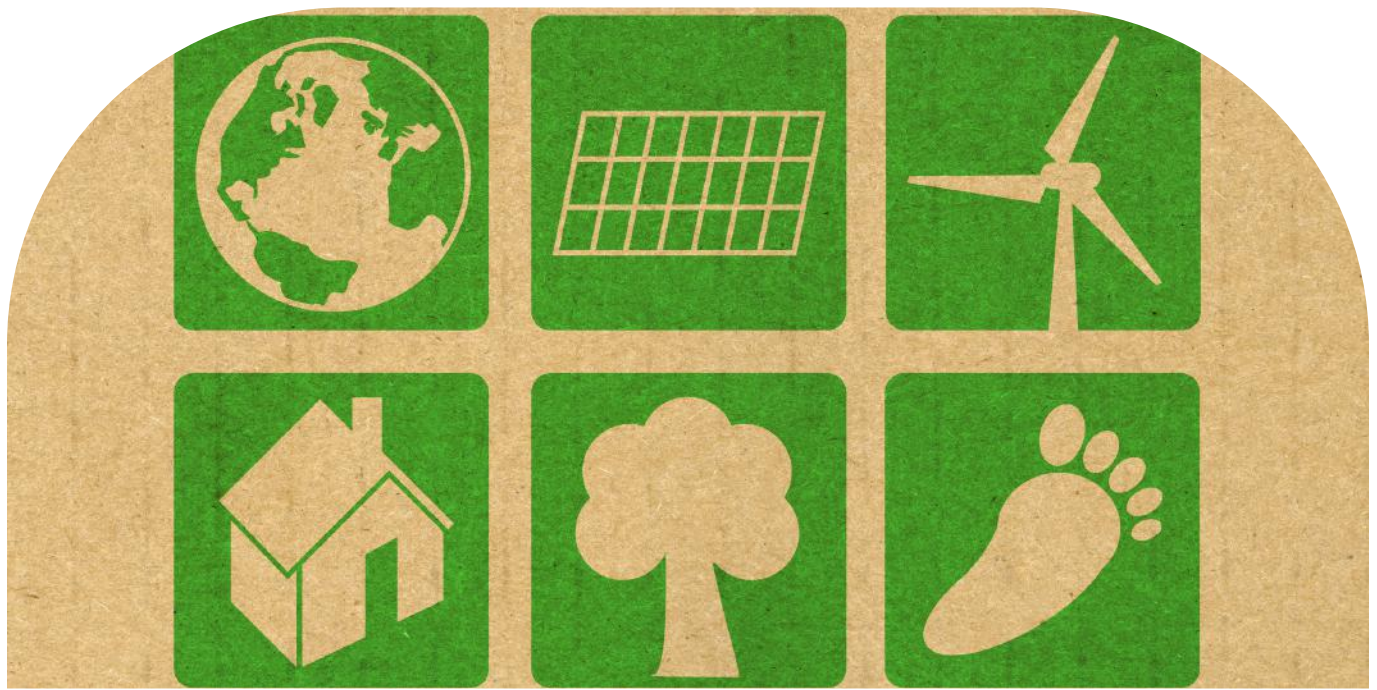


PRIORITISING A GREENER SUPPLY CHAIN

Green supply chain management is an increasingly important topic for those businesses looking to reduce their overall carbon footprint. In this article, Jim Hardisty, Managing Director of goplasticpallets.com, explores the key considerations for companies looking to create a more environmentally-friendly supply chain.

To create a green supply chain, you must first understand the current state of your operations. This requires conducting comprehensive sustainability audits and gathering data on product sourcing, transportation, packaging, waste management, and energy usage - to name but a few areas. With this information, you will then be able to identify areas for improvement and map out achievable sustainability goals, which allows you to better track progress in the future.

One of the most crucial aspects of creating a green supply chain is choosing sustainable suppliers who share your values and have a track record of sustainable practices. This not only helps to reduce your environmental footprint, but it also promotes sustainability throughout the supply chain.



Creating a green supply chain is a complex and ongoing process that requires commitment.

Additionally, you may be able to collaborate with like-minded suppliers on joint environmental initiatives.

Life Cycle Analysis (LCA) is another essential tool for businesses looking to create a greener supply chain. LCA is a method used to evaluate the environmental impact of a product throughout its entire lifecycle - from raw material extraction to disposal. By using LCA, you can make informed decisions about the products you use and identify additional areas for improvement.

As you'd expect, transportation is a significant contributor to greenhouse gas emissions. Consider ways you can cut the number of trucks on the roads, invest in more fuel-efficient vehicles, or reduce the distance products need to travel. Third-party logistics providers such as Evri, formerly Hermes, and DPD UK are already investing in greener vehicles, including trucks powered by Compressed Natural Gas.

In addition, we have been helping our customers to reduce the number of trips they are required to make by providing them with innovative, space saving packaging. For example, we recently launched the CabCube 1612 to the UK market. This SleevePack product can be stacked four high in a standard 40 ft curtain side trailer, allowing the vehicle to carry a total of 64 units. However, once emptied, it folds flat to a height of just 251mm, enabling 192 units to be loaded on the return leg. This provides a 69% volume reduction and a return ratio of 1:3.25, which enables our customers to substantially reduce the use of vehicles and make significant savings.

Waste management is another area where companies can make huge strides - with minimal effort. Implement internal recycling programmes, reduce your packaging, and consider buying products made from recycled materials.



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Additionally, you may be able to collaborate with like-minded suppliers on joint environmental initiatives.

Many businesses are now turning to closed-loop recycling systems, where products are collected and processed into new materials, reducing the need for virgin resources and minimising waste.

You can also work with suppliers who have the capabilities to assist you with your recycling. For example, our responsibility to sustainability extends beyond just offering environmentally-friendly plastic pallets. Since launching our recycling scheme in 2019, we have helped our customers to recycle over 1,000 tonnes of plastic.

If you have read the news, or checked your bank statements, over the last six months, you'll be aware of spiralling energy costs. Explore ways you can cut your energy usage by improving production processes, upgrading equipment, and using more energy-efficient technologies. Switching to renewable energy sources, such as wind and solar power, is also becoming increasingly popular among businesses looking to reduce their carbon footprint.



JIM HARDISTY, MANAGING DIRECTOR OF
GOPLASTICPALLET.COM

Finally, companies should encourage employees to help achieve these goals. This can include educating employees on sustainability practices, providing incentives for sustainable behaviour, and promoting a carpool and public transportation.

In conclusion, creating a green supply chain is a complex and ongoing process that requires commitment and collaboration from all stakeholders, including suppliers, distributors, customers, and employees.

However, businesses that invest in green initiatives will not only demonstrate their commitment to a sustainable future, but they will also benefit from improved efficiency and reduced costs. If you follow these steps, you can create a green supply chain that helps to protect the environment whilst promoting long-term business success. *



FUEL COSTS PUSH EVS' ADOPTION AND TELEMATICS CAN HELP

A recent survey by Teletac Navman revealed some of the biggest problems fleet operators are facing. From fuel costs to the transitions to EVs and more. How is the industry responding to this and what measures can be taken to alleviate some of the constraints. Mayank Sharma, Head of Global Product Management & UX, at Teletac Navman, shares with us a deeper look into the results of the survey and what it means for fleet operators.

Rising fuel costs are proving to be the biggest challenge facing fleet operators in 2023 - and we don't expect this to change anytime soon. No matter the size of the fleet, skyrocketing rates for traditional fuels continue to have a huge impact and are just one of the reasons fleet managers should consider switching to EVs.

The transition from ICE to EV fleets is most often implemented in stages - replacing vehicles as and when appropriate - but understanding how to do this in the most effective way for the business is challenging. On top of this, many fleet operators have cost and charging infrastructure concerns too.

Our EV Readiness tool helps fleet operators to plan their fleet conversion, by using smart algorithms to assess EV feasibility and provides fleet operators with insight into total cost of ownership, fuel savings and environmental impact. It examines whether a fleet is viable for switching and rather than providing a blanket yes or no, the customisable platform can offer a forensic analysis of vehicle use-data to provide a phased approach to transitioning to an EV fleet.

The survey also uncovered disruptions from Covid-19 (32%) and supply chain pressures (31%) as additional challenges, and this is no surprise. The uncertainty caused by Covid-19 and recent political changes, combined with the war in Ukraine, is making it very difficult for fleet operators to plan effectively.

Against this backdrop, the certainty provided by telematics can bring much needed business clarity for fleet operators. Vehicle tracking (43%) and driver performance (33%) were listed as the top reasons businesses take on this technology and the benefits are felt by drivers too. Driver retention is more important than ever and having fleet management software that uses telematics can make a significant difference. Telematics help monitor driver behaviour so operators can base rewards or training needs on hard data.

Additionally, improved safety on the roads is not only a key priority for fleet operators, but it's also a key benefit of implementing telematics. Reassuringly, a quarter of those surveyed stated that it has helped with fatigue on the road, and 9 in 10 said telematics have helped prevent accidents within their fleets.

Nearly all survey respondents (98%) said they were using either a sourced or manufacturer-provided telematics solution across their fleet - it's great to hear the industry is implementing this technology to improve operations.

Our [TN360 platform](#), powered by artificial intelligence (AI), delivers telematics functionalities in real-time, providing businesses with simplified, smart, predictive and actionable insights.

Traditional telematics systems rely mostly on GPS and motion sensors as they collect a narrow set of data-points, centred on location, diagnostics and routing. These systems process linear calculations and produce important but limited feedback. TN360 uses a scalable cloud ecosystem that connects data from sensors, cameras, mobile and third-party applications in real-time and translates raw signals into context. *



PACKAGING CAN FALL VICTIM TO ITS OWN GREEN PLEDGES

Organisations throughout the supply chain sector are implementing green initiatives and are trying to show how serious they take NetZero to consumers. Many, however, do not carefully consider what their actions really mean and can fall victims of their own green claims. We spoke to Andrew McCaffery from Ecoveritas about greenwashing, what companies can do to report real successes and what new legislation can mean for the packaging sector specifically.

Andrew, how prevalent is greenwashing in the packaging sector?

I think it happens but it is not often on purpose. Many companies switch from one material to another and then make claims that cannot be easily verified. I do not believe intentional greenwashing is prevalent but many people just do not fully check.

So how can companies distinguish between the feeling of doing the right thing and actually doing it?

This is a very difficult thing to look at. Just claiming something is not enough. What organisations need to do is a full life cycle assessment. This will include comparing the original material to the new one and making sure it performs better in the same conditions.

Often companies simply switch from plastic to cardboard for example. They think it has a lower environmental impact but in reality cardboard has a high level of water usage. Also, companies can have a very legitimate point and do things with the best intentions.

Companies do not do that full assessment because it can be costly, it is time consuming and often they do not have all the needed information.

It sounds like there needs to be a very strategic planning process?

For those who take environmental issues seriously, it is a very strategic problem. It includes changing the whole supply chain and production process, where you source materials from, etc. You also need to consider which countries you produce in. If you are manufacturing something in France, which has a lot of nuclear power, then the end product will have a lower CO2.

Regulations are also pushing companies to use more recycled materials. This leads to the need for careful consideration of the sourcing strategy. For many this means taking full control of the life cycle.



NEW RULES

Under the new regulations, you may need to:

- collect and report data on the packaging you handle and supply
- pay a waste management fee
- buy packaging waste recycling notes (PRNs) or packaging waste export recycling notes (PERNs) to meet your recycling obligations
- report information about where your packaging has been sold, hired, loaned, gifted or discarded – this is called ‘nation data’

What you need to do depends on whether you’re classed as a ‘small’ or ‘large’ organisation. This is based on:

- your annual turnover
- how much packaging you handle and supply each year

[Find out more on gov.uk](https://www.gov.uk)

How about costs?

This will be determined by the assessment. We have done studies on full supply chains and then played different scenarios. Based on a specific material, costs change. But the costs involve also the change in the manufacturing and packaging facilities.

Another aspect, apart from cost, is whether you will be able to secure the raw material for a long term and at a cost that you will be able to afford continuously. Legislations like Extended Producer Responsibility are coming in the UK and in the EU. Certain products will just not be available in the coming years. So anybody sitting here today thinking of a three year cycle for the packaging of a four year cycle is missing the point. They need to look further than that and plan accordingly.

How are those legislation you mentioned going to impact local operations?

In Scotland, for example, from August consumers will be able to claim 20p back when they return bottles. This will have an impact on production and prices. Smaller packs can become more expensive and people would prefer to buy larger packages. Multipacks have all of a sudden become less desired. Companies will have to change the sizes but this will have an impact on the quality of the product. For fizzy drinks this could mean a change in how much CO2 is being put in the formula.

So legislations are good but they can have a real impact on how people consume and how companies produce. And if the plastic tax increases, some companies would simply not be able to afford it because they have not looked at the issue strategically.*

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HOW MISSED DELIVERIES AFFECT RETAILERS NEGATIVELY

The problem of lost parcels and missed deliveries creates many headaches for organisations in the logistics sector. Companies know it is expensive and retailers do not want to have to deal with angry customers who have been disappointed due to the delivery process. But what are the real costs and how can it be solved? We asked DeliveryApp, a leading expert in the field, about a recent survey they conducted around disappointing deliveries.

Missed and wrong deliveries are a prevalent problem across the UK. In fact, Delivery App's social listening survey picked up 56,368 "thumbs down" mentions.

Percentage-wise, positive mentions were in the low single figures everywhere in the UK, with negative mentions peaking at 52%.

Why is this happening?

Dates such as Valentine's Day, Mother's Day and Black Friday bring extreme surges in the number of packages sent out.

The companies can only cope by bringing in temporary resources and/or piling even more pressure on their permanent workforce.

DA's evidence suggests the UK's hard-pressed delivery firms have been disappointing customers due to reasons including:

- **Lost parcels**
- **Leaving parcels on a fence**
- **Late delivery**
- **Stolen parcels**
- **Damaged parcels**
- **Leaving parcels in a bin**

It means logistics operators and retailers have a huge task to rectify the problem and people's lack of trust. Particularly as there isn't just one problem to correct. For retailers, this can have a negative effect on their brand and reputation by choosing a delivery partner that isn't delivering a quality service.

More information can help with this. First thing would be to adopt ethical practices. Innovation and tech can also chip in and create a more efficient and responsive service.

For example, apps can put the customer in control with live GPS tracking, real-time updates, in-app messaging, and geo-stamped proofs of delivery.

For retailers, it's important to consider the brand impact that their delivery partner may have if they're repeatedly facing issues during last-mile delivery. *

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AI FOR LOGISTICS: WHAT YOU SHOULD KNOW ABOUT IT

Artificial Intelligence is often talked about but as often misunderstood. What are the benefits and what does it mean to implement AI in your logistics operations? There are key areas to look at and many questions that need to be answered. We spoke to Asparuh Koev, Co-Founder and CEO of Transmetrics, about what AI is, how it is useful for logistics and more.

Asparuh, what should we understand as AI when it comes to logistics operations?

Artificial Intelligence can provide a robust toolset for logistics operations – it can automate and optimize various tasks and processes. For instance, AI algorithms can analyze large volumes of data, such as sales forecasts, customer demand, and inventory levels, to predict future demand and optimize inventory management.

There is also an array of other use cases such as route planning, warehouse robotics, visibility, etc. What unites all these use cases is that they help logistics companies improve efficiency, reduce costs, and make the work of humans safer and easier.

How can AI be used to help logistics planning?

When we are talking about AI in the context of logistics planning, the concept of Augmented Intelligence works best. In essence it is about people utilizing their experience, adaptability, emotional intelligence, and common sense to train AI technologies, monitor the patterns shown in automated reports, and make modifications to the data as appropriate. As AI technology adopts repetitive and laborious duties, people can focus on improving service excellence, while benefiting the computing power of AI tools for much more data-driven planning.

Using data from a variety of sources, including sales, asset availability, historical and real-time vehicle monitoring, AI-driven logistics planning software can accurately predict demand and capacities and help to improve network performance or reposition idle assets.

There is an array of other use cases such as route planning, warehouse robotics, visibility, etc. What unites all these use cases is that they help logistics companies improve efficiency, reduce costs, and make the work of humans safer and easier.



ASPARUH KOEV, CO-FOUNDER AND CEO
OF TRANSMETRICS

Can you share some of the work you have done with large logistics providers in the area?

We have had successful projects with many logistics service providers since Transmetrics has started in 2013. For instance, we work with a few country divisions of DPDGroup and optimize their linehaul planning processes by leveraging demand forecasting and machine learning. As a result of that, DPD Bulgaria managed to reduce their total cost by 7-9% and improve their fleet utilization.



➔ Key Abilities



- Speed up routing and planning
- Use QR code technology for proof of delivery
- Improve customer satisfaction with real-time ETA alerts
- Integrate with API or Zapier
- Automate accounting and documentation
- Save time, fuel and money

➔ Easy Automation



FreightPrint™ will help you automate orders, dispatch, invoices, and proof of delivery—all without having to send paper documentation or manually check in with drivers and other employees when things go awry

➔ Real-Time Alerts



Better customer satisfaction? Say no more! With FreightPrint™, you can offer real-time ETA alerts and print and scan QR code labels for easier proof of delivery (POD) process.

Integrate your system with Quickbooks, Salesforce and OrderTime software using FreightPrint™ API or 3000+ apps using Zapier.

FREIGHTPRINT™
Software for tracking, organizing and managing shipments

Simple to use web and mobile app, available on all devices

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WHAT IS FREIGHTPRINT™

Owning a trucking business or a delivery company can be highly challenging, especially when it comes to fleet management and route planning. It's why you need the best route planning software to help you calculate the routes and manage your fleet easily.

When you have more than five stops, using traditional mapping software or Google Maps isn't enough. FreightPrint™ software streamlines your planning and routing with real-time ETA calculations and efficient route planning.

FreightPrint™ is designed for 3PL companies, the auto parts industry, specialty shippers, and last mile delivery companies.

It saves you time, fuel and money by creating efficient routes, as well as speeding up routing and planning with route automation.

Better customer satisfaction? Say no more! With FreightPrint™, you can offer real-time ETA alerts and print and scan QR code labels for easier proof of delivery (POD) process.

Integrate your system with Quickbooks, Salesforce and OrderTime software using FreightPrint™ API or 3000+ apps using Zapier.

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On top of that, we are working within the container shipping sector with such companies as Matson, Milaha, and Transmar – their planning teams use our software to optimize empty container management.

You have recently secured a new round. What advice could you give to start-ups in logistics who are looking towards getting finance?

The most important part is to have a focused product – one that solves an important issue and is much better than any legacy solution that is on the market. Having logistics veterans on the team can help improve internal expertise, and also be recognized by investors as the company that thoroughly knows the industry which it aims to improve.

On top of that, make sure that your business plan, USP, and investor pitch are solid. Don't hesitate to take multiple opportunities with accelerator and corporate matchmaking programs to test and confirm which messages actually resonate with your target audiences, and then when you talk to investors, you will be confident that your solution is something that the market needs.

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HERE'S HOW TO NAVIGATE SANCTIONS IN 2023

2022 saw an influx of new sanctions that US companies needed to navigate around, largely due to the Russian invasion of Ukraine and resulting sanctions against Russian companies and individuals. As a result, many companies needed to scramble in order to adapt their supply chains and ensure they weren't doing business with any "blocked" organizations. Jag Lamba, founder and CEO of Certa, takes a look at how to navigate them this year.

But doing so is never a simple process. Just because a company isn't named on an official sanction list doesn't mean that they're in the clear—they could be owned in part by an entity that is blocked, and therefore continuing to do work with them could lead to unexpected fines.

As if that wasn't tricky enough, the EU Court of Justice late last year nixed the requirement for companies' ultimate beneficial owners (UBOs)—the individual or entity who ultimately controls a significant amount of an organization's assets and/or voting rights, even if they aren't explicitly listed—to be made public. This makes it harder for companies to look into their suppliers' ownership structure in certain regions, which could help ensure that somewhere up the chain there isn't a

“blocked” entity that will result in the company unexpectedly running afoul of OFAC’s 50% rule.

What is the OFAC 50% rule, anyway?

The US Office of Foreign Assets Control (OFAC) works to prevent sanctions-targeted countries and individuals from perpetrating crimes such as money laundering, financing terrorist activities, drug trafficking, and weapons proliferation. OFAC is also involved in enforcing sanctions, including economic sanctions used to discourage military activity like the ones we’ve seen targeting Russia in the past year.

The OFAC “50% rule” states that “property and interests in property of entities directly or indirectly owned 50 percent or more in the aggregate by one or more blocked persons are considered blocked.” In simpler terms: there are sanctions on companies “with combined ownership by sanctioned parties of 50 percent or more.”

So even if a supplier itself may be clear of sanctions, there needs to be transparency down the ownership line. Regardless of the number of degrees of separation, if ownership includes a sanctioned person or entity, that sanction could apply to the supplier as well—and therefore any US company still working with them is in violation.



SANCTIONS

Over 30 sanctions programs, including programs that target countries like North Korea, Cuba, and Venezuela (and of course, Russia), can be seen on the US Treasury’s website. There are also acts put in place to discourage working with companies involved in or otherwise benefiting from what could be considered human rights violations. For example, the Uyghur Forced Labor Prevention Act was put in place to prevent the import and proliferation of products created by forced labor.

Compliance throughout the supply chain

There's plenty of reason to believe that 2023 will see, at a minimum, a continuation of the recent sanctions put in place, and possibly many more introduced—geopolitical instability being as high as it is at the moment suggests that could be likely. What can companies do to ensure they stay on the right side of sanctions laws?

Simply put, trying to manually track current and future sanctions manually, and screen all suppliers—which can number in the hundreds if not thousands—regularly as the environment changes would be a logistical nightmare. It would be incredibly difficult, time-consuming, costly—and probably wouldn't be done accurately. Fortunately, data providers can be plugged into specific third-party lifecycle management solutions to considerably automate the process of screening for sanctions risks throughout a supply chain.

Companies like Moody's, Sayari, and Dun & Bradstreet can provide data critical to screening suppliers for sanctions risk, and when that data is accessible through supplier management platforms companies can get an up-to-the-minute look into their suppliers' ownership structure, with risks flagged for their attention. And as new sanctions are enacted, there's a chance that some suppliers who were previously clear of any sanctions affiliations would then be considered "blocked" due to their UBOs. When that happens, companies can be notified right within the platform of the newly-realized risks of certain suppliers.

That transparency is essential for steering clear of sanctions violations as we traverse the uncertain waters of the year ahead. The other essential ingredient: action. Don't hesitate to act when a supplier suddenly becomes an increased risk; waiting to replace that supplier only increases the chances of (what can often be very sizable) fines. Those same third-party management platforms also highlight the impact a given supplier has on the company's overall operations, making it clearer what steps would need to be taken in order to replace them without a major disruption to core, everyday operations.

In summary: Transparency and proactivity is the way forward

The sanctions landscape is constantly evolving, and keeping tabs on the risk of up to thousands of suppliers becoming (or already being) "blocked" and opening up a company to fines is tricky. But by utilizing a combination of supplier management systems with workflows that account for risk management and plug into third-party data validation services, much of the heavy lifting when it comes to monitoring sanctions risks can be automated.

If these tools are not currently in place, companies should implement them as soon as possible so that they can gain transparency into their current suppliers. When it comes to new or prospective suppliers, companies should build crucial data gathering and sanctions compliance checks right into the onboarding process to help and keep clear of sanctions fines in 2023 and beyond. *



VIDEO

OCEAN SHIPPING IN A POST-PANDEMIC WORLD

The maritime industry is embracing digitisation and innovation in a way that was not seen before. It is normal for the industry to be a bit slower compared to its counterparts in road, for example. The infrastructure and the network (seas and oceans) are harder to control and there are many variables. The large organisations that work in the sector are transforming quickly. We spoke to Glenn Koepke from FourKites in a video interview. You can watch it now.

Glenn, why has shipping been a bit slow with its digitisation and where are we now?

We were in a very unique position where container prices were the highest we have ever seen. We also saw strikes and some of the Covid related disruption is still present. In the US we saw import volumes increase by around 40%. But things have once again changed significantly.

Container pricing is back to what most of us are used to and general disruptions have minimised. All companies in the industry recognise how technology and digitisation can empower people to understand where things are.

Today companies are looking at where they are investing and whether their investment really focuses on the core issues and capabilities.

There is a component of budget constraints as revenue has softened for many companies based on demand. But they have also seen costs go down. So profit margins may not be impacted as much as once thought.

On the technology side, what we're seeing is digital is key and digital means different things. Supply chain visibility is a common thing on the market. But we also see companies investing in real-time pricing engines. The customer experience is becoming very important. Engagement from all sides is critical. Companies are looking at how their customers, end users and suppliers are all communicating with them.

So we see a lot of focus on real time visibility, real time pricing,

customer experience, and supplier engagement tools with the focus of automation and helping from a risk management standpoint.

Have we reached a more mature understanding of what needs to be done and what the most important points are?

Maritime is really unique compared to other modes around the world. If we look at road transport in the US, UK and the EU, things have advanced much quicker. The biggest reason why, and I think those in ocean shipping will understand it, is that the decentralisation of road haulers is very different. You have hundreds of thousands of companies versus a few that reside down to a few alliances.



- Add shipments, get tracking id and print labels
- Track locations, send statuses
- Get electronic signatures and pictures, setup driver checklists



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I think from a maritime technology standpoint, I still think we are largely untapped as to what can really happen in maritime transport. But one of the challenges now for those companies is that the profit margins and growth predictions for 2023 and beyond have changed immensely.

As steamship lines look to change their strategy and try to maintain profitability, this will impact their ability to invest in technology. There is still so much to tackle in maritime transport from a digitisation standpoint.



GLENN KOEPKE AT FOURKITES

So what technologies looked promising but did not live up to their expectations and what are things that will reshape the maritime sector? You can watch the full video interview with Glenn now.



VIDEO

CARGO THEFT: UNDERSTAND YOUR ENVIRONMENT TO COUNTER THE RISKS

Cargo theft is a serious problem for all parts of the supply chain and billions are lost each year. Companies risk exposing themselves by not following procedures and not educating their employees enough. We spoke to Barry Conlon, CEO of Overhaul, about different ways organisations can protect their cargo, what to look for, and how to evaluate the weakest link in your supply chain. You can watch the full video interview below.

'Cargo theft is a big problem for all modes,' begins Barry Conlon, CEO of Overhaul. 'You can steal a million-dollar load relatively easily.' Often gangs are well-organised and their logistics operations are comparable to those of the most professional supply chain companies.

The first question companies would get asked by the police is whether the cargo was insured. 'The insurance industry takes this very seriously,' Barry says in his interview. Shippers can do a few things to prepare and make sure they have taken all reasonable actions to secure their cargo. The first thing is to know what is happening with the cargo and who handles it. This sounds easier than it is as many shippers rely on freight forwarders who naturally use many subcontractors.

For many shippers by the time they are told there was a problem, it is too late. 'Many shippers know there is something wrong only when the freight forwarder contacts them to tell them they have lost the load and are trying to find it,' Barry says.

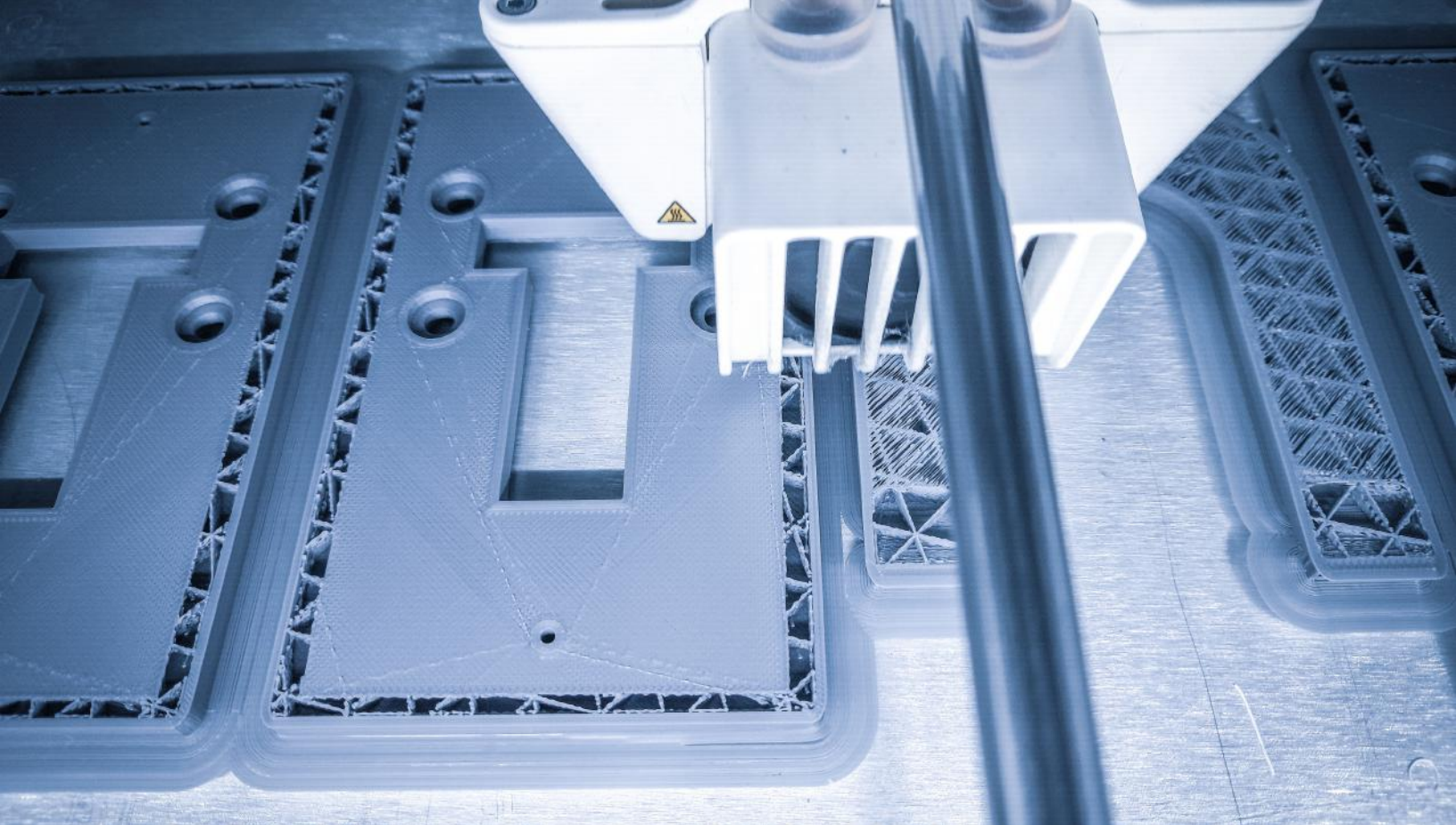
Understanding the environment

Barry believes that there are signals that can indicate something is wrong and show before the theft. When companies know where their shipment is, who is handling it, and more, they can minimise the impact and the risk.

'The weakest link is almost always human-related,' Barry explains. 'Usually, they are doing something they should not be doing or are not following a specific procedure. Often this is not intentional but because the person has not been trained properly.'

In most cases, partners don't know they are exposing the cargo to risk. A courier at the other end of the world might be doing something that they consider absolutely normal and that is making you more vulnerable to theft. Barry's company is interacting with the human on the ground, who is handling the delivery. Often this means collaborating with drivers and those who physically handle the cargo and help them to protect it.

You can watch the full video interview with Barry Conlon from Overhaul below to learn more about cargo theft, the weakest links, and how to counteract them. *



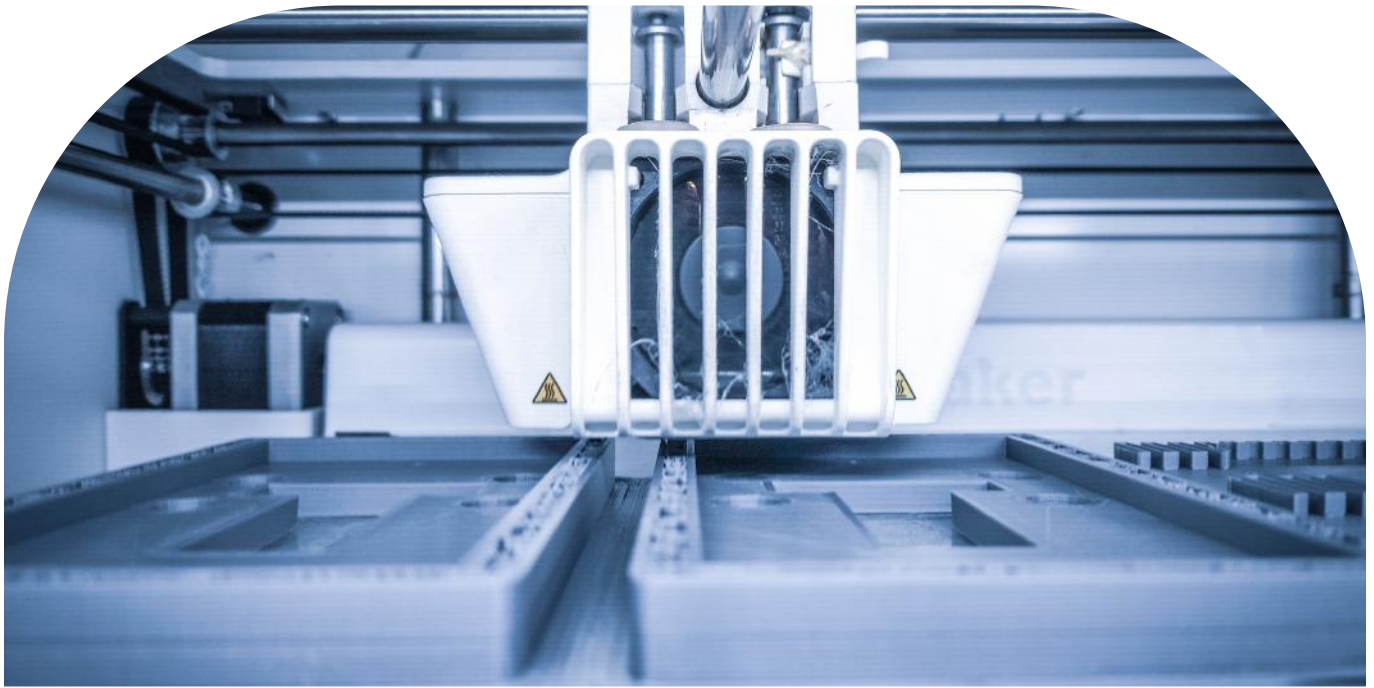
HOW LOGISTICS GETS HELP FROM ADDITIVE MANUFACTURING

Additive manufacturing is often discussed in terms of 3D Printing but there is more to it. Large and small organisations benefit from additive manufacturing by creating an ecosystem where parts can flow freely and obstacles do not create supply chain bottlenecks. We spoke to Martin Krona, President EMEA at Markforged, about the benefits of additive manufacturing for supply chains.

Martin, what is the difference between 3D Printing and Additive Manufacturing?

3D printing is usually what we use to describe a hobbyist using any kind of printer to print parts, typically for prototyping. Whereas additive manufacturing (AM) is more than just about the printer. It is about an ecosystem that comes together with the printer and is used across a wide range of industries.

The benefits of AM come from the combination of the hardware, software, the materials, the knowhow and the expertise of the organisation. It relates often to certification of parts in end production.



Larger customers, who are looking at additive manufacturing on a bigger scale, are exploring automation as a natural step.

How has it helped logistics and supply chain so far?

In 2020 during the pandemic we experienced severe supply chain issues caused by the dependency on China, especially in the semiconductor industry. Back then many thought that we lived in a very resilient world where you could deliver and order anything on demand. But suddenly it was not just about extending lead times; you just couldn't deliver at all due to factories being closed down for weeks and, in some cases, months. As a result, we saw delivery times for everything from mobile phones and cars to parts for aeroplanes move from days to years. In some cases production stopped altogether, causing companies to shut down.

For those companies that had already invested in AM we saw more resilient and flexible production that enabled them to really survive during this difficult time. As a result, they came out stronger than before and some even managed to grow their business.

AM has helped companies in the supply chain to reduce risks. It can also help to reduce their environmental impact and their energy costs, and to improve their overall throughput. This is exactly what AM brings to manufacturing: point of need production.

Is there a specific sector where additive manufacturing is most useful for?

The majority of companies that are building something can benefit from AM, specifically when it comes to spare parts-machinery and automation companies with mission critical parts such as defence and military and aerospace, to name two.

With additive manufacturing companies in the supply chain have reduced risks.

They have also reduced their environmental impact and their energy costs and improved their overall throughput.

This is even true for their own operations, in case something breaks. Many companies use AM to support their logistics operations because getting spare parts can often be hard or, in some cases, impossible.

AM also plays a critical role in inventory management. Companies can store blueprints online and manufacture parts on demand when needed, and in smaller quantities than before. In the UK, one of our clients produces industrial dishwashers and also serves the NHS. They turned to AM because it saved them time and removed the risk of not being able to deliver critical parts quickly enough. They also reduced the cost of their inventory and replaced many metal parts with polymer using our carbon fibre solution.

Apart from being able to reduce inventory, they can simply start the manufacturing process at their office and return the following day with the part ready to use. Talk about flexibility in production!

Does it matter where such machines go? You just mentioned who can start the process at the office and come back to a ready part the next day.

In theory, no. If you are printing parts in smaller batches you might not even touch the printer before the part is ready as you can initiate the print from the software in the cloud from wherever you are.

Larger customers, who are looking at AM on a bigger scale are exploring automation as a natural step. Several of our customers are running smart manufacturing facilities, similar to those with robotic arms, so called 'lights out manufacturing'. They are completely automated. This enables them to really scale up to mass production running several printers as a fleet or print farm. People are still needed of course, but they are more focused on organising the processes and adding value to the service or improving the design of parts.

What materials can be used for such large scale additive manufacturing?

Materials can usually be divided into composite material or polymer (most people refer to these as plastics) and various metals such as steel, copper, inconel, etc. Sometimes these can be combined. We have seen productions where we started with one material and finished with another.

Within these two areas, of course, there are many more materials. As the additive space grows fast we are seeing more and more material use. For example, last year we released a high temperature material called Ultem™ 9085 which is used in regulated industries such as aerospace and railways. The material is flame, smoke and toxicity capable.

I think the increase in available materials is one reason why AM is experiencing a pivotal point. The future looks very bright and we will likely see a growing number of new materials fueling the expansion of new applications in various industries.

How do you ensure products meet quality standards?

Standardisation is still a challenge for the industry. A lot of work is being done here and the industry is working on answering key questions around what each material means for the product, etc. There are a lot of regulations already around using chemicals and oil for example, which need to be maintained. There is also a big trend towards sustainable materials. Several industries have type approval and certification processes you need to pass. This is a great way to try and create a standardisation within the industry.

AM is a manufacturing process and, as such, has its standards and documentation of course. Some companies rely on manual checks and the part might be printed several times before the quality is sufficient. Markforged has reduced the need for manual processes by adopting a software approach to its design principle.



MARTIN KRONA, PRESIDENT EMEA AT
MARKFORGED

For example, we deliver a cloud based simulation tool that allows the designer to simulate any part and benchmark it against the original design parameters before even printing, saving time and money.

In addition, our Blacksmith software uses AI (artificial Intelligence software) to make sure each printed part is identical - to each other and to the original design. It also learns from the production process and makes suggestions to improve the design.

I believe that the technology already is here and allows manufacturing to move their production to the point of need. What I see a need for is education in design for additive manufacturing. We need to understand that designing parts suitable for additives is not as simple as creating a 3D object. On the positive side here I must say that we are seeing more and more universities around the world using 3D printers in their education, so the future is bright. *



WOMEN IN BUSINESS: BREAKING INEQUALITY

International Women's Day marked on the 8th March, is a time to look closely and how welcomed women are in business. Facing many challenges and obstacles, women have become more outspoken about the problems they need to overcome. Elena Christodoulou, Country Head at CTS, Google's largest dedicated cloud partner in Europe, has answered some questions around IWD day this year.

The International Women's Day 2023 theme is DigitALL: Innovation and technology for gender equality - what does this mean to you?

I think it's important to start by talking about the difference between gender equality and gender equity. Whilst equality is about making sure you give everybody exactly the same type of help, equity focuses on tailoring the type of help you give people, based on their individual needs, so that they have the same access to opportunity.

CTS is striving for gender equity and we are using innovation, partnerships and technology to help us do this. Some examples include better use of data within the business to make gender informed pay rise decisions and our groundbreaking



Whilst equality is about making sure you give everybody exactly the same type of help, equity focuses on tailoring the type of help you give people.

Introduction to Google Cloud' initiative. This course aims to improve diversity within the industry by removing the barriers to entry for underrepresented groups and empowers people, no matter their background, to pursue a career in technology.

Which women inspire you the most?

I am always inspired most by the people that I know. I am incredibly grateful for the learning and advice from previous managers and women I have worked with. I also have the privilege of working with some amazing women at CTS today and I am forever inspired by the self driven initiatives that are championed across the business. In my own life, my mother is a big source of inspiration. She was ahead of her time and as a result, growing up, I watched her make huge strides in her career early on and lead by example.

What do you think is the biggest issue women in tech/business are facing today?

The issue of imposter syndrome is the most common concern that I hear when talking to women about growing their careers. This doubt in our skills/ talent and a belief that we do not deserve our success can manifest in scenarios such as working long hours to prove yourself and reluctance to ask for help when you need it. Research also shows that we are more likely to feel this way if we don't see many examples of people who look like us or share our background who are clearly succeeding in our field.

Have you faced any barriers in your career due to being a woman? If so, how did you overcome them?

Of course, like many women I've encountered these barriers. Ultimately I made a promise to myself that I would not settle for a workplace culture that tolerated inequality and soon found myself at CTS! As a proud B Corp certified organisation our mission is to build a business that we can be proud of. The CTS team is constantly championing women within our workplace and industry and it's a privilege to be part of that journey.

In light of this, what kind of influence do you strive to have on your female colleagues around you and the wider business?

Being visible and making sure that there is a precedent for women at various levels of leadership within the organisation. A big part of leadership is the ability to hire talented people and set them up for success; creating an environment which will allow folks to flourish and providing advocacy, support and guidance along the way. This is the type of influence I strive to have on my colleagues and as someone who is committed to increasing the number of women in technology, anything I can do to support this will be of great importance to me.



ELENA CHRISTODOULOU, COUNTRY HEAD
AT CTS

What message do you think is the most important to young women thinking about their careers in tech/business?

Surround yourself with smart, supportive people that you can learn from. There is a tendency for people to become obsessed with role titles and defined career paths. I believe that by prioritising your growth and learning first and foremost, everything else will follow.

What are your hopes for the future of gender diversity within the workplace?

I would love to see the technology industry make strides forward on gender diversity. Up until now and despite massive advancements in other areas of the industry, the statistics surrounding women in leadership roles and gender pay gap within tech have remained painfully static, so I would love to see that change in a meaningful way.

YEAR 4/ISSUE 03/MARCH 2023

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