

THE LOGISTICS POINT

YEAR 4 | ISSUE 06 | JUNE 2023

EXCLUSIVE
VIDEO CONTENT
INSIDE

LOGISTICS DEVELOPS CONNECTIONS WITH LOCAL COMMUNITIES

The industry is investing in its relationship with local communities to improve its image and standing.



NETWORKING
EVENT ON THE
24TH MAY

Learn what happened at our Logistics Networking Event

DELIVERING
GREEN FOR
LOGISTICS

The presentations from our online event on green logistics

WAREHOUSING:
SMALL IS JUST
NOT ENOUGH

The changes that reshaped the market and how to respond



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**28 NOVEMBER
IN-PERSON**

EDITOR'S NOTE

What a month!

May was an incredible month for many reasons. With all the incredible holidays and occasions, it was great to find enough time to focus on the key challenges our industry faces.

Future Communities

In this edition we take a look at how communities are transforming and what impact that transformation is going to have on the logistics and supply chain industry.

The sector is investing in communication and better relationship with its users and that is a good thing.

ESG & Green Logistics

We hosted our second London Logistics Networking event on the 24th May with the help of Descartes Systems Group, EVRi, Zedify, Backhouse Jones Solicitors, and British Land.

We are thankful to all the participants who took part and asked questions, shared their stories, and joined for this event.



You can join us again on the 28th November in London at 10 am to talk about last mile & e-commerce. We have prepared a great selection of speakers for you.

If you would like to be a speaker at one of our events, just drop us a message!

[You can get a ticket for our next London Logistics Networking event here!](#)

Nick Bozhilov
Editor in Chief
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FUTURE COMMUNITIES: HOW LOGISTICS ENGAGES ON A LOCAL LEVEL

The profile of logistics has shifted during the last couple of years. Shortages of different types made the industry more visible which brought new opportunities and challenges. The industry is now clearly seen as a driver for economic development and the days of low-skill and low-tech jobs are gone. We spoke to Steve Scott – EMEA Future Communities Lead, GHD, about the future of logistics and community engagement, how new developments are bringing people onboard and why it matters.

What are future communities? How do they impact the commercial development?

One of the core tenets that underpins what a future community is, is that people need to be at the heart of any development or planning. It may sound obvious but when you assess many towns and cities, including more modern developments, there is much room for improvement to truly put people, rather than short-term profit, back into the design and planning.

The industry has traditionally approached infrastructure solutions from a narrow and linear perspective, often coming up with a solution that is developed from the technical expertise of the team or individuals involved. Now when we deal with development and infrastructure, there's a very complex situation influenced



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We know communities are at their best when they are connected, resilient, productive, and inspired.

by a whole range of different factors and drivers. For example, our clients now talk about their customers and customers' experience much more than before because of their influence over the organisations.

In this context, the ability to devise a sensible solution to a problem in a linear way is not possible anymore.

There are so many different factors and complexities around how we look to evolve society, places and cities, that you need to bring those different perspectives together. We like the idea of diversity of thought.

With Future Communities, we're trying to incorporate more people and perspectives into the solution. We think from the point of view of true social value, the outcome the infrastructure will create, and the experience of people that could be impacted by it. We think, what do they want? What do they need? Who can use a piece of infrastructure now and in the future?

Next In-person

LONDON LOGISTICS NETWORKING BY THE LOGISTICS POINT



28TH
NOVEMBER

What trends are you noticing and how will they impact the way goods move around our cities?

At GHD through the conversations we are having with our clients, communities and through the data we have access to, we are seeing a shift in behaviours across many areas. From the way people work and how they move around, to the way our existing community and business assets are built and are responding to climate threats, and the increasing need for socially equitable and affordable public and residential infrastructure.

Mobility is interesting because it is the relationship between people and place, whether for work or leisure. When you bring in the net zero agenda on how we move people, goods and services around the country, the one way to unlock solutions is through data: looking at interconnected journeys from start to finish.

Communities should be enabled through connecting skills with infrastructure and transportation to improve community experiences, and logistic and supply chain benefits for local businesses. Against a backdrop of increasing urbanisation and shifting human behaviours, decision makers have more dynamic factors to consider than ever before. With limited space to accommodate everyone's needs, we need to effectively plan and build more sustainable, equitable transport networks.



STEVE SCOTT, EMEA FUTURE COMMUNITIES LEAD, GHD

How far away are those changes? What needs to happen to achieve them?

As an industry, we must broaden the conversation and add different perspectives into the decision-making process of urban development, which also requires the public sector to do much more.

There are so many different factors and complexities around how we look to evolve society, places and cities, that you need to bring those different perspectives together. We like the idea of diversity of thought.



For example, the approach to flood defence is often reactive: 'we have a flood event, so let's put up loads of hard infrastructure'. We have to move beyond that and into creating infrastructure that has resilience built in. When we understand the risks around it and the societal impacts, we can make a much more balanced decision rather than a financial decision. We will see the public and private sectors coming together much more; hence the rules of engagement need to change. However, from our conversations with public sector clients, I can see they recognise these challenges and are looking to do things differently.

Would buildings that incorporate communities look different to those we already recognise as logistics hubs?

We have started to move into a different territory. There are now more developments that are mixed use. The logistics space is combined with offices or technology backrooms, for example.

Spaces are now created where various companies can coexist and the supporting infrastructure is much better and broader. I believe we will see fewer purely logistics and warehousing developments.

One of the reasons is that the sector needs and wants to make itself more attractive. This can happen by creating more interesting and mixed-use sites. Maybe some developments will look different to what we have today. However, it is not about the look but about how such buildings are used.

Can we have a truly sustainable community where businesses also flourish? How will it look?

In short, yes. We know communities are at their best when they are connected, resilient, productive, and inspired. Productivity specifically speaks to the fact that businesses and commercial interests must take priority and truly flourish for a community to be balanced and sustainable.

At GHD, our philosophy is that productive communities are about improving workforce and asset performance to create investable places. It's about reimagining and redesigning the future of work, using modern methods of construction and behavioural insights, to create community-wide fairness, equity, access, diversity, and affordability.

Is the fact that rules and regulations are slow to change holding back some of these developments?

They are and it is an ongoing challenge. The pace of change we have been going through is massive. This has changed the way we interact with the social infrastructure. Planning is still what it used to be and it takes time for it to catch-up. We have done some recent studies and the methodology used there is one that has been used for a long time. Post-Covid, however, we need to reevaluate the methodology. The importance of the sector has changed and the requirements are different. Therefore, using guidance from 20 years ago is a problem.

There are many forward thinking local authorities that are doing things differently and realise a new way is needed to bring people back to the town centres. *



TECH & SOCIAL DRIVEN

A lot of the sector is now technology driven. This has changed the way local authorities are looking at proposals and what it takes for such proposals to be approved. The industry is now not just relying on accessibility to good infrastructure but also a highly skilled workforce.

The way companies engage with the public, however, is out of date. There should be ongoing communication and engagement but it takes a lot of effort and resources companies might not have. This will pay out in the longer term. It can reduce overall costs as the chances of derailment are much lower.



RETAIL EMBRACES DIGITISATION WITH A DIGITAL SANDWICH

Traceability is a favourite of supply chains and sandwiches are another favourite to many people. A new project backed by the UK government is combining both. The Digital Sandwich is a project over two years in the making by a UK Government-backed consortium of leading food manufacturers, technology specialists, and academics to deliver irrefutable end-to-end traceability of every component ingredient in a pre-packaged sandwich, all the way from farm to fork. We spoke to IMS Evolve for more info.

What is Digital Sandwich? What is its aim?

The platform, which received a multi-million pound investment from Innovate UK, combines innovative digital technologies from Internet of Things (IoT) to blockchain (DLT) and artificial intelligence (AI), to track each ingredient across the chain to ultimately bring one of the world's most complex and sophisticated supply chains into the digital age.

This represents a huge step forward in consumer safety and trust while enabling increased connectivity, productivity, and significant reductions in waste for the organisations within the chain.

The aim is for the project to serve as a cross-platform, cross-supply chain exemplar that will connect primary production and supply chains to retail to increase productivity and flexibility, with a dedicated focus on increasing food safety and provenance.

Who will benefit?

All the separate parts of the supply chain look to benefit from the Digital Sandwich as well as the consumer themselves. We are seeing an increased interest from consumers around food safety, with well-publicised quality issues, for example the horse meat scandal or listeria contamination, undermining consumer confidence in the production and safety of ready-made foods. How does the Digital Sandwich help with this issue? Well, it allows the information that consumers require (and will soon come to expect) to be available at the touch of a button. By tracking and monitoring ingredients across the supply chain journey, consumers can be assured that their food has been sourced responsibly and stored, packaged, processed, and transported in optimum conditions to ensure it is safe and of the best quality to consume.

For supply chain organisations, this demonstrator is a step change in the connectivity and collaboration across what is traditionally a complex and fragmented chain.

Not only will it provide immutable food traceability to drive enhanced consumer trust and safety, but it will also provide a platform for communication and data sharing that will provide valuable insights and drive more efficient, transparent, and responsive inventory management. By optimising internal processes, productivity can be enhanced and associated risks and costs reduced, ultimately securing profit margins and competitive positioning.

However, a key outcome that stands to benefit everyone from the retailers and manufacturers to the consumer and the planet itself, is the impact on food waste. Through a combination of enhanced processes and communication alongside monitored, managed, and optimised supply chain equipment, product shelf life is increased, over-production minimised and stock loss from machine faults mitigated to ultimately reduce the level of food wasted across the supply chain. For example, if a refrigerator is running just one degree off it can reduce a product's shelf life by up to two days. So, by optimising fridges and freezers across the supply chain, we can ensure equipment is running at the correct set point for the food it contains to protect its integrity and longevity.



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Ultimately, any organisation across the food supply chain can benefit from this new technology. While historically, the supply chain has been made up of siloed stages acting as separate entities from farm to food aisle, digital transformation can build a more robust supply chain and ensure continuity by driving effective communication and collaboration, providing irrefutable traceability, and reducing food waste. This can all be achieved while also mitigating unexpected delays and supply issues.

What other industries could be included in the future?

The Digital Sandwich project has been developed specifically to offer the retail supply chain network a low-barrier approach to digitalisation, meaning that organisations of all sizes and technological maturity can easily adopt and participate. The project serves as a national demonstrator of a digital agri-food supply chain, which demonstrates how digitised cold chain processes can be used to transform large and critical food supply chains across the world.

However, the project is ready not just to step up and transform the food retail and cold chain sectors. The technology demonstrated in the Digital Sandwich has been developed with a ubiquitous digital fabric. This means it can be easily transferable and is designed to virtualise anything, from food to machines, and can therefore bring any of the world's most sophisticated supply chains across any industry into the digital age. The potential application of this solution spans across a wide range of different supply chain-dependent sectors in the UK and beyond.

Following the project's completion, the consortium will look to introduce and expand the solution across all food supply chains, whilst establishing new use cases where benefits of the projects can be delivered. Pharmaceuticals and manufacturing are examples of industries that could benefit greatly from this technology.

It is a ground-breaking and highly disruptive technological innovation that has set the foundations for a new, digital supply chain in which all organisations within the chain can connect, communicate, and collaborate through the integration of advanced Internet of Things technology (IoT), Digital Twins, Blockchain technology and Artificial Intelligence.



What is the role of technology in the project?

The role of the technology is to solve problems that can't be solved by a single technology or solution, it was imperative that collaborative technology was seamlessly brought together.

The project is built upon the premise of creating a virtual, modular, and interchangeable platform that leverages and fuses multiple industrial digital technologies (IDT's).

The Digital Sandwich project has been developed specifically to offer the retail supply chain network a low-barrier approach to digitalisation.

It is a ground-breaking and highly disruptive technological innovation that has set the foundations for a new, digital supply chain in which all organisations within the chain can connect, communicate, and collaborate through the integration of advanced Internet of Things technology (IoT), Digital Twins, Blockchain technology and Artificial Intelligence.

In order to have a true picture of the supply chain, the solution needed to be accessible to all supply chain organisations from a cost, implementation, and effort perspective.

This creation of a new virtual eco-system will enable a proactive and resilient supply chain all the way from farm to fork, and has the potential to completely transform how production, supply, and retail are connected. *

DELIVERING GREEN: CREATING SUSTAINABLE SUPPLY CHAINS

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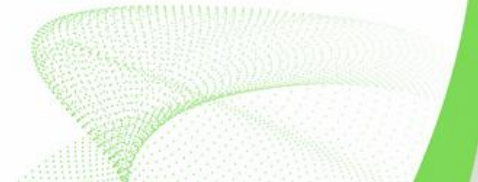
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VIDEO

THE CONSUMERS' POWER OF CHOICE: ENGAGEMENT LEADS TO GREENER LOGISTICS

It often falls on logistics organisations to lead the change and there are many arguments for this. But consumers also have their part to play, and we should not underestimate the power of choice. How to lead your consumers to choose the best sustainable option? Pol Sweeney, EMEA VP Fleet Sales, at Descartes Systems Group spoke to us at our Delivering Green: Creating Sustainable Supply Chains online event on the 16th May about this.

The first step towards greening deliveries is understanding where they are clustered and what type of customers are involved. 'You can then understand the incremental costs and impacts on the environment and add them,' explains Pol. Deliveries can be done later in the day when congestion is less, for example.

Advance Notice

Being able to provide customers, both in the B2B and B2C sector, a timely breakdown on the environmental impact of each delivery can make a big difference. If consumers and customers know what their choice means, they can make a better decision. 'It does not have to be just at the checkout,' Pol points out. 'Last mile and home delivery companies can also inform their repeat customers when they would be in their area.'

In this way, consumers can know what is the most efficient time to order and get something delivered.'

'There is no particular reason why sustainable delivery should be more expensive,' Pol continues. 'In fact there is a strong argument why it should be cheaper.' The logic is that a sustainable delivery will be using fewer resources and less energy to achieve the same goal.

Pol also looked at how organisations are coping with the change to more sustainable operations. Managers should proactively look at the change management and the mindset change. The more efficient use of limited resources can be a problem for some organisations and this means leaders would need to carefully communicate each new step.



POL SWEENEY
EMEA VP FLEET SALES, AT DESCARTES
SYSTEMS GROUP

Pol also took part in our London Logistics Networking Event on the 24th May. You can read more about our in-person event on [page 34](#).

You can watch Pol's full presentation below. *

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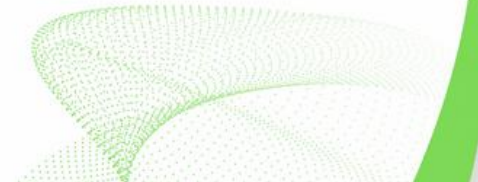
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VIDEO **BENEFITS OF URBAN HUBS TO CUT POLLUTION**

Urban hubs are generating huge demand and are becoming a key topic in the logistics industry. There are a few reasons for that. One of them is the clear need to reach consumers faster and lower costs. The other is the fact that urban hubs can be operated with the help of more sustainable vehicles. Mike Best, Head of Logistics at British Land, took the digital stage of our Delivering Green: Creating Sustainable Supply Chains Online Event on the 16th May.

Taking on the task to find the best location for an urban fulfilment centre is something that takes time and needs to be executed carefully. Mike spoke about a comprehensive study on the subject, conducted by British Land which looked at the business cases, how such hubs can be operated and also what the impact on the local community will be. He also covered the importance of good communication with local authorities and stakeholders.

Key Takes

The first thing that urban hubs deliver is sustainability. 'By switching from diesel vans to e-cargo bikes, we can reduce emissions by 90% per parcel,' Mike explains. It is also estimated that cargo bikes are 1.6 times faster than the more traditional way of delivering parcels in cities.

Mileage is also being reduced by at least 20% according to the study that was produced by UCL and British Land.

Paddington Urban Hub

Mike focused on a Paddington location in London. The area is one of the busiest in London with one of the largest train stations in the capital.

The site is located under an office building, owned and managed by British Land. For Mike many of the urban hubs that will be part of cities, will fit these characteristics. They will be part of a larger development, mixed-use with good access to large roads and reliable cycle infrastructure.

One of the reasons is the limited options and availability of locations that can fit logistics operations.



MIKE BEST
HEAD OF LOGISTICS AT BRITISH LAND

Mike also took part in our London Logistics Networking Event on the 24th May. You can read more about our in-person event on [page 34](#).

You can watch Mike's full presentation below. *

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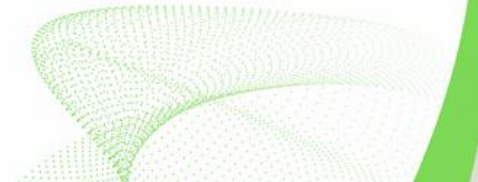
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THE ROLE OF CHATGPT IN LOGISTICS & SUPPLY CHAIN

Artificial Intelligence has really changed the game. Tasks that used to take hours and even days can now be done in minutes. The focus is now on ChatGPT, a new AI powered by one of the largest technology companies in the world - Microsoft. We hosted Raghav Jandhyala, Principal Product Management Leader at Microsoft, on the 16th May for our Delivering Green: Creating Sustainable Supply Chains Online Event. You can watch the full recording from Raghav presentation below.

Artificial Intelligence can save time and reveal problematic areas in a way that no other technology can. Raghav points at the way Microsoft's AI powered tool showcases important events that could affect a supply chain, as a prime example how AI can make decision making faster and more proactive.

'This can be used for any part of the AI, whether it is procurement, transportation, or warehousing,' Raghav explains. Users are also able to provide feedback and in this way improve what the AI is showing and sharing with them.

Microsoft & Supply Chains

Raghav also took a look at the role Microsoft plays in other organisations' supply chains and the benefits of collecting data.

'For many customers, using technology means they are able to build nice-looking dashboards but not necessarily use them to take actions.' Microsoft focused on providing not just the data but also the action that needs to be taken based on what the environment calls for.

'To make the most out of AI we need to bring people, processes and technologies all together,' Raghav says. 'We need to move away from the silo approach on every level.'

ChatGPT & Logistics

'ChatGPT has really transform the industry and it has also transformed my personal work too,' says Raghav. 'Supply chain systems are becoming friendlier to the supply chain operator.'



RAGHAV JANDHYALA
PRINCIPAL PRODUCT MANAGEMENT
LEADER AT MICROSOFT

The tool can showcase disruptions and then automatically write a message to suppliers and ask them for more details, locate PO numbers, etc.

You can watch the full presentation below.

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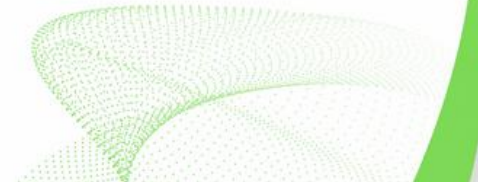
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PLASTIC CAN BE GREEN? HOW LOGISTICS CAN USE IT BETTER

Plastic is often seen as the enemy of sustainability and there are many cases when this is the case. Organisations, however, are exploring different ways where they can reuse and recycle the plastic they use. This comes under the umbrella of reusing it in their own operations and moving it to a different use. We hosted Steve Penney from Goplasticpallets, on the 16th May for our Delivering Green: Creating Sustainable Supply Chains Online Event. You can watch the full recording below.

Handling waste is a big part of how many organisations in the supply chain operate. What it does is trying to optimise the way an asset is used through many cycles. During his presentation Steve looked at a case study which showed that plastic that can be recycled is more advantageous over cardboard after six cycles. The advantages increase which each cycle of reuse.

Support

Steve points at government support as an important factor in succeeding when focusing on reducing, reusing and recycling.

Steve suggested that a wider B2B collaboration might need to be in place to truly take advantage of a longer cycle of plastic usage and reduction.

New Tax

Steve also commented on the new tax around plastic and how complex it can be for businesses of smaller size. 'We would really want to take all stakeholders in one place and create a tax that does not penalise eco-conscious businesses,' he said.

Naturally there will be costs associated with the introduction and the administration of the new tax. Steve took a look at the introduction of the reduction of use of virgin grade plastic. For logistics pallets, however, using recycled material is perfectly within the specifications and Steve does not see a problem arising from there. 'The tax could possibly be structured and framed in a better way.'



STEVE PENNEY FROM
GOPLASTICPALLET

'It is a tax with good intentions, but maybe it just does not sit in the right framework,' explained Steve.

You can watch the full presentation below.

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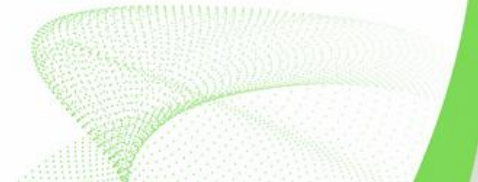
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VIDEO BEING RESPONSIBLE FOR YOUR OWN WASTE

Packaging, as all other parts of the supply chain, rely on good sets of data. Unfortunately, often the data is either not fit for purpose or suppliers are burdened with the amount of data they need to provide. This, however, is needed because producers are being legally obliged to take upon the responsibility on how certain type of packaging is being disposed of. We hosted Josh Corradi - Remi from Ecoveritas at our Delivering Green: Creating Sustainable Supply Chains Online event on the 16th May.

In the UK the Extended Producer Responsibility usually means contributing financially to the way packaging is being recycled. This often involves providing financial support for the improvement and smooth operations of the recycling infrastructure.

The UK has had packaging legislation since the 90s but a new system is being introduced that could impact many parts of the supply chain. The new regulations come in a package, including the plastic tax (watch Goplasticpallets' presentation from Delivering Green: Creating Sustainable Supply Chains on page **), deposit return schemes, and more.

The regulations aim to improve consistency and how organisations and households manage waste.

Extended Producer Responsibility

Over the last 20 years there has been very little change in the regulations. 'The current systems looks like it focused more on keeping costs low, rather than focusing on sustainability,' said Josh.

The new legislation will focus on a few key areas. They include: encouraging a circular economy, creating a single point of compliance, new data reporting, full net cost recovery, mandatory recycling labelling, and eco-modulation of fees.

In his presentation Josh took a look at each element and how it can be address appropriately, what the change would mean for specific types of operations, and what needs to be done by organisations in order for them to comply with the new rules.



JOSH CORRADI - REMI
FROM ECOVERITAS

'The new Extended Producer Responsibility will requier producers to contribute to all of these different elements,' Josh said.

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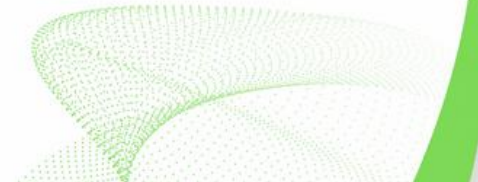
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VIDEO

MISSION POSSIBLE: ACHIEVING ESG GOALS BEYOND PROMISES

We have all heard organisations promise to deliver a unique and extremely successful move towards true and unbeatable sustainability. Many of these promises, however, fail to deliver on even the most basic parameters. We hosted Steve Beda from Trax Technologies and Todd Simms from FourKites at our Delivering Green: Creating Sustainable Supply Chains Online Event on the 16th May. You can watch the full discussion about how to bring ESG in the real world below.

ESG really became an important part of what companies do nearly four years ago. Many started with great promises but recently organisations have paused and taken time to think about what can realistically be achieved.

During their conversation both Steve and Todd mentioned the importance of measuring and understanding where your organisation is on the journey to true ESG.

'Operationally companies are making tangible goals they want to achieve,' Todd explained.

'Creating actionable data requires looking at Scope 1, 2 and 3 at the same time,' joined in Steve.



STEVE BEDA
FROM TRAX TECHNOLOGIES



TODD SIMMS
FROM FOURKITES

Maturity Curve

Every organisations is going to sit differently on the maturity curve. Some will have advantage because of their size and the ability to spend more resources. However, money should not be a deciding factor when it comes to achieving ESG.

Both Steve and Todd agreed there is a lot more to be done in the area but the industry is actively working and exploring new ways of succeeding.

You can watch the full presentation below.*



WAREHOUSING TECH: INCREMENTAL BENEFITS ARE NOT GOOD ENOUGH

The warehousing market has changed significantly as robotics and automation take many of the jobs previously done by humans. If small changes and improvements were enough to make companies happy, now we need to look at higher margins and improvement rates. We spoke to Simon Jones, UK Sales Executive at Exotec, about the changing nature of the warehouse and what rocks the boat, both positively and negatively.

Simon ,what tech is transforming the warehouse?

To understand the tech that is transforming the warehouse environment, we have to first look at the challenges that are impacting warehouse providers. That's because the majority of tech that is evolving the warehouse of today addresses these key challenges, from labour shortages to unreliable supply chains.

There has been an emergence of robotics solutions that give providers the solutions they need to deliver flexibility, increased performance and improved scalability compared to fixed automation. We live in uncertain times, and predicting the future is becoming increasingly difficult so providers need to be able to access

technology that is adaptable – and that's where robotics and automation come in.

How are warehouses changing now when labour shortages are defining the industry?

Recently, there has been a much greater focus on productivity in warehouses. Previously, incremental improvements in productivity at a low investment was often good enough, but that's no longer moving the needle enough. Now, warehouses are seeking solutions that will make 300%-400% improvements in productivity to remove the risk of becoming vulnerable to reduced labour availability and higher labour costs.

There has been some reduction in pressure on the labour market recently, but the pool of potential warehouse employees is still lacking – and this is likely to remain a challenge over the next two or three decades. Not only are people seeking jobs that are less labour-intensive and perceived as more desirable, in Western Europe, the population is aging, and there are fewer candidates available of working age.

For picking and fulfilment, this means the adoption of technology that maximises productivity is essential. The result is that goods to person technology is fast replacing less efficient alternatives, which usually involve lots of unproductive walking time.



SIMON JONES, UK SALES EXECUTIVE AT EXOTEC

How to evaluate what solutions are most applicable for each case?

To successfully evaluate which type of solution would be suitable for a warehouse operator and their needs, current and future storage and throughput volumes should be assessed, as well as the types of customers being served.

Due diligence is essential to ensure that your chosen partner is likely to be around to support the product over the next 10 years and more. Nobody can predict the future but look out for signs that your potential partner is robust enough to still be operating in the next decade or so.

Warehouses are seeking solutions that will make 300%-400% improvements in productivity to remove the risk of becoming vulnerable to reduced labour availability and higher labour costs.

How about partners and costs: how do you evaluate them?

At Exotec, we believe that a partner should have a good track record, and be able to demonstrate experience within a similar sector to your own. They should also have the confidence to stand behind their system's performance and commit to high levels of reliability.

In terms of cost, don't just look at return on investment (ROI). It's also necessary to consider the scale of the overall impact that the investment will have on a business. It might be a long term payback but the impact that investment has on your operations and competitive advantage could be game changing. It's also worth looking into financing so that cashflow can be positive from day one.

Lastly, due diligence is essential to ensure that your chosen partner is likely to be around to support the product over the next 10 years and more. Nobody can predict the future but look out for signs that your potential partner is robust enough to still be operating in the next decade or so. *

Next In-person

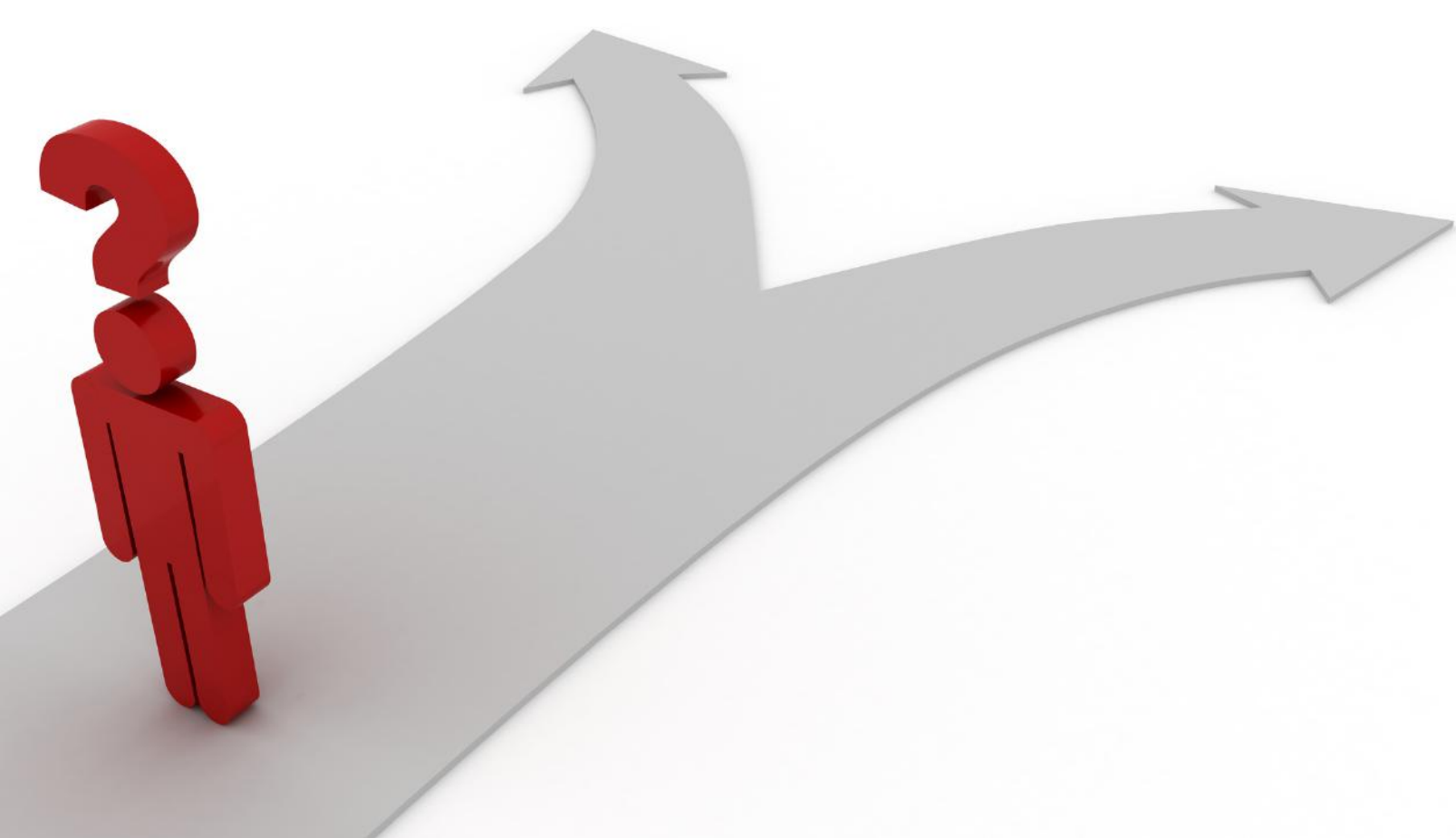
LONDON LOGISTICS NETWORKING

BY

THE LOGISTICS POINT



28TH
NOVEMBER



WHEN RETAILS CHANGED! HOW SHOPS HAVE EMBRACED UNCERTAINTY

Different retail segments have all experienced the change brought by the pandemic. E-commerce retail has certainly been the one with the fastest pace and most differences. On the other side of the coin is brick-and-mortar. The change there led to a lot of negative experiences for traditional shops which found it hard to service customers. We spoke to Richard Stewart, Executive Vice President Americas at Körber Business Area Supply Chain, about change, WMS, and the future of fulfilment.

'We clearly saw which companies had the ability to embrace change and quickly adapt, and those which did not,' explains Richard. This also led to a different approach when it comes to understanding the role of the supply chain in the overall operations model. Traditionally the supply chain was seen as a cost center. It used to be all about becoming more efficient and cutting costs, which then translated to higher margins.'

Supply chain excellence has become a true differentiator. 'Today's consumer can make a very quick decision based on a 30 second web search on their phone,' Richard says. Consumers can compare delivery times and price for each competitor and then evaluate what suits them best. This means that the supply chain needs to be more adaptable than ever and able to offer a wider range of capabilities.

'We add to that the fact that consumers also want to be able to return items just like they would in a dressing room,' Richard continues. There does not have to be a compelling reason for the return and the process needs to be as seamless as possible. To add to the complexities, companies can't afford to turn their backs on the ESG topic too.

Fulfillment technology used to be all about lowering labour costs, but labour shortages have shifted the focus to reducing the dependence on labour while still predictably being able to fulfil orders. Technology today focuses on being able to scale to higher volumes without needing to scale the amount of labour needed. Robotics is picking up pace too. 'WMS, for example, used to be a relatively boring space because it was very predictable,' Richard tells us. 'There was ample time to build a plan and execute it.' That has been gone for a long time now. Now orders are received and need to be fulfilled in a matter of minutes.

Real-time data is becoming more important. Metrics used to be collected and analysed based on past patterns. Today companies need to know how they are performing in real-time, so they can adjust and even start to predict what could happen in the future.

Gamification is also a new part of WMS. Staff want to interact with the system in a different way that resembles what they experience in their lives outside of work with other technologies.



RICHARD STEWART, EXECUTIVE VP
AMERICAS AT KÖRBER BUSINESS AREA
SUPPLY CHAIN

'Usually when we speak to prospective customers, they already have experience with a WMS.' Companies are weighing the risks and costs of a new solution versus its advantages. A lot of the time organisations just push decisions down the line and try to convince themselves they do not need to react immediately.

As for the future of WMS, it is expected to include AI in some way or another. It will allow the use of infinite variables to be considered and decisions to be made. The technology could be used to provide more individual feedback and improve productivity. *



LONDON LOGISTICS NETWORKING: UNDERSTANDING THE DRIVE TOWARDS SUSTAINABILITY

We were honoured to host our second London Logistics Networking & Roundtable Event on the 24th May. We welcomed logistics and supply chain managers for a morning full of inspirational and insightful conversations. Together with our speakers we explored what it takes for logistics and supply chain companies to reach their ESG and green goals. Our next event will be on the 28th November in London. [Get an Early Ticket now!](#)

The morning began with a networking and welcoming coffee as our speakers and guests shared some thoughts on what ESG and green logistics mean for their organisations.

We were pleased to host so many actively involved managers, whose aim is to transform not just their companies and operations, but also the whole of the industry. Our speakers include Pol Sweeney from Descartes Systems Group, Nancy Hobhouse from EVRi, Pip Marshall from Zedify, Emily Carpendale from Backhouse Jones Solicitors, and Mike Best from British Land.

Our speakers delivered insightful short talks on key topics related to sustainability and green initiatives in the industry.

The discussions were opened by Pol Sweeney, EMEA VP Fleet Sales, at Descartes Systems Group. Pol spoke about the need to engage consumers in the way logistics embraces becoming more transparent.

One of the topics the participants focused on was the price of sustainable delivery. Many shared how their companies organise their deliveries and what problems they encounter. They also spoke about myths and misunderstandings. Often companies do not carefully plan their deliveries and rely on the consumer, without measuring what impact the delivery really has.



There is no particular reason why sustainable delivery should be more expensive. In fact there is a strong argument why it should be cheaper.’The logic is that a sustainable delivery will be using fewer resources and less energy to achieve the same goal.

Pol Sweeney, EMEA VP Fleet Sales, at Descartes Systems Group



LONDON LOGISTICS NETWORKING

Our speakers delivered insightful talks that led to long discussions. All participants were able to share their opinion and provide feedback to one another.





LONDON LOGISTICS NETWORKING

*Talks lasted for around
7 minutes but then
attendees could actively
participate, ask
questions and comment
on all topics.*





LONDON LOGISTICS NETWORKING

*The event was held at
Museum of the Home
in London and
gathered logistics
experts for a morning
of open conversations
and discussions.*





JOIN US ON 28TH **NOVEMBER IN** **LONDON**

*Join us on the 28th
November in London
for our next London
Logistics Networking.
The focus will be on
last mile & e-
commerce.*



ESG Goals & True Carbon Neutral

Our second speakers came from EVRi. We were happy to welcome Nancy Hobhouse, Head of Environmental, Social and Governance. Nancy spoke about what EVRi works on and its impressive ESG targets.

Nancy's talk led the attendees towards a discussion on how companies achieve their ESG goals and what the problems they face are. Many questions and comments were shared by the attendees.

Nancy also focused on the importance of communication and including all stakeholders. Both internal and external communication is critical for successful ESG achievement.

The attendees also mentioned the difference between NetZero & Carbon Neutral. Often the terms are used as synonyms but Nancy spoke about what they each mean. It is important that all companies in the ESG sphere are correctly referred to and do not break any of the new laws.



After a short networking break, which gave attendees the opportunity to share more of their personal stories and problems, we returned with focus on cargo bikes.

Our next speaker was Pip Marshall, Group Partnerships at Zedify. He spoke about how cargo bikes are being incorporated in the ESG framework and what operational difficulties can be faced.

Join us for a day of last mile & logistics discussions.
London Logistics Networking is back on the 28th
November, Tuesday.
[Get your ticket now!](#)

Pip also took a look at the importance of how carbon emissions can be reduced by almost 96% using cargo bikes. This led to a discussion on the need to change the infrastructure to accommodate more cargo bikes, as well as what different areas - urban and rural, will look like.

Contracts & ESG Frameworks

The following talk was led by Emily Carpendale, Solicitor at Backhouse Jones Solicitors.

Emily took a look at what policies need to be in place to achieve all ESG goals. She also focused on some misconceptions and what happens when companies just copy-paste a policy from the Internet.

Emily took a look at different frameworks and how they address the social element of ESG. The discussion brought into focus how logistics organisations manage their people and what incentives are provided to include all different backgrounds.



“

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Any opportunity to get together with other people in the same field is a really valuable one, and this event sparked some good conversations. Looking forward to future ones.

Pip Marshall @ Zedify UK



Our guests took part in the discussions, led by leading logistics & supply chain professionals, who shared their experience.

Emily's talk led to a look at how the industry provides support to different minority groups, as well as what each participant had personally experienced.

One of the important points raised was how mental health policies are reshaping the hiring market and how important it is for companies to include such frameworks. Emily also covered different cases around ESG compliance and how contracts can be won or lost depending on what policies and frameworks are put in place.

Developing Land

The last talk was led by Mike Best, Head of Logistics at British Land. Mike spoke about the importance of local, micro-hubs and shared a case study, looking specifically at the best London locations for such a development.

In addition, Mike covered a specific project, led by British Land, around Paddington, which aims to incorporate mix-used development with an easy access to a prime city location.

The discussion then focused on the companies which can use such locations, what can be done to help a mix-used case, as well as how local authorities can help such developments.

The day finished with a short networking session where our guests had the chance to share any additional thoughts and comments. *

We can't wait to welcome you to our next London Logistics Networking. Join us on the 28th November! Get a ticket now!



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IN-PERSON

**LONDON
LOGISTICS
NETWORKING**

JOIN US FOR A MORNING OF INSIGHTFUL LOGISTICS CONVERSATIONS. CONNECT WITH YOUR FELLOW LOGISTICIANS AND EXCHANGE IDEAS, KNOWLEDGE AND EXPERIENCE.

**28 NOVEMBER
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YEAR 4/ISSUE 06/JUNE 2023

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