

THE LOGISTICS POINT



YEAR 3 | ISSUE 10 | DECEMBER 2022

**EXCLUSIVE
VIDEO CONTENT
INSIDE**

LOGISTICS' INVESTMENT SUFFERS DUE TO POOR TECH ADOPTION

The industry needs to speed up tech adoption to become more appealing to investors.

THE AUTUMN STATEMENT

The Good, The Bad and What is Next for Logistics

CELEBRATING THE LAST MILE

Our Last Mile & E-Com Event Summary is Here

PRIVATE & PUBLIC FOR EVS

The Success of EVs Across the UK Depends on Cooperation

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MARCH 2023

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21 MARCH
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EDITOR'S NOTE

Investment is key for business success. In my conversations with industry leaders, many say that investment in logistics is hard to come by on occasions.

In this edition we speak to Luke Tuttle, General Manager, North America and Trade Management Services, at MODIFI about investment in logistics and what limits the industry. According to him one of the reasons is poor technology adoptions.

The Autumn Statement

The statement by Jeremy Hunt will affect us all. To understand it better by speaking to Marco Forgione, Director General at The Institute of Export & International Trade. He says the statement is not providing more than a political calming but businesses are not getting much else.

EVs Need Cooperation

We also take a look at the EVs infrastructure in the North of England. Simon McGlone, Senior Major Roads Planning and Strategy Officer at Transport for the North, speaks about what TfN is planning and the fact they are looking for help from the industry. A really welcomed thing to hear.



Celebrating 2023

This year was crazy, to say the least. But we are all optimistic.

To get more ideas about what you thought of 2022 and your expectations in 2023, we would be grateful if you take a few minutes to answer our short survey. [You can do it here!](#)

More Events & In-person

Next year we are organising our first In-person Networking Event. The online part is on the 7th March and we will welcome you in London on the 21st March together with Autostore UK & Parcelly.

[You can get your ticket both for the online and in-person event here!](#)

Merry Christmas and Happy New Year!

Nick Bozhilov
Editor in Chief
nick@thelogisticspoint.com

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LACK OF TECHNOLOGY SLOWS DOWN INVESTMENT IN LOGISTICS

The digital transformation in logistics is taking its time but the lack of some digital tools is driving investment down. However, there is more interest than ever in the industry and the supply chain should get ready. We spoke to Luke Tuttle, General Manager, North America and Trade Management Services, at MODIFI about investment, predictions for 2023 and more. You can watch the full interview now.

'Many people are expecting a recession going into 2023, even if it is a small one,' says Luke Tuttle. To adapt to these conditions, companies need to be proactive and more flexible. But logistics has a legacy system and is very asset heavy. This is one of the reasons why investment in the sector has been a bit slow, compared to others.

Financial support

'Without having the financing, companies are not able to do more sales and open to new markets,' Tuttle explains. There is a large gap between the abilities of large players and SMEs. MODIFI is working on bridging this by offering more support to SMEs that need financing. For Tuttle one of the reasons why the industry has lagged behind is because technology has not been always easily embraced. There is a lack of transparency and flexibility.

Logistics has a legacy system and is very asset heavy. This is one of the reasons why investment in the sector has been a bit slow, compared to others.

He is, however, optimistic, as logistics is now attracting more financing and this will lead to more in the future. 'So I think it's a matter of the continued application of technology,' he comments.

Startups have more flexibility and could possibly provide the solutions. This in turn will make larger players better at what they do.



LUKE TUTTLE, GENERAL MANAGER,
NORTH AMERICA AND TRADE
MANAGEMENT SERVICES, AT MODIFI

You can watch the full interview with Luke Tuttle, General Manager, North America and Trade Management Services, at MODIFI now. *



ACCESSING AGILITY AND RESILIENCY IN SUPPLY CHAIN OPERATIONS

Agility and resilience are key buzzwords in supply chain conversations today due to the benefits they provide. But how do organisations bring these capabilities into their operations and deliver measurable results? In this Q&A, Claire Rychlewski, SVP EMEA, and Fraser Ironside, Director of Business Consulting at Kinaxis discuss the importance of incremental steps when it comes to new technology adoption and the impact this has on stakeholders within the business.

What practical steps can be taken by organisations to achieve greater agility within their supply chains?

Claire Rychlewski: A key first step for organisations is taking a macro level look at their operations and leading on from there. For example, if a port strike takes place, what are the alternative options to ensure that customer orders can still be fulfilled? To achieve that, they need all the relevant data to hand to make the fundamental business decisions in times of crisis.

Fraser Ironside: To gain access to that data to be more agile, technology is the enabler. The second step is integration of solutions to enable visibility to recognise a problem, coupled with the end-to-end transparency to analyse all the potential consequences of an event and communicate

the resolution to stakeholders. Technology can also break down silos and remove the reliance on disparate spreadsheets.

Where does agility meet strategic planning and operational planning?

CR: Agility goes hand-in-hand with both strategic and operational planning. Utilising the right technology will enable organisations to tie KPIs together to bring a sharper focus on end goals and help reduce costs. Solutions can encompass optimisation, artificial intelligence, machine learning and custom heuristics to contend with a number of external factors that can impact supply chain decisions.

However, beyond technology, agility needs people to collaborate with each other on a constant basis to ensure effective planning.

FI: The old way of planning, even in the strategic sense, was to gather the sales department and record their demand forecasts. After that was deciphered, it was sent over to the supply side of the business, with production then deducing whether the appropriate materials, equipment and labour was in place. But now, this whole process simply takes too long. To avoid the possibility of losing market share and sales, businesses need the agility to make quick planning decisions today.

Adapt or get left behind. The choice is yours.

Delivery Routing & Scheduling Software Solutions

We don't need to tell you times are challenging in logistics. But it's also true that the opportunities for extraordinary transformation have never been greater.

Our delivery routing and scheduling software solutions go further to deliver more, rising to the challenges of increased demand for delivery, rising fuel costs and driver shortages.

Working with some of the UK's leading businesses, we've already demonstrated the incredible benefits our software can deliver.

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What is the relationship between agility and business sustainability?

CR: Agile and resilient supply chain planning has a key role to play in sustainability. Those with the ability to pivot quickly are best placed to synchronise strategies and operational capabilities to achieve sustainable practices. This could for example involve steps to use fewer raw materials, reduce fuel costs and waste and help save time for employees to focus on other responsibilities. Freeing up under-stress managers with technology can enable them the opportunity to integrate green initiatives.

FI: Resilient and agile businesses are finding ways of cascading a number of sustainable practices throughout the supply network. More efficient operations in the warehouse will be irrelevant if transportation isn't considered. Being able to precisely predict and balance supply and demand can help to eradicate wasteful overstocks and expensive stock-outs. Agile, real-time scenario planning can give organisations the opportunity to meet regulations such as the Corporate Average Fuel Economy (CAFE).

What is the cost of failing to achieve agile processes?

CR: Companies are making last minute decisions because of the lack of insight to be agile. Many are therefore opting for expensive options to get their products to customers on time. Managers without the technology to be more agile are also less able to think holistically or work collaboratively with others due to lack of time. It leaves businesses in the dark as to what the future could or should look like.

FI: If there isn't the technology there to enable agility, a business is relying solely on the heroics of its people. In a sector plagued by skills shortages and a premium on talented people, teams are typically working long hours and constantly fighting fires. This isn't just leading to financial costs, but is also taking a toll on the mental health of supply chain professionals. Ultimately failing to address this will lead to the best talent looking for a career elsewhere. *

The future of supply chain planning

Supply chain disruptions look set to remain, but planners are better placed to make more confident decisions with the right technology in place. In the new era of supply chain agility and resiliency, businesses are able to bring together different analytical techniques to effectively prepare for any eventuality and uphold sustainable practices. Failure to do so can lead to continued wasted costs and pressure on talented professionals in the business.



VIDEO

DID THE AUTUMN STATEMENT MISS GROWTH OPPORTUNITIES?

The Autumn Statement by the Chancellor Jeremy Hunt was yet another large and important financial event this year. It managed to calm the markets down after a few very unstable weeks. But what else is there to the statement? We spoke to Marco Forgione, Director General at The Institute of Export & International Trade, who says UK businesses are not really getting much from the announcement. You can watch the full interview with Marco below.

Marco, what are your overall thoughts about the statement? And how would it affect the logistics industry?

I think it's clear that the Autumn Statement was actually a political statement focused at calming the markets, dealing with the problems caused by the previous chancellor and previous prime minister with their fiscal event. So the aim, I think it's clear, was to steady the markets, which obviously, if we now look, seems to be a job done. The pound has risen, the gilt rates have dropped - now below the US rates, certainly on the ten year gilt. But in reality, there was very little for UK business.

When we look at the small print we discover that in March next year, there will be a significant rise in the fuel duty, something which wasn't announced on the day.



It's clear that UK businesses don't really understand how to exploit opportunities and very few UK businesses are taking the potential that exists from the free trade agreements.

That's a really significant problem and has a great impact on the supply chain and logistics sector. Therefore, on the cost of goods at the shop, which of course has the risk of further driving inflation. So I think that there were a number of problems created by the statement and a huge raft of things that were missed out.

The only way we're going to tackle the cost of living crisis, the productivity gap, and deal with the structural issues within the UK economy are by getting UK businesses trading internationally. And there was nothing, absolutely nothing, in the Autumn Statement focused on growth and support for business.

What should companies do now? How can they prepare for what is coming because of the Autumn Statement?

Any business which trades internationally, it's been proven is more profitable, more resilient, more innovative and employs more people. The biggest significant opportunity that exists is for UK businesses to seize the opportunities not just that are created by the free trade agreements which the UK has signed, but also by exploring new markets and growing their overseas trade.

It may seem counterintuitive, but it is the only way we're going to address those challenges the UK economy faces, but also the problems that businesses here in the UK face with a market which is facing a cost of living crisis, rising inflation and rising interest rates.

What are the things you wanted to see in the statement that were not there?

Providing encouragement, support for businesses, particularly around internationalisation. A huge amount could have been done maybe to provide a tax credit for businesses, for investment in export markets, to encourage growth overseas, to provide support, advice, guidance to businesses, to provide the training to businesses so that they can exploit the tremendous opportunities which exist internationally.



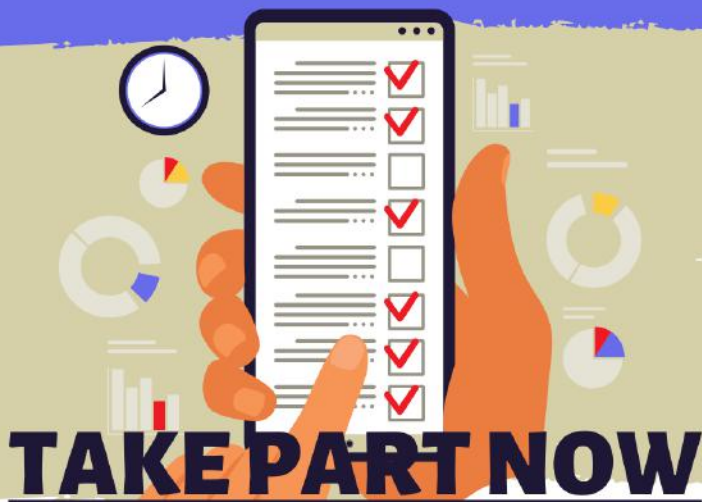
MARCO FORGIONE, DIRECTOR GENERAL
AT THE INSTITUTE OF EXPORT &
INTERNATIONAL TRADE

The UK brand is hugely respected internationally. Products made in the UK are in demand overseas, but UK businesses are not being given the encouragement or the support to exploit those opportunities. There was an opportunity for the Chancellor to be really innovative in how he could support UK businesses to see international trade as a fundamental part of doing business.

And we're not talking about governments providing cash handouts, but incentives through the tax system to support businesses, to reduce business taxation, where at all possible to address the real challenges around business rates. All of that could have been turned in a way that would have provided real practical encouragement for businesses to invest, to deal with their productivity challenges and to seize international opportunities.

LOGISTICS 2023

Tell us how 2022 went & what you expect from 2023



Recently there have been reports that the UK has not benefited as much as we have hoped to from the new deals. Is this something you agree with?

It's clear that UK businesses don't really understand how to exploit opportunities and very few UK businesses are taking the potential that exists from the free trade agreements.

There is a real thirst for knowledge and understanding of how to use those free trade agreements, and I'm afraid that there hasn't been enough done to embed the opportunities in business from those free trade agreements.

In fact, we did a survey and nearly 70% of participants said the biggest challenge



they faced was just a lack of knowledge and understanding of what the free trade agreements meant for them in their businesses.

You can watch the full video interview with Marco Forgione, Director General at The Institute of Export & International Trade, below. *

THE LOGISTICS POINT EVENTS' CALENDAR 2023

**WAREHOUSING &
FULFILMENT
MAY
MARCH 2023**

**SUSTAINABLE SUPPLY
CHAINS
MAY 2023**

**LAST MILE & E-COM
NOVEMBER 2023**

GET INSIGHTS INTO THE
WORLD OF LOGISTICS

Join us this year for many exciting events.
Both online and in-person, we will bring to
you great insights from the leading experts in
the field of logistics and supply chain.

**IN-PERSON
NETWORKING
2023**

EVENTS' CALENDAR: ONLINE & IN- PERSON NETWORKING TO CELEBRATE LOGISTICS

In 2023 we are bringing our Online Events with focus on Warehousing, Fulfilment, Sustainable Supply Chains, Last Mile & E-Com.

But we are also organising our first In-person Logistics Networking. You can now learn more about what is to come and who will join us.

Warehousing & Fulfilment Hybrid Event

Join Autostore UK and Parcelly at our first event for 2023. It will be both online and in-person.

The online event is scheduled for 7th March 2023 at 10 am UK time with many discussions on how to improve your warehousing & better use what is already there.

The in-person event will happen on the 21st March at 8:30 in a stylish venue at The Museum of the Home, Shoredich London.

Autostore & Parcelly are our first two special guest speakers.

[You can get tickets for both events here!](#)

Delivering Green: Creating Sustainable Supply Chains Hybrid Event

We all know how much sustainability matters. Join us in May for another hybrid event to talk about energy consumption, EVs, procurement, maritime, strategic planning and more.

The online event will take place on the 16th May. The in-person event will be held in The Museum of the Home on the 24th May.

[You can get tickets for both events here!](#)

Last Mile & E-Com Hybrid Event

Let's get the last mile moving! Join us in November to discover the challenges and opportunities in the last mile and e-commerce space. We will talk about innovative delivery methods and consumers' attitudes.

The online event will take place on the 14th November. The in-person event will be held on the 21st November.

[Tickers will be available for both soon.](#)

THE LOGISTICS POINT EVENTS' CALENDAR 2023

**WAREHOUSING &
FULFILMENTMAY
MARCH 2023**

**SUSTAINABLE SUPPLY
CHAINS
MAY 2023**

**LAST MILE & E-COM
NOVEMBER 2023**

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**IN-PERSON
NETWORKING
2023**



VIDEO

MIX OF PRIVATE & PUBLIC TO SUPPORT EVS GROWTH IN THE NORTH

The EVs dilemma is something the logistics industry has been pondering for a while. Where would the money come from? What support there will be and what new regulations will be introduced. We spoke to Simon McGlone, Senior Major Roads Planning and Strategy Officer at Transport for the North (TfN), about the plans of TfN and how it wants to support the logistics industry in its transition to EVs. You can watch the full interview now.

Simon, what are TfN's plans for EVs as a whole in the region?

We have published our [Electric Vehicle Charging Infrastructure Framework](#). A real focus of this is to ensure an efficient, attractive, inclusive network that supports the whole Highways Network across the North of England and supports the transport decarbonisation ambitions that we all have.

The framework highlights some really significant scaling up of charging infrastructure across the region that's needed. We highlight that in 2030 we need around 161,000 charge points total. Between now and 2025, that's around 470 charge points per week between 2025 and 2030 that rises to 620 per week.

But I think more importantly for us and more interestingly for me is that the work that we've published provides a new layer of consideration, new assessments that you can do around charging deployments and our need across the region.

It's a data driven exercise. It relies heavily on the powerful analytical tools that we've got within Transport for the North. We've managed to put it in a way that is quite useful across both local areas and the regional needs. So it gets really granular into community levels. But then you can draw that all into the regional sense, recognising that most of the travel that we see across the region and particularly the logistics travel is either cross-boundary or through traffic. The Framework is published openly to make it more accessible to as many people as possible.

And if we zoom in a bit more on the commercial vehicle side. What are your plans there?

Around 88% of freight and freight movements are on the Highways Network. So the roads are really key for the economic underpinning across the region, but they also produce around a quarter of UK road emissions; 6% of total UK emissions. So important that we tackle this by decarbonising our road networks.

The modelling behind the EV charging framework accounts for the movements of cars, vans and HGV. So particularly vans and HGVs are obviously the key one there, and we can do that right across the whole network. We can understand what those logistics and supply chain movements mean for our charging network.



SIMON MCGLONE, SENIOR MAJOR ROADS PLANNING AND STRATEGY OFFICER AT TRANSPORT FOR THE NORTH

It's likely to mean a mixture of charging categories. We will see rapid charge points which are regularly around 50KW. Depot charging is really key, obviously, for the logistics sector. Our interactive tool can filter for HGV depots which helps us understand how many connections we need for depot charging. And then the third one is about slower charging at destination and that's probably the one carrying the most uncertainty right now that we hope our tool can help us navigate to meet the demand for goods and services.

I'm talking about urban refuelling centres, urban recharge centres or even vans and fleets charging at a destination such as homes. That pattern is changing quite a great deal post Covid in terms of the supply chain and how that acts.

So we think we've got a really good, strong, robust evidence based system to highlight requirements, and support actions to deploy charging which supports EV users.

How much do you expect this could cost and where would the money come from?

We are expecting about 930 million to 1.3 billion in the time between 2025 and 2030. By 2030 to 2035 that rises to 1.7 billion. Those cost covers hardware, installation, connection of new installations of charge points, maintenance. It doesn't cover the electricity grid upgrades and the network reinforcements that will also be needed. We talk very much about a whole systems approach – it's not just transport, its energy as well and we really hope that by publishing this work we can encourage collaborations and early planning.

In terms of the actual deployment of charge points, you tend to see three different ownership models. We could see a public ownership model, which is quite often a local authority taking control of the process.

And then a 100% private sector model, which we are seeing quite a lot of in terms of the private sector coming in, paying upfront and managing the operational costs. There will be a mix of those three throughout the next decade.

We're seeing significant private sector activity. And what we're really keen to do for the North of England as a region is to encourage the private sector to come and take the opportunities within the North and take advantage of the investment, we think we need across the region.

Watch the full video with Simon McGlone, Senior Major Roads Planning and Strategy Officer at Transport for the North to learn more about how their plans and how logistics can support them. *



MARITIME'S INDUSTRY-WIDE DATA REVOLUTION IS UNDERWAY

The maritime industry is a critical part of the global economy, supply chains and logistics. Commercial shipping alone is responsible for carrying 90% of world trade and estimates from the International Chamber of Shipping indicate that around 11 billion tons of goods are transported by ships each year, from raw materials to consumer goods.

With this huge context in mind, data and digitalisation have the potential to revolutionise the industry, making it safer, more efficient and greener. We have already seen how, in recent years, the maritime sector's digital transformation has accelerated as ship managers, owners and operators increasingly understand the benefits new technologies can unlock within their operations, as well as how it can help them more efficiently and effectively fulfil their key role in the wider supply chain.

With the maritime industry facing an evolving regulatory landscape, rising fuel costs and complex people management, data-driven decision-making will be invaluable in helping maritime organisations navigate today's complex market conditions,

whilst at the same time, improving the speed, accountability and alignment of decisions with business and commercial objectives.

Data and carbon intensity

Data collection and digitalisation have been part and parcel of the industry since the International Maritime Organisation (IMO) instigated its Data Collection System on 1 January 2019. It followed the EU's Monitoring, Reporting and Verification (MRV) regional system by a year, both collecting critical fuel usage data.

The next global data collection development, the IMO's Carbon Intensity Indicator (CII) regulations, will enter into force on 1 January 2023 and using data to underpin both day-to-day and strategic decisions will become even more important.

The CII is a descriptor of how efficiently a ship transports goods or passengers measured in terms of grams of CO2 emitted per cargo-carrying capacity, per nautical mile. It is a changing, operational indicator, rather than a one-off metric – making it a job for smart digital technology and data rather than a spreadsheet.

Complying with the requirements of the regulations will force the commercial shipping fleet into vessel efficiency categories (A to E) based on historical, annualised CO2 emissions data, and charterers are encouraged to incentivise improvement by only choosing high category vessels.

This means that owners and operators will need ways to make informed decisions to improve their vessels' CII ratings quickly and cost-effectively in the short term, whilst also keeping a long-term view in mind ahead of the 2025 toughening of the regulations.

Having said that, as the maritime industry's digital ecosystem and data needs become increasingly complex, it's important that digital solutions don't cause fragmentation.

Data collection and digitalisation have been part and parcel of the industry since the International Maritime Organisation (IMO) instigated its Data Collection System on 1 January 2019. It followed the EU's Monitoring, Reporting and Verification (MRV) regional system by a year, both collecting critical fuel usage data.

Fragmented digital ecosystem

For some companies – and particularly the crew tasked with efficient vessel operations – shipping's digital era has not yet led to more accountability or optimised outcomes. Instead, it has created a world where the industry is relying on complicated, fragmented solutions that do not communicate with each other and still require a significant amount of manual, often duplicated, intervention to properly leverage. Moreover, shipping already gathers a vast amount of data that is not ultimately used.

The solution to better data use lies in breaking down data silos and ensuring that information can be used effectively by counterparties, be those cargo owners and charterers, ports, or other actors in the



SARAH BARRETT, PRODUCT INSIGHTS AT
WÄRTSILÄ VOYAGE

global supply chain. This need for a holistic, yet flexible, solution is behind Wärtsilä Voyage's Fleet Optimisation Solution (FOS), for example.

WAREHOUSING & FULFILMENT: CHALLENGES & OPPORTUNITIES

21ST MARCH 2023

8:30AM

IN-PERSON
LOGISTICS
NETWORKING

ROUNDTABLE
DISCUSSIONS ON:
WAREHOUSING & BREXIT

LABOUR SHORTAGES

TECH FOR WAREHOUSES

FULFILMENT FOR THE CITY

THE LOGISTICS POINT

The company argues that all players in the supply chain can only unlock the benefits of data and digitalisation when they use solutions that work together to connect the dots.

Port call optimisation

For example, one of the main sources of inefficiencies in maritime transportation is the time spent in port waiting for a berthing slot. According to multiple studies, container ships, for example, spend an average of 6% of their time at anchor waiting for a berth. This results in extra fuel consumption, higher emissions, and congested ports.

Picking up the example of Wärtsilä's FOS, users can integrate the company's Navi-Port system to facilitate the exchange of real-time data between ships and their destination ports to allow accurate arrival times.

The solution to better data use lies in breaking down data silos and ensuring that information can be used effectively by counterparties, be it those cargo owners and charterers, ports, or other actors.

The system exchanges required time of arrival digitally with the onboard navigation system and allows a ship's speed schedule to be adjusted for a Just-in-Time (JiT) arrival by the clicking of one button. By enabling this level of transparency and speedy decision-making can help users to unlock potential fuel savings and reduce waiting times at anchor.

By showing ETAs and enabling cargo delivery planning, digitalisation like this can also enable assurance and resilience in the rest of the supply chain. Meanwhile, digital technology can also contribute to lower freight costs through improving fuel efficiency. Shoreside staff can plan a route in partnership with a Master, who then executes the plan, before operations teams then analyse vessel performance.

It is important, however, to consider the challenges still faced when it comes to speeding up JiT arrival adoption across the industry, especially from a contractual point-of-view. This is primarily because there is no widely used industry standard clause for JiT Arrival that is included by default in the charter party.

What's promising though is that more and more organisations, like BIMCO – the world's largest direct-membership organisation for shipowners, charterers, shipbrokers and agents – are developing their own clauses for JiT arrival implementation.



There are still many potential issues here, such as with understanding the liabilities of JiT arrival, how costs/revenues are calculated and shared, for example, but the industry is definitely moving in the right direction.

Teamwork makes the data dream work

The industry is already moving to further a global approach to overcoming operational challenges. Shipowners are collaborating on the development of industry standards through initiatives such as the establishment of the Digital Container Shipping Association (DCSA) in the container vessel market. Many shipowners have also been active participants in the STM program, the IMO Global Industry Alliance, and the Port Call Optimization International Taskforce.

Considerable work has already been done in the area of setting standards for port call messaging.

The STM Validation project, and its predecessors Mona Lisa and Mona Lisa 2.0, have developed the PortCDM (Port Collaborative Decision Making) approach, including the voyage exchange format (RTZ). Wärtsilä has been an active participant in the STM Validation project, and in the creation of the RTZ format, and the company's solutions support these standards. Taking forward these learnings to generate better results in future is fundamental. The data network effect will take hold as shipping utilises more of its data. The data network effect is the positive feedback loop created when advanced software solutions interpret data.

In simple terms, the more data that is interpreted, the more robust insights are generated, and smarter products attract more users with more data.

Determining quality over quantity of data

Managing and analysing data is a skillset that is still emerging within maritime,

despite the industry generating vast amounts of data from different sources every day, and with even short voyages producing billions of data points.

Data platforms – such as FOS – unite multiple sources of information for the most accurate representation of the facts in any given situation, whether that's emissions monitoring, performance monitoring or weather data. Understanding and being aware of own data sources and their quality gives organisations a window into every area of their vessel, supply chain and team.

This is also a key lever when considering ESG, as all shipping companies now must, with their governance competencies being rated based on the transparency and accountability score of an organisation's management, operations and processes.

What's next?

Digital technologies have the possibility to change the face of maritime and these are just some examples of how data and digitalisation can unlock its full potential and the considerations that are needed before we can move forward.

The bottom line is that the data revolution is here, and the industry needs to continue working together to transform both rapidly, efficiently and securely. Doing so will enable it to tackle some of the biggest global challenges we face today that span across the entire global logistics landscape, such as decarbonisation.

What's more, while the optimisations that are being unlocked today are already making an impact, they will play an even bigger role in the future. *

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NOVEMBER 2023**

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2023**



A LOOK BACK INTO THE FUTURE

As the year draws into a close, it is a compulsory tradition to take a look at the most significant events and predict what to expect in the new year. So what really reshaped the logistics & supply chain industry in 2022? For us at The Logistics Point there were two clear trends: Sustainability and Change Management. Why?

Sustainability End-to-End

The biggest challenge for our generation will be cutting down pollution and making sure that we can still produce and grow. These two are often seen as mutually exclusive, but this year we learn that is not the case.

All organisations are trying their best to make a difference and many are succeeding. 'Sustainability is a tool you can arm yourself with,' told us Elenor Smith from Slave-Free Alliance, in May during our [Delivering Green: Creating Sustainable Supply Chains](#) event. And this is so true for the next 12 months.

We also heard from Chris Jones from Descartes System Group about how sustainability is an opportunity and not a challenge. 'Presenting delivery options to consumers and telling them which of their options are the most environmentally friendly is something you can do. It can be everything from steering consumers to choose a specific day for individual orders or to combine orders and support dynamic grouping. Instead of a fixed day, you can create density by delivering in the same neighbourhood to all residents,' [Chris explained in this video interview.](#)

But the biggest commitment from companies might come due to the fact that sustainability can cut costs and make them more efficient. As Dean Maiuba from Crossroads Parcel Consulting explained in this video interview [it is a good thing companies see sustainability as a way to cut costs.](#)

Changing The Game

Change Management is the second trend we believe will shape the industry in 2023 and beyond. The seeds have already been sown in 2022. Culture is becoming another hot topic for many companies, as they see the new generations being more demanding and taking careful look at what organisations commit to.

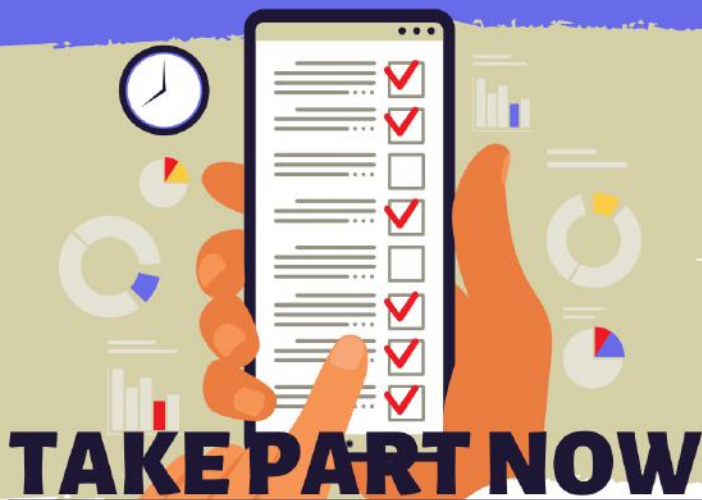
Even if organisations change their operating model and streamline with new technology, the company needs to be ready for the change. 'The end solution needs to be something people want to embrace. Of course, there will always be someone who holds on to the old ways,' told us Rich Diaz, CEO & President at Catena Solutions in [this piece about change management.](#)

Supply chains are certainly becoming more human centric and that will drive a new wave of transformation. Supply chain leaders are having to reinvent what it means to work in the industry and the essence of the sector. There is not just more focus on sustainability but actual measurable data and KPIs that can be proved. 'Great processes that aren't used aren't good processes and great devices or great software that aren't used aren't really good devices and software,' James Summers from Conker [told us in this video.](#)

So what is your opinion? Do you think we got it right? **You can share your thoughts with us by filling in our Logistics & Supply Chain 2023 Survey. ***

LOGISTICS 2023

Tell us how 2022 went & what you expect from 2023





INTERMODAL ADOPTS TECH TO SOLVE HEADACHES

Intermodal supply chains have specific challenges that need to be addressed. We spoke to Pervinder Johar, CEO of Blume Global, about how visibility should be embedded in intermodal supply chains and what it means for the overall performance.

There is a significant rise in the interest around visibility. Tracking and knowing what happens in your supply chain is a must but there are many problematic areas. 'Not everything is straightforward and does not follow a very clear path,' says Johar. Specifically looking into the intermodal area, the process has multiple points of failure and encompassing the full journey is not easy.

'With technology, trillions of dollars of waste can be removed from the system,' Johar explains. 'In addition, intermodal also has sustainability problems due to the low visibility.' Covid made things even more complicated and Johar believes one of the reasons is because for a very long time logistics was taken for granted.

'The assumptions were that there are many flights between major destinations, so capacity is not a problem.' When travel became restricted, capacity went down and caused the whole system to crumble. 'Intermodal was the most impacted area due to bad conditions everywhere.'

Additional shocks

The events in Ukraine brought an additional shock to the system. 'A business doesn't have to be physically present there. It only takes one supplier to be based there to disrupt everything,' Johar goes on. 'Oil and gas prices are also impacting.'

Johar also points at how even small events are being amplified by just how many problems are appearing. Normally, we would deal with one thing at a time. Now everything is a continuation of the previous crisis. But mapping can serve as a safety net. It can be used as a starting point to predict what could happen along the route across all modes.

But collecting the data is yet another challenge. 'There are different ways, but ocean carriers and freight forwarders can submit some of the information,' Johar says. 'The majority of the time, data can be collected straight from ports, for example.'

Intermodal of the future

'Before intermodal was not really the focus of companies,' Johar says. Technology first got applied to other areas like warehousing and last mile: primarily consumer facing areas.

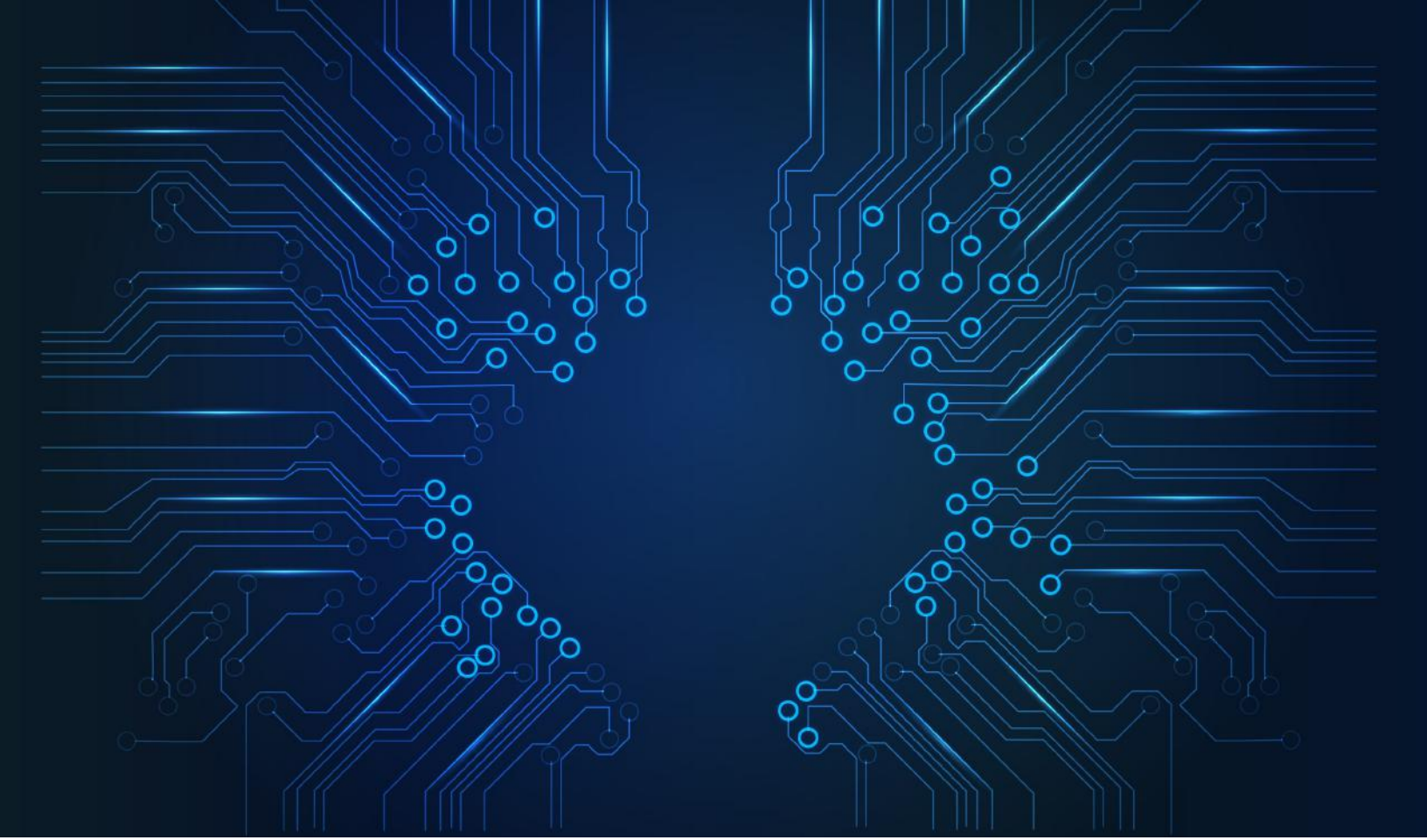


PERVINDER JOHAR, CEO OF BLUME GLOBAL

Johar believes that Covid has pushed the intermodal industry to look at technology more carefully. 'The last mile won't really work if the first mile is broken,' Johar explains.

Because often intermodal was outsourced, many shippers really did not appreciate it. Some of them decided to bring it in-house but quickly realised its complexity and how essential it is not to miss out any part of the journey. 'They will charter full ships but then forget about the trucks at the port,' says Johar. Others did the opposite and got stuck as well.

Now there is more appreciation about how intermodal actually works. This could lead to bringing it back to professionals. 'The largest companies in the world can do it in-house, but the majority should rely on forwarders,' Johar comments. 'A good technology platform can help them connect the dots and find the right logistics provider.' *



VIDEO

ELECTRONICS: A SUPPLY CHAIN LIKE NO OTHER

The electronics' supply chain is certainly unique on multiple levels. It is not only a high value sector, but embraces technology in a way that many other supply chains do not. We spoke to Erik Lund, Head of IoT Tracking Division, SONY Visilion, about the challenges electronics face and how organisations are monitoring and replying to the uncertainty that has been building up during the last few years. You can watch the full interview with Erik now.

Erik, as with all other sectors, the electronics' market has been heavily disrupted over the last few years. Are things settling down now and what are the challenges at present?

The blockages in the supply chain that companies have been fighting in the last couple of years are easing up. This includes ports' congestion and unavailability of containers. Ocean rates have also been going down. So while those challenges are starting to be resolved for many, now we're seeing everything that everybody has been pushing to get on the road, plane and ocean, arriving just when demand is softening. Problems are not appearing at the destination areas as a net set of problems around warehouse capacity and demand.



For the electronics' sector they have been dealing also with the component shortages. That remains unchanged. Lead times are also going up rather than going down.

Electronics are a high value sector. How can goods be protected on the supply chain side of things?

Yes, the industry is certainly high value as well as a high value transport. There are a lot of attempts for theft. It is very much an industry that's focused a lot on loss prevention and profit protection. The aspect of supply chain security monitoring is very much on the top of managers mind next to risk management. Insights are sought about where things are but also where they are expected to be. Any information with regards to deviations of any kind is tremendously important for electronics companies.

Often we hear about this but as often no one seems to own the process. What about the electronics' sector? Who owns it there?

Contrary to other industries, the electronics' sector takes this as a responsibility for themselves or they seek solutions for themselves. Cargo and asset tracking type services are very much in the discussion or being sought after by the companies within electronics.

But also they look for the more advanced service where you provide an active Control Tower, a service where you're monitoring the progression of all the various shipments that are ongoing. They want to have the ability to act and interact when necessary.

What trends should we expect when it comes to tracking in the supply chains in the next few years?

We are expecting more and more to have a real time or near real time visibility of all the moving components in the supply chain whenever it might be. This would include individual assets like ships, cargo, etc. There will be a need to provide an insight into possible losses, but also to optimise and orchestrate their use of their own assets and facilities better and even more tightly than is the case today.

But certainly we are seeing the type of technologies that we are working with are reaching a maturity stage. And it is something that is driving the discussion a lot and will be doing so in the coming years as well.

Is it possible that investment will suffer because economies are under pressure?

To the contrary. The pandemic has shown the need to know what is happening in a much more real time case. And that that remains unchanged. The digital transformation of people and supply chains is something that is happening and has massive values to be reaped in operational efficiency and gains. We are seeing a lot of those conversations starting in the early stages of projects.

Watch the full video interview with Erik Lund, Head of IoT Tracking Division, SONY Visilion now. *



LAST MILE & E-COM ONLINE EVENT

NOVEMBER 22ND 2022



VIDEO LOOK TO THE BEST FOR RETURNS SUCCESS

Returns are increasing and are one of the reasons why consumers stick to a retailer. For 3PLs this means that they will have to take the whole process and truly own it. Jack Sims, Business Development Manager at Doddle, took the stage on the 22nd November during our Last Mile & E-Com Event to talk about returns and why 3PLs should make them successful. You can watch the full recording of Jack's presentation now.

Yes, returns have become a challenge and have been one for many years. E-commerce is here to stay and the numbers show that growth will continue. Surprisingly returns are growing faster than online sales. This calls for the creation of a good and working returns' strategy.

Look at the best

Jack Sims spoke about the old way 3PLs approached the problem and how they should transform. But very often it is hard to imagine what the first steps should be. Jack suggests both 3PLs and retailers to look at those that are performing best in the returns space. Companies like Amazon and Assos are so skillful in dealing with returns. They have built their own returns platforms and manage each product, understanding why it is being returned and what conditions it will be.

Of course, SMEs do not have the capabilities of such large players. But according to Jack that should not stop them from asking questions and evaluating their processes. The quality of the returns' service is a key reason for more consumers to come back and shop. 3PLs should help here by offering solutions to their clients that can handle the whole process.

'It's going to make them much better at acquisition and retention,' Jack explains in his presentation. Good technology can even look at the return journey before the consumer has thought about it. And in addition, a better served return process reduces costs.

When we look at the small print we discover that in March next year, there will be a significant rise in the fuel duty, something which wasn't announced on the day.

MAKE RETURNS A DODDLE*

***doddle, n. (Brit): a simple task, straightforward**

doddle.com



Multiple journeys are not made and the environmental aspect is improved.

Making them know

Consumers' awareness is key here. Educating people will take some time but Jack says it will deliver lasting, positive results. The role of 3PLs here is also essential. They would be the one who would interact with people and their platforms can make consumers more aware. 'You can offer a more sustainable option that is cheaper or free, but the refund will take a bit longer,' Jack goes on.

There are many options for retailers and 3PLs to improve and they should start asking the questions now.



JACK SIMS, BUSINESS DEVELOPMENT
MANAGER, DODDLE

You can watch the full presentation now and learn more from Jack Sims, Business Development Manager at Doddle. You can also learn more about Doddle on their webpage. [And more from Last Mile & E-Com Online Event here.](#) *



LAST MILE & E-COM ONLINE EVENT

NOVEMBER 22ND 2022



VIDEO

ULTRA-URBAN WAREHOUSING TO GROW DESPITE MARKET UNCERTAINTY

The warehousing market is always affected by what is happening in the economy as a whole. With the economic downturn investors are waiting for better times but that does not mean all areas will suffer. Robert Cohu from Montagu Evans and Tom Davies from Bloom Developments, took the stage on the 22nd November at our Last Mile & E-Com Online Event to discuss the future of ultra-urban facilities and who will benefit the most.

Occupiers are still looking for the ultra-urban warehousing for last mile operations. Such facilities, however, are in short supply. Both Montagu Evans and Bloom Developments look at the market in Zone 1 and 2 in Central London.

Many of the buildings have either been demolished to make space for residential developments, or are just not upto a good standard. Despite that, multiple projects are underway that will transform the landscape.

Walking Distance

For example, Amazon is looking into operating a central location where pedestrian couriers can deliver parcels. The goal is to limit the mileage and reduce emissions.



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'More and more companies are looking at such spaces as they need to cater to those end-consumers,' Tom Davies explains.

On the investment side of things, there is a lot of capital looking for opportunities but conditions are not very clear. Both Robert and Tom believe investors will wait until they can get more favourable conditions. There is also the expectation that the market will not reach the peaks we saw in 2020 and 2021.

Who is it for

Ultra-urban facilities are often seen as the theritoty of fast delivery companies and quick commerce. This is true to some extent but other companies are also hiring such spaces. They might want to serve their consumer better by being closer and still offering Next Day Delivery. 'Also the investment in the rapid grocery area has calmed down,' explains Robert Cohu.



ROBERT COHU, MONTAGU EVANS, & TOM DAVIES, BLOOM DEVELOPMENTS

You can watch the full video recording from Last Mile & E-Com Online Event with Robert Cohu and Tom Davies now. You can also learn more about Doddle on their webpage. [And more from Last Mile & E-Com Online Event here.](#) *



LAST MILE & E-COM ONLINE EVENT



NOVEMBER 22ND 2022



VIDEO

HOW TO PROTECT CONSUMERS FROM GREENWASHING

Greenwashing is not something many organisations are ready to talk about. All companies are building an image that focuses on how well they protect the environment and the additional resources that are being invested. Paul Needler from iParcelBox and David Dawson from University of Hull took the stage on the 22nd November at our Last Mile & E-Com Online Event to talk about how companies can reach true green by providing more data to consumers so they are better informed.

Paul and David presented the Myparcel Carbon Calculator - a free tool that allows consumers to calculate the carbon impact their delivery choices have. People can enter their address and the address of the nearest pickup point. After that they can choose how they will collect the items and whether they will do more during the collection. The platform can calculate the carbon impact and suggest what type of delivery is better.

Sometimes it will be best and most environmentally friendly to have the parcel delivered to the consumers' homes. Paul cautions logistics operators who want to rely on lockers and PUDO locations and says they are not always the most sustainable option. Depending on how the consumer collects their items, a delivery could be better.

'As an industry, what are we going to do to make sure we are not greenwashing customers?' Paul asks.

Consumers' Involvement

Consumers are becoming more aware of how their delivery options are impacting the environment and soon we can expect them to demand more visibility. Unfortunately there is very limited objective research on the topic.

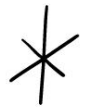
Universities like the one in Hull are able to fill in the gap and provide more information to companies seeking to improve their operations and deliver the most sustainable option for their customers.



PAUL NEEDLER, IPARCELBOX AND DAVID DAWSON, UNIVERSITY OF HULL

You can watch the full presentation by Paul Needler and David Dawson from Last Mile & E-Com Online Event now. [And more from Last Mile & E-Com Online Event here.](#)

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VIDEO

Q-COMMERCE CAN WORK BUT AT WHAT PRICE?

Quick-Commerce has been expanding in recent years but latest developments have seen many companies scaling back. Is this the end of Q-commerce. Daniel Levan-Harris from Mango Logistics Group and Pieter van den Hoven from StoreShippers took the stage on the 22nd November at our Last Mile & E-Com Online Event to discuss the future of Q-Commerce and its financial framework. You can watch the full recording now.

'Quick-commerce can work but not for low margin groceries,' begins Daniel Levan-Harris. He is sceptical that the model can ever be profitable as people fight to get cheap groceries delivered as fast as possible without covering the costs. Daniel believes there is a place for the quick delivery but it would need to be priced correctly.

He gives the example of luxury goods that can be delivered with a premium. When the item is already expensive, the consumer is unlikely to be unhappy about paying more for a delivery.

Pieter agrees with that. He also raises the point of why organisations are building new dark stores and other fulfilment centres, when there are plenty of supermarkets that can be repurposed.

'I believe in quick delivery, but quick grocery delivery at the moment is a gimmick,' he goes on.

Pay more

Both also look at how pricing deliveries so low impacts the quality of the service. Someone has to pay for it otherwise the service is poor. According to Daniel and Pieter bad customer service is a direct result of underpaying drivers and riders. When riders are underpaid there is no incentive for them to do their job well.

Overall both agree it would be very hard if not impossible, to reach a stage where quick grocery delivery is profitable and generates a good basket size. You can watch the full discussion between Daniel Levan-Harris from Mango Logistics Group and Pieter van den Hoven from StoreShippers now.



DANIEL LEVAN-HARRIS FROM MANGO LOGISTICS GROUP AND PIETER VAN DEN HOVEN FROM STORESHIPPERS

[And more from Last Mile & E-Com Online Event here. *](#)



LAST MILE & E-COM ONLINE EVENT

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VIDEO **RETAILERS** **BETWEEN FAST &** **SUSTAINABLE** **DELIVERY**

Winning and retaining loyal e-commerce customers is one of the biggest problems retailers now face. Your ability to create seamless deliveries will become your competitive advantage if you have access to the right technology. Retailers are required to simplify the most complex aspects of delivery logistics to achieve best-in-class customer experiences at scale from order-to-door. Mike Elton from FarEye took the stage on the 22 November at our Last Mile & E-Com Online event. You can watch the full presentation now.

In his presentation Mike looked at why companies need to focus on delighting consumers. He also covered the question of how to invest in greener strategies and vehicles, along with why your company can't afford not to invest in such technologies.

Mike also discusses the need to at least start looking at replacing the heavy-polluting fleet, as soon companies will have no other option but to buy new, electric, hybrid or any other type of new, greener technology vehicle.

The post-purchase experience was also one of the topics in Mike's presentation. Speed of delivery is certainly important, but what the industry is seeing is the increased demand for timed deliveries.

This only adds to the challenge and complexity for retailers to meet customer expectation, whilst achieving that optimal cost to serve.

Looking at the retail landscape Mike explains that many retailers are now focusing heavily on the sustainability part of their business. 'Majority of consumers now want more than just a choice on how quickly they can receive their purchases, but also how they can play a part in insisting on a green sustainable delivery,' he says.

Change is constant

Mike also covered the topic of change. Although he agrees it is hard to predict exactly what would change, history has proved that customer demand, legislation, and companies service offerings constantly change.

The challenge for retailers is to keep up with, and potentially, stay ahead of such changes.

To support this, organisations would need to look for reliable technology partners to invest in. 'The key for businesses is to find the right, long term, technology partner who can support both today's challenges as well as tomorrow's, and this is where FarEye can play a significant and major role', Mike explains.

You can watch the full presentation by Mike Elton from FarEye now. You can also learn more about FarEye here.

[And more from Last Mile & E-Com Online Event here. *](#)



LAST MILE & E-COM ONLINE EVENT

NOVEMBER 22ND 2022



VIDEO

THE 4 PILLARS OF A SUCCESSFUL E-COM LOGISTICS

Managers have a hard time when it comes to focusing on their strategy and even creating one. This is not surprising as operations take a lot of effort and they need to be maintained. But knowing where your business wants to go allows for more focused work and better results. Jord Brethouwer at Bol.com and Rayan Bannai at Squared took the stage on the 22nd November at our Last Mile & E-Com Online Event to talk about how logistics can support and improve e-commerce strategies.

When you look at your strategy, you might fall victim to the misconception that it is something done just once every year. But for Jord Brethouwer at Bol.com and Rayan Bannai at Squared such a way of looking at it, means that companies are making themselves vulnerable to changes and risks. Jord looks at how organisations need to structure their operations and what are the pillars for successful strategy.

4 Pillars

The first one is flexibility. It is important to be able to evaluate your strategy and change when there is the need for this. Don't get stuck behind a decision just because it has pre-agreed. Market conditions change constantly and your strategy needs to be the same.

Following this is quality. Not just the product that you provide needs to be good, but the service. This is extremely important for e-commerce brands, as the only time they interact directly with the brand is at the delivery point. Sustainability is clearly another pillar. We all have an interest in being more sustainable and the business needs to reflect that. Finally is the convenience and the need for easy and speedy delivery.

Data-driven

But to understand that for Rayan it is important to be data-driven. Such an exercise should include all parties in the company and the most important partners. Your strategy is not isolated from the outside world. You need to be able to know what you want and what are the wishes of your customers too. 'You need to know what the demand is and your supply options are,' Rayan explains.



JORD BRETHOUWER AT BOL.COM AND
RAYAN BANNAI AT SQUARED

You can watch the full discussion with Jord Brethouwer at Bol.com and Rayan Bannai at Squared now. [And more from Last Mile & E-Com Online Event here.](#) *



VIDEO

A SME'S JOURNEY TO A GOVERNMENT SUPPLIER

It is not often that SMEs get put on a level playing field with larger organisations. Resource restraints are a huge factor to this but SMEs can also get overlooked when compared to their larger competitors. We spoke to Matt Whitaker and Martin George from Bis Henderson Space on the change that SMEs need to undertake and how Bis Henderson went through the transformation to become a named supplier on the Crown Commercial Service (CCS) Storage, Distribution, Kitting and Associated Services Agreement (RM6282). You can watch more in the short video below.

Who are the Crown Commercial Service (CCS) and what does it mean for Bis Henderson Space?

Matt Whitaker: CCS is the biggest public procurement organisation in the UK using its commercial expertise to help buyers in the public and third sector to purchase their requirements. It allows SMEs, such as us, to access government contracts and the opportunity to respond to public sector procurement activities. They are procuring based on government standards to provide the best value for the taxpayer.

Martin George: It is a rigorous process to get on the framework and it is not just about price or commercial services. It is also about the wider processes within the organisation and the culture. For us that was useful, as it helped us to look at ourselves and work on the quality

ABOUT THE CROWN COMMERCIAL SERVICE

THE CCS IS THE LARGEST PUBLIC PROCUREMENT BODY IN THE UK. THE SERVICE SUPPORTS GOVERNMENT ENTITIES WITH THEIR PURCHASING DECISIONS AND HELPS THEM SOURCE GOODS, SERVICES AND SOLUTIONS. CCS OFFERS A SIMPLIFIED PROCESS AND SUPPLIERS WHICH HAVE ALREADY BEEN APPROVED. IN 2021/22 CCS HELPED ITS CUSTOMERS ACHIEVE COMMERCIAL BENEFITS TOTTALLING OVER £2.8 BILLION OF PUBLIC MONEY BY USING A CCS AGREEMENT.

we provide, the processes we use and how we approach broader topics such as ethics.

How would this affect your suppliers and partners?

MW: The framework impacts not just us but our suppliers too. We have a duty to fulfil and ensure that anyone we work with can fulfil the same criteria when it comes to required accreditations and standards.

What changes did you have to implement in order to get onto the framework?

MG: The changes weren't too difficult but involved the whole of the organisation. We are a relatively small company and that was a benefit. We had to look at our capabilities and be able to demonstrate them. Also, we had to prove aspects such as financial stability, plans and company procedures around sustainability and anti-fraud. It was a team effort across the whole company.

What advice would you give to companies who are looking into undertaking a similar transformation?

MG: As a SME we had to look at all our processes and compare them to the larger organisations and make sure we can deliver the same value. To a medium size company I would say, before you embark, make an audit. Check your wider business processes before you get started. It is not just about your core business but also your backroom processes.

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Tell us how 2022 went & what you expect from 2023

TAKE PART NOW

Has the public sector become more aware of the benefits of a sound logistics partner?

MW: For us, the public sector's understanding of the supply chain has improved immensely. We attended a Procure Health Event to connect with the public sector and talk about our offering, as well as mentioning that we are a named supplier on CCS's RM6282 framework. CCS hold regular meetings with the framework suppliers and share knowledge and best practice. They also held training events to support suppliers with key aspects of the public sector and how we work with them. CCS recognises the value that SME's can offer to the public sector.



Watch the video with Matt Whitaker and Martin George from Bis Henderson Space below. *

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