

THE LOGISTICS POINT

YEAR 4 | ISSUE 02 | FEBRUARY

2023

EXCLUSIVE
VIDEO CONTENT
INSIDE

LOGISTICS IS GOING SMALL: THE RISE OF THE URBAN HUB



Smaller, faster and more complex! Welcome to the new urban hub.

**WAREHOUSING
2023 EVENT**

What To Expect From Our
March Hybrid Event

**INNOVATION
CALLING**

Supply Chains Look At New
Ways of Working

**NETZERO
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The Skills We Need To Reach
Our Goals

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ONLINE

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EDITOR'S NOTE

Celebrating the warehouse!

Welcome to the latest edition of The Logistics Point Digital Magazine. This month we are turning our focus towards the warehousing sector. With a series of articles we are exploring how hubs are transforming and who is responsible for it.

We start with Autostore and the automation of retail operation. Russell Holmes from Autostore will be part of our Warehousing & Fulfilment Hybrid Event in March. The event features an online conference on the 7th March and a first for The Logistics Point In-person Networking Event on the 21st March!

[Get your combined ticket here!](#)

Exploring Omnichannel

With the help of Deposco we also look at the omnichannel challenge. How retail and logistics are responding to the need to deliver from different locations and to different consumers at the same time.

Simon Rispin, Director at SMR Architects, who will deliver an insightful presentation at our March events, takes a look at what micro-hubs are going to look like.



Clean Air Zones

BackHouse Jones Solicitors, also part of our March events, take a quick look at how logistics can respond to the introduction on Clean Air Zones around the UK.

In March BackHouse Jones will deliver a talk about different grants that can help logistics companies with Clean Air Zones and how to appeal a decision.

To learn more about this and other Warehousing & Fulfilment topics, just register for the March Hybrid Event!

[Get your combines ticket here!](#)

Nick Bozhilov
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VIDEO

THE POWER OF RETAIL TECH

Technology is becoming an everyday topic for logistics and supply chain managers. At the same time consumers are embracing digital technologies and robotics faster than ever. Retailers of all sizes are trying to implement not only something that looks nice but also that brings true value. We spoke to Russell Holmes, Business Development Manager at AutoStore UK & Ireland about tech adoption in logistics retail. He is part of our [Warehousing & Fulfilment Hybrid event in March](#). [Get your ticket here and watch the video below.](#)

Russell, how do you evaluate technology adoption for logistics retail in 2022?

In the last 12 months we have seen a general shift away from large scale mega projects, that were the traditional backbone of the industry. Typically those projects are space hungry. They lean more on fixed automation designed for specific performance criteria, often requiring new DCs.

Organisations are now seeing how flexible the market is and are pushing more towards utilising the existing infrastructure, which means that the automation needs to be much more flexible, be deployed possibly in smaller areas in a more modular fashion, and then be able to be scaled quickly afterwards.



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We've seen this trend of automation needing to make the existing property more efficient, and it means smaller, scalable systems that are being deployed

Is this because companies are more careful about how they are using the money they have or due to consumers' attitudes?

The challenges faced within the supply chain are still the same as they were a year ago. There is a labour shortage, energy crisis and increased SKU demand by consumers, as well as increased demand for customisation. There is a requirement to deploy automation in different facilities but the focus is not on how it is being done.

So the organisations are having to adjust what they're doing in terms of operations, finding different pockets where automation fits, which has pushed the way

from these mega projects to smaller projects. The theme is to utilise the space in an existing warehouse better.

What type of technologies are going to be used in 2023 and beyond in retail?

We already mentioned SKUs profile and how much stock can be held. But the other thing is how consumers are purchasing and interacting with the technology. There was a shift from in-store to online which has now slightly decreased but is still there. There is a rise of the omnichannel approach which is not always solved very well.

We are now talking about how to enable users to order online and pick-up in-store. This is something Autostore has introduced and is about improving consumers' experience.

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Isn't there a barrier to adoption of such systems due to the fact that they might be too complicated for consumers to use?

With tech implementation in a company there is always time for training. With consumers' facing technology there is no such time. The project is live on the day. We have developed a technology which instructs shoppers, with the correct safety mechanisms and they follow an on-screen light. It is a very simple system.

And what about technology that is used by logistics operators who serve retailers?

Everyone expected that various technologies will be deployed to the 3PLs market to assist operations.

Although people are convinced that technology has its place, it has taken 3PLs longer to adopt it. It might be down to how contracts are deployed or just purely operational. Flexibility within those organizations perhaps didn't match the automation that was available.

But we have seen a trend within that area where the 3PLs are actually starting to adopt precise technology also in particular Autostore. And it is because the automation has become flexible and adapts to their operations easily.

You watch the full interview with Russell Holmes now and don't forget to register for Warehousing & Fulfilment Hybrid event this March to meet Autostore and Russell in-person in London. *



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MICRO-HUBS ADD A LAYER OF OPERATIONAL STABILITY

Urban logistics is becoming a key topic. But there are still many unsolved challenges. We spoke to Max Wilson, Founder of SpokeSafe, about the future of micro hubs, how cargo bikes are being catered for by private and public partnerships and more. In the future Max expects innovative solutions and more urban hubs that will serve the consumer faster, but what will happen to the traditional larger logistics hub?

Max, what would the benefits be from smaller, inner city spaces for large logistics organisations?

I think the benefits of a distributed network of spaces for logistics organisations depend on their underlying model.

For most operators they will still need a larger hub on the edge of the city (or multiple ones depending on their scale) to act as their nerve centre and operational HQ. A company doing parcel delivery or order fulfilment will also need space to store the goods being delivered. So I don't think a smaller network replaces a centralised hub, it supplements it.

For a courier the benefits are pretty clear - their riders don't need to travel all the way back to their base in between jobs, and



A lot of the larger retail units in urban centres could operate as a mixture between a normal consumer shop and a distribution hub.

they can use the distributed network to reduce latent travel time, charge batteries, take a rest or to reduce their journey time when travelling to / from work at either end of the day.

For delivery companies I think a lot of those principles still apply, but in order to maximise the utility you would need fulfilment to the micro locations. So while the riders are out doing the drops, someone is replacing the orders in the micro hubs.

A distributed network also allows operators to drop off and repair faulty bikes closer to where the incident has happened, which saves money and time, and also means they have space to accommodate peak demand periods - you can off-site the bike storage to a cheaper location in the city and prioritise your core space for the storage of parcels.

For the spaces that we have at Spokesafe, we also operate a very flexible subscription model which means the operators don't need to take leases or spend money to build the spaces - they can flexibly adjust upwards or downwards how much space they need. Our operating system also allows them to grant access to all of their riders and service partners, so anyone can get to the bikes if they need to. This is quite efficient from both an operations and finance perspective.

Do they not affect the economy of scale?

This depends on which type of logistics model you're talking about and what types of vehicles you are using. If you're using a cargo bike, which is generally faster around a city than a van, the loss in the total amount of goods you can transport is potentially made up for by the greater frequency of trips you can make and shorter delivery periods.

Especially if you are able to fulfil the micro hubs while the riders are out. Running cargo bikes is also cheaper than running vans. So that's where the balance needs to come in.

I think a lot of the spaces that are going to be used as storage or distribution hubs are going to change as well going forwards. I wouldn't be surprised if a lot of the larger retail units in urban centres operate as a mixture between a normal consumer shop and a distribution hub. Sort of like a shop at the front and a fulfilment centre at the back. If that happens then it makes lots of sense for the logistics operators to be as close as possible to the retail shop so they can fulfil the orders faster and with less travel time. This is essentially what the rapid delivery companies like Deliveroo are doing. In this scenario the question would be whether you needed a main hub in a peripheral location at all.

Who would build and operate them? In cities like London industrial space is really limited and in some locations just doesn't exist.

I think this is a huge trend almost everywhere - industrial space has dried up in fringe locations as it has been converted to higher value uses like residential.



This will continue to happen as well given the huge difference in value between residential and industrial real estate.

But there are ways of effectively re-purposing even lower value space to industrial / logistics use which has seen an increase in value. We have been doing this at Spokesafe - taking parts of car parks in central locations and converting them to cycle parking / cargo bike spaces. These are extremely central locations where the economics make sense to do this.

If you're using a cargo bike, which is generally faster around a city than a van, the loss in the total amount of goods you can transport is potentially made up for by the greater frequency of trips you can make and shorter delivery periods.

Companies like British Land are taking this up a level and buying whole car parks to turn into last mile distribution centres. A case in point is their purchase of the Finsbury Square underground car park which is being transformed into a multi-level logistics space.

Other companies such as Bloom are taking a slightly different approach. They are buying up traditional light industrial space in London, at quite high prices, and converting them to last mile logistics space with a real focus on design and amenity. I think they have four locations in London at the moment so it's worth watching how that pans out.

At Spokesafe we are also working with a lot of transport operators such as TfL and Network Rail to take the spaces that they have and open them up to logistics operators. For example we manage two facilities at both London Bridge and Finsbury Park stations which have space for cargo bikes and are being used by logistics operators. So there is an element of looking at the urban landscape and figuring out ways to backfill the loss of traditional industrial space more creatively.

In terms of operating the spaces, the traditional model of the logistics company taking a lease from a landlord for 5-10 years will still of course happen. But I think with the technology we have now there is space for a more flexible model whereby multiple operators can share the same

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space to maximise efficiency and reduce costs. That's what we're really focussed on at Spokesafe - how do we build a technology product which allows operators to access as many spaces as they need as and when they need them, while minimising the management headache for the landlords.

How would these spaces look like if they have to accommodate more bikes, riders?

The underlying use cases, delivery methods and models are all changing pretty rapidly at the moment so it's tricky to put a stick in the sand and say it's going to happen this way or that way.

I think one of the trends which should play out pretty naturally is more rider amenity space. Delivery riders have a tough job so having a space where they can recharge, eat and rest will be an advantage for operators that are looking to hire staff.

Some of the spaces that I think will be transformed into last mile logistics spaces, such as car parks, also have physical constraints like low floor to ceiling heights. This will limit some of the vehicles that can be used in them and how those vehicles are stored.



They are also of course lacking in natural daylight and ventilation, so that's something to consider as well.

So again I think it's difficult to predict exactly what this will look like from a physical perspective, but I think we will start to see some quite creative solutions to these issues which is quite exciting. *

Our members are concerned that they have a shortage of mechanics for EVs, for example. As these vehicles become more mainstream, companies will require more people with the relevant skills.



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LOGISTICS MOVES AWAY FROM LARGE HUBS. WELCOMING THE URBAN CENTRE

Traditionally logistics has made use of large distribution centres away from city centres. In the last few years, however, the approach has changed. Companies are looking at ways to accommodate the growth of e-commerce and get closer to the end consumer. We spoke to Simon Rispin, Director at SMR Architects, about the future of warehousing. Simon is joining us this March at Warehousing & Fulfilment online. Both in-person and online he will talk about the future of the warehouse. Get your ticket now!

How have last mile hubs changed in the last few years with the growth in e-com and the pandemic, accelerating home working?

Home working has not slowed the demand for inner city hubs which can facilitate greener methods of delivering and improved delivery time scales. The growth of micro hubs across our denser populated conurbations continues to demonstrate the demand.

The demand for strategic sites in all major towns and cities continue to be driven by the location of chimney pots which means more complex solutions and compromised sites are being considered by last mile operators.

Clear heights, good size yards and quality office content are pre-requisites of attractive units, but the location remains key.

However operators are internally developing their own process models, requiring bespoke buildings to maximise efficiency and volume, the two sometimes simply don't go hand in hand. We have looked at multi-level facilities, former basement car parks and remodelling retail facilities to name a few, a far reach from the typical 'big box'.

Where would these hubs go?

Stem time from depot to letterbox remains a key measure and therefore anywhere there are high populous is a simple answer. Operators are looking at town centres for drop off and pick up points, edge of town for larger facilities all requiring immediate connection to a major road network. There is also an amount of what is now sub-standard older stock which are slowly being superseded by better located buildings, or just more practical buildings.

Usually we think of hubs as something large, but space is limited. What should be taken into account at the design stage of a hub?

Hubs need space, connectivity and power. The shift towards EVs generally means vehicle fleets are more typically stationed on site rather than off, they need significant electrical infrastructure and

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Operators are looking at town centres for drop off and pick up points, edge of town for larger facilities all requiring immediate connection to a major road network.

more land, or we then look at decked parking solutions. In some locations this creates a significant design challenge as building density to land take is below institutional expectations and local authority expectations. Explanation of job creation and more modern logistics helps but there is still education needed.

How can hubs be designed to accommodate a variety of usage and companies with different needs?

This is an issue when more last mile operators are requiring 'build to suit' solutions. One size really does not fit all. However, there is hope.

Positive initiatives towards actively considering building re-use or even being demountable due to sustainability / carbon reduction initiatives mean by designing in adaptability a wider pool of operators may use the same (adapted) space.

As these are typically more urban environments other uses should come into play post last mile occupation.

Clear heights, good size yards and quality office content (all areas we support our clients in developing) are pre-requisites of attractive units, but the location remains key.

Simon Ruspín will join us in March for Warehousing & Fulfilment Hybrid event, where you can experience an online conference and an in-person logistics networking.

[You can get your combined ticket for the March event here!](#) *



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VIDEO

OMNICHANNEL'S TWO FACES: CONSUMERS' SATISFACTION VS OPERATIONAL EFFICIENCY

Consumers changed and demand it all at the same time on multiple platforms. But operating like this is challenging. Omnichannel was something that a few were doing, but now it is becoming standard. We spoke to Will Lovatt, General Manager VP at Deposco Europe, about omnichannel and evaluating success. You can watch the full video below.

Will, how can we examine the omnichannel strategy so we know it is fit for purpose?

I don't think you can assess the success of an omnichannel strategy without first looking at sales. I will include in that customers' satisfaction, churn rates, order accuracy, cost of fulfilment orders, out-of-stock rates, how much excess inventory I'm carrying, what's my profit or loss from late or incorrect orders?

Next I will look at the KPIs against each individual. For example, the hourly picking rate per employee. Also, how many orders are shipped on a daily basis. There are some key questions. Am I operating the facilities at capacity and doing that efficiently? How much time are my individuals spending on looking for items or sorting errors and issues?

The way we measure those is important to understand. This can't be an Excel sheet or an accounting system because the reach of those systems and the immediacy, the real-time nature is inadequate for the dynamic world which omnichannel e-commerce now demands.

Traditional solutions have a certain reach and insight into this area, but perhaps are less flexible for the sheer level of change that we're seeing across the e-commerce world. So it needs to be a fit-for-purpose measurement solution that sits on the back of the operational systems.

Seems like there are two worlds clashing here. One is of the consumer and the other of the operational side. So if we start with the consumer, how do you make sure that whatever you're supplying or offering them is the right thing?

So, how do we know it's the right offer for the customer? We listen carefully, and that's a difficult item.

We have to collect data across every possible moment. We, as an e-commerce business, have gone down a channel of looking at faster delivery times, looking at wider ranges, expanding the offer, to look at marketplace offerings - almost blind of customer feedback. We are increasingly seeing a consumer with a vision and opinion on things like sustainability, packaging, delivery methods.

How about the warehouse? Is it the same one we are all familiar with?

The traditional supply chain was built to be fit for purpose for highly efficient bulk delivery into retail. Now we have to look outside the traditional warehouse footprint to any fulfilment centre. It could be a traditional warehouse, a dark store, or even a retail store itself. Each of those will play a role in the network, which is the fulfilment operation.

We're picking singles, which a forklift can't do, so therefore we're helping individuals to be more effective in that environment.

We're seeing a big swing towards Direct-to-Consumer. It is tough to ignore such a route to market. The consumer will decide where they're going to buy products, what and when they buy it.

There are operational challenges and safety challenges like the mix of individuals and forklifts. The warehouses that we're familiar with now have multiple zones of operation. They have bulk storage, bulk output, maybe they're serving retail and franchise operations, as well as pick, pack, ship direct-to-consumer. We'll see a range of tools facilitating those flows.

What happens if a company decides that omnichannel is just too complicated for them?

We're seeing a big swing towards Direct-to-Consumer. It is tough to ignore such a route to market. The consumer will decide where they're going to buy products, what and when they buy it.



You can watch the full interview with Will Lovatt and learn more about how to evaluate an omnichannel strategy, how the warehouse looks like and more in the video below. *



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HOW TO GET FINANCIAL SUPPORT FOR CLEAN AIR ZONES COMPLIANCE

If you are a HGV or PSV operator, you will most likely be aware of the Clean Air Zones ('CAZ') being implemented around the country, which charge non-compliant vehicles each time they pass through a designated CAZ. Backhouse Jones, a leading law firm in the logistics sector, takes a look at what funding is available and how to get it. Backhouse Jones will join us on the 7th March for our Warehousing & Fulfilment Event to talk more about the topic. [Get your ticket for the online and in-person event now.](#)

To avoid being charged for driving your bus, coach, or HGV through a CAZ, the vehicle must meet the minimum standard of a Euro VI vehicle. Whilst funding is available for operators to upgrade or replace their non-compliant vehicles, the onerous application process and imminent deadlines are causing difficulties for many operators.

Funding

Local authorities are offering funding through grants and financial support schemes to replace or retrofit non-compliant vehicles so that they meet emission standards, and therefore avoid the charges for driving through CAZs. To apply for funding operators will need to satisfy eligibility criteria and accurately and truthfully complete applications, which will be used to evaluate their eligibility for financial support.


The deadline for submitting HGV or PSV funding applications for the Bath, Bradford and Portsmouth CAZs have expired. However, applications for funding are still open for Birmingham, Bristol, Tyneside, Sheffield, and Greater Manchester.

Requirements

The eligibility requirements for funding applications differ for each CAZ and include burdensome constraints, most notably, evidencing the frequency of entry into the relevant CAZ based on current commercial operations. Furthermore, operators are required to provide substantial evidence and data when applying for funding and will need to comply with certain CAZ specific terms and conditions.

Therefore, significant importance should be placed on understanding the specific requirements and what needs to be evidenced for each funding application. This is to ensure that eligible operators are not missing out on funding intended for them due to inaccurate or non-compliant applications. Local authorities are accepting appeals for unsuccessful applications, but there is limited information available on the prospect of successful appeals and given the constraint timeframes, getting it right first time is desired.

If you believe that you may be eligible for funding to upgrade or replace your non-compliant vehicle to meet emission standards, Backhouse Jones can advise on the prospects of a successful application or how to appeal unsuccessful one.



CAZ AREAS

The following cities currently have clean air zones in operation:

- Bath has a Class C clean air zone.
- Birmingham has a Class D clean air zone.
- Bradford has a Class C clean air zone.
- Bristol has a Class D clean air zone.
- Portsmouth has a Class B clean air zone.

With future CAZs planned for the following cities:

- Greater Manchester (under review).
- Sheffield will start charging on 27 February 2023.
- Tyneside (Newcastle and Gateshead) will start charging on 30 January 2023.

Backhouse Jones will be part of our Warehousing & Fulfilment Hybrid event in March.

[You can get your combine ticket for the online conference and the in-person networking event now.](#)

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VIDEO QR CODES REVOLUTIONISE ROUTING & TRACKING

Despite the large number of technology companies in logistics, the industry has been surprisingly slow to move away from more traditional operational models. Many still use paper for critical activities. But something as simple as a QR code can help alleviate high costs, hard maintenance and slow onboarding. We spoke to Sam Titus, CTO at FreightPrint, about how the industry is adopting new tech and what the company can offer. You can watch the full video interview below [and get a trial of FreightPrint here.](#)

Sam, how has the attitude towards digital routing systems changed over the course of the last few years?

Route optimisation is a hot topic. It has been one for a while but the pandemic really put it at the forefront. Its growth is thanks to the need for same day delivery and how Covid made everyone want faster and cheaper delivery.

But on the operation side of things, I still speak to many freight companies which are using paper. For some it is hard to believe that in the age of Google and Apple they do it, but one of the reasons is that a lot of the tech is just not very user friendly. There is a need for highly skilled people to configure it and set it up. On the other hand, building something from scratch is very expensive and unobtainable for SMEs.

During my time in the industry, however, a lot has changed and technology has really gone forward.

Logistics is also still in its infancy when it comes to digitisation. We see many companies, here in the US and Europe, investing millions and some billions of dollars into transforming the last mile.

What should they be looking for in a company that provides routing and tracking software?

I would encourage people to look at what is the relationship they can have with their software partner. You also want a flexible solution. Software-as-a-Service (SaaS) can help you scale up and down whenever needed.

Also, keep in mind what would happen if you do not implement a good solution. Many people prefer not to touch something, if it is not broken. But there is a cost to not changing. Over 58% of consumers would not order from the same company after having just one bad experience.



SAM TITUS, CTO AT FREIGHTPRINT

How can FreightPrint help companies and what do you offer?

We focus on tracking, communication, document management and providing overall help to the companies with bidding, etc.

We use the well-known QR codes but in a different way. They are usually used for inventory management but we use them for document management.

We use the well-known QR codes but in a different way. They are usually used for inventory management but we use them for document management. All information that would usually be on a piece of paper, we are able to encrypt and encode in a QR code. Using our mobile app people can access the information and it is converted into a dynamic document.

All information that would usually be on a piece of paper, we are able to encrypt and encode in a QR code. Using our mobile app people can access the information and it is converted into a dynamic document.

Using the QR code companies can capture the location of a delivery and prove if it is the correct place. Drivers can connect signatures from customers. Users can also create custom metrics, specific to their companies.

Another feature allows shippers to send bid requests and track responses. This allows companies to have one place where they can see how each order is delivered and who the responsible party is for each individual delivery.

Small companies can install FreightPrint in one hour. Medium size company could take about a week where we provide onboarding and help with any training that might be needed. Large organisations can install FreightPrint for around three weeks, which again are dedicated to onboarding.

You can watch the full video interview with Sam Titus from FreightPrint below. [You can also get a trial of FreightPrint as a The Logistics Point's subscriber. To claim it, just click here.](#) *



SPONSORED CONTENT

VIDEO

INNOVATION IS EMBRACING RISK TO SUPPORT GROWTH

Innovation is not easy and there are many challenges along the way. But companies need to be proactive and do things faster than before. We spoke to Chris Jones from Descartes Systems Group about a recent survey the company conducted on innovation in the supply chain across the USA and Europe. What drives innovation? Who is responsible for it? And more. You can watch the full video interview below and [learn more about Descartes here.](#)

Chris, Descartes Systems Group recently conducted a survey in the North America and Europe to find out more about companies' innovation efforts. Can you summarise the main findings and what you found interesting?

Chris Jones: In the last couple of years a lot of people found that their supply chains are lacking, and their performance wasn't really where they needed it to be or the business environment changed. As a result, 59% of the respondents accelerated the pace of innovation. They started new innovation programs and projects and put more emphasis on them.

The idea behind innovating is to create something that the customer sees as a potential differentiator and to make you better than the competitor.

This could include the sourcing strategies, fulfilment, etc. It really is about a fundamental change. Technology is a key part of it but there is more.

The number one innovation was fulfilment. One of the big things we noticed is the drive to transforming the consumers' experience and improving stickiness of the customer. We also asked people what type of systems they thought were the most innovative? The top answer at nearly 27% was their Warehousing Management Systems (WMS). Equally interesting was that nearly the same percentage of people said that WMS is the area that requires the most innovation. Similar systems like Transport Management Systems, Order Fulfilment, etc all show in the roughly the same area of interest and importance.

Most people realise they have things they do well, but there are many areas they need to work on and improve.

Behind the percentages is hidden the reason. Is it easy to find out why people give these answers?

Chris Jones: We also asked people what the primary reason for innovation was. At 37% each were cost and resilience. Resilience is probably not a surprise given what has happened over the last several years. Cost is a function of today's economic challenges. Across the globe interest rates, for example, are higher than they have been for the last 40+ years. Companies are reacting to current financial situations but also the structural changes that occurred in the past.



DESCARTES

Our expertise comes from working with thousands of companies in a variety of supply chain and logistics areas. Many of them do extremely innovative things and we are able to look across them and understand what is possible from a broader sense. Technology obviously plays an important part as an enabler, but it really is about marrying a customer's vision with an understanding of what can be done and the knowledge of how to do it.

We also wanted to know more about their financial performance. Other questions included management's attitude towards supply chain innovation, employee's turnover. Senior management belief and support of innovation is absolutely crucial. Based on management's backing, you can tell how fast innovation is moving and how excited people are about it.

Financial performance also clearly matters, and we think innovation leads to good financial performance. Lastly, the companies that could keep their employees were in much better shape to innovate.

So innovation is not about stabilising things but pushing them further and creating growth?

Chris Jones: Yes, exactly. It is about pushing things further but in a managed

way. For this we asked about the pace people feel their company is innovating with. Those with senior management backing and lower employee turnover, all scored much higher on innovation pace.

What is good is that nowadays so many companies have realised they are in competition with their supply chains. If they are not moving forward and innovating they are or will significantly fall behind.

Lack of management support, low financial stability and high employee turnover are significant innovation hindrances.

The Logistics Point

**MARCH 7TH &
21ST 2023**

WAREHOUSING & FULFILMENT HYBRID LOGISTICS EVENT





KEY POINTS

1. Create something that the customer sees as a potential differentiator
2. Innovate in a time frame that is less than a year
3. Focus on what matters to your company the most
4. Seek management support and employee engagement
5. Don't finger point if you fail

How should managers understand the concepts of supporting innovation and employees to innovate?

Chris Jones: Companies haven't always done a good job with how they measure the value of innovation. The classic theory in supply chain is to focus on metrics such as on-time-in-full (OTIF). But this is actually base expectation. Innovation really about what your organization is doing to grow revenue, to improve customer stickiness or create some level of competitive differentiation. Metrics related to these points help paint the picture of the full value of innovation.

In the survey, the number one thing stopping innovation was management tolerance for risk. Innovation is about getting out there and not doing what everyone else is. When you move into the unknown, there is always a chance that things are not going to go as planned. It doesn't mean have to you bet the company. But it does mean that people have to understand that not everything has to be a sure thing.

How do we manage the transition between the past and the new normal which is the result of innovation?

Chris Jones: People should stop patting their backs for past successes. Many do something that is great, but they get stuck there. You want to paint a vision and create a culture of what's the next thing we're going to go do. You also want to get your best and brightest employees onboard, so they feel like they are contributing.

These are the people who will bring everyone else with them as part of the innovation process.

This is why we also focused the study on employee turnover because when it is high there is no ability to create that culture that fosters ownership and willingness to take risks.

Do we focus on innovating the core functions of the company or start at more peripheral areas?

Chris Jones: I do not think it is either one or the other. Many people take the things that are their day-to-day activities and try to improve them and innovate because there is something missing there. For others, the core functions are well established but they want to improve support functions. Let's say that a logistics company would like to digitize bookings and delivery options to make the customer experience better.

How can we manage an innovation project that didn't go as planned?

Chris Jones: Let's start with finding out why it failed. Don't let this be a finger pointing exercise and trying to find whose fault it was. Ask different types of questions. Was our vision complete enough? Did we understand the key points we needed to do this?

Frankly, it could also be that the vendor promised you something they had no capabilities to deliver. Or maybe they serve a specific aspect of an industry that is just not suitable for your organisation. RFID was a great example of an innovation that did not go anywhere for a lot of companies.

This was because the technology couldn't be blindly implemented without considering purely technological and physical aspects like blocking signal access due to the types of goods being moved and tracked. The key point is to recognise that it is okay to try but when you see it is not working, you have to stop quickly. Many companies just burn through money and efforts even if there is nothing of value because there is too much invested ownership.

Do you think innovation will suffer because there is a possible global recession coming?

Chris Jones: Some people view this as a problem and some as an opportunity. All of a sudden, companies find areas they were not innovating that have a significant cost impact due to inflation.

Innovation is about getting out there and not doing what everyone else is. When you move into the unknown, there is always a chance that things are not going to go as planned.

This is an opportunity to go there and innovate and improve them. Two-thirds of the respondents in our survey said they will increase innovation investment for the next 2 years. Inflation is high and likely it will stay high, so people want to use it as a point of leverage for innovation in their business.

Can we put a number on how long and how much a project should take us?

Chris Jones: There should be a premium for something that is faster. In the past I have seen companies with projects that go on for two to three years. If you have started something in 2019 and aimed to finish it by 2023, I would say the starting assumptions and conditions are no longer there. Being slow is a risk today.

We would like to see organizations execute innovate projects in a time frame that is less than a year. Innovation is not about being perfect, but getting significant results quickly. You might find that not everything is perfect after you have begin getting benefits and need to follow up to clean it up. .

You can watch the full video with Chris Jones from Descartes Systems Group below.

[And you can learn more about how Descartes can help you with innovation in the supply chain and many other areas here.](#) *

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 & FULFILMENT
MAY
MARCH 2023**

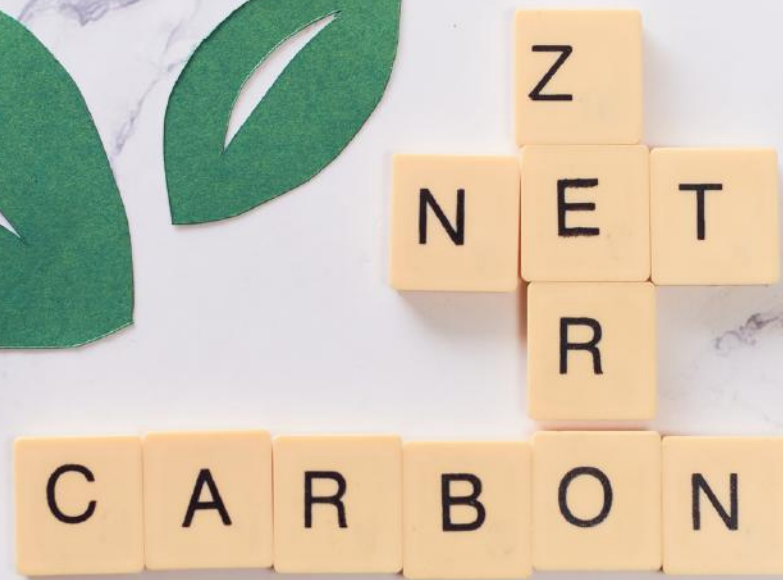
**SUSTAINABLE SUPPLY
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MAY 2023**

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**IN-PERSON
NETWORKING
2023**



NETZERO LOGISTICS REQUIRES SPECIAL SKILLS. DO WE HAVE ENOUGH?

Recently an independent NetZero review was published, looking at how the UK can reach its goals. Logistics is taking a central role in the review and there are many recommendations for both businesses and the government.

We spoke to Deputy Director of Policy at Logistics UK, Michelle Gardner about what the review delivers and what is to be done.

Michelle, how accurate is the Skidmore Net Zero Independent review? Does it reflect what Logistics UK's members are experiencing and expecting?

What we find very positive in the review is that it really is an independent one. We are happy to see it covers a wide range of topics and they have clearly gathered evidence from a variety of sources. Many things have been included that relate to transport - from skills, investment and planning. The review covers an array of issues and is very thorough.

In addition, we find it helpful because it talks about things that our members are also concerned about. Freight and logistics are included and the review takes into account the evidence we submitted.

Our members are concerned that they have a shortage of mechanics for EVs, for example. As these vehicles become more mainstream, companies will require more people with the relevant skills.

An example is the look at accelerating decarbonisation in the sector by modal shift. Innovation and implementation of new technologies is also covered, as well as the role of low carbon fuels.

One problem on this point, however, is that we do not have a government strategy on low carbon fuels at the moment, which has been delayed. We do hope that the review will help speed up the publication of the strategy.

A key area is planning where we need to ensure that it serves many purposes and actively considers and works for logistics operations. We also need to think more strategically about skills and what transport will need in the future.

Do you see a clear commitment both from the government and business on reaching NetZero targets and going beyond a review?

There is an absolute commitment on both sides. Logistics UK has a Route to Net Zero campaign and members are showcasing what they are doing to reduce their emissions. Many are looking at different ways to transition to net zero and what they can actively do now. It is clear they can't be net zero immediately, but they are focused on the journey. net zero always receives a lot of attention, whenever we discuss it, showing the appetite of the sector on this issue.

The Logistics Point **MARCH 7TH & 21ST 2023**

WAREHOUSING & FULFILMENT HYBRID LOGISTICS EVENT





A key area is planning where we need to ensure that it serves many purposes and actively considers and works for logistics operations.

The government has its targets and is clearly committed. But our members also want to see more strategic thought and a technology route map. Businesses would like to see what is happening when and what technologies we are likely to use, how government will support the infrastructure.

It will also be interesting to see how government reacts to the review. The review authors have published a lot of recommendations and we would like it to really shape policies going forward. The review provides very clear recommendations on how government can help support businesses further but we will now need to wait and see whether it results in policy changes.

What things are members concerned about that affect NetZero targets but are not as publicised as they should be?

Our members are concerned that they have a shortage of mechanics for EVs, for example. As these vehicles become more mainstream, companies will require more people with the relevant skills. If we get to a point where there are different fuels for different modes, we will need the supporting skills. The industry is already struggling with finding people.

Another thing is infrastructure. We talk about it a lot but it really is important. Our members are relatively confident they will get the vehicles, even if there are currently challenges with vehicle orders. But even if there is an affordable hydrogen truck in the future, will the infrastructure be there to support them? *



DRIVERS' WELFARE IS ABOUT EVERYONE'S SAFETY AND COMFORT. HOW SERIOUS ARE YOU?

To highlight the importance of truck driver safety, SNAP Account have undertaken an in-depth analysis of over ten years' worth of HGV road accident data across the UK. They recently published the data and we spoke to Mark Garner, Managing Director at SNAP for more information.

You have recently done a survey that shows drivers' welfare is key to fewer accidents. Can you summarise the findings and what they mean for the sector?

With over 40% of HGV collisions coming down to driver error or reaction, our findings have brought to light how prioritising the welfare of truck drivers could significantly improve accident rates throughout the country.

To ensure drivers are able to work at full capacity, additional measures such as improving the availability of sufficient truck stop facilities should be a focus point, allowing drivers to take a break from the road and improve concentration while driving.

What elements should we include when we speak about welfare: is it just getting enough rest, etc.?

Driver welfare is a complex issue that requires careful consideration. Fleet managers must balance the demands of the haulage industry with the need to ensure the safety and well-being of their drivers.

This includes providing secure and comfortable places for drivers to rest during their journey. The quality, cleanliness, and availability of these facilities are crucial to preventing fatigue and maintaining driver health and safety. Additionally, the use of secure truck parks, such as those offered on the SNAP network, can help mitigate the risk of cargo crime and further ensure the welfare of drivers.

What first steps can the sector take to improve drivers' welfare?

Most importantly, the haulage sector needs to prioritise the quality, cleanliness, and availability of facilities available to drivers. For instance, with the Department for Transport's funding for the improvement of these facilities, and the RHA's facilities campaign, steps are being taken toward this goal.



A priority for the industry should be to utilise existing infrastructure to increase the availability of safe and secure parking options for drivers, in light of the high demand and the associated risks of parking in unsecured locations.

How can tech help?

Advancements in technology have provided fleet managers and drivers with solutions to many industry-wide problems. Routing systems have made live traffic and incident reporting widely accessible.

To ensure drivers are able to work at full capacity, additional measures such as improving the availability of sufficient truck stop facilities should be a focus point, allowing drivers to take a break from the road and improve concentration while driving.



➔ Key Abilities



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

➔ Easy Automation



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

➔ Real-Time Alerts



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

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

FREIGHTPRINT™
Software for tracking, organizing and managing shipments

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

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WHAT IS FREIGHTPRINT™

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

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

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

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

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

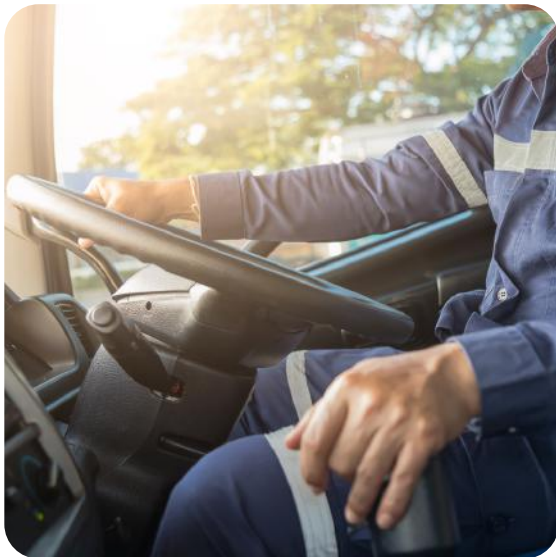
Integrate your system with Quickbooks, Salesforce and OrderTime software using FreightPrint™ API or 3000+ apps using Zapier.

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Advancements in technology have provided fleet managers and drivers with solutions to many industry-wide problems. Routing systems have made live traffic and incident reporting widely accessible.

The use of bookable parking systems and apps, such as Intruck, provide drivers with accurate and up-to-date information about parking availability, reducing the stress and uncertainty of guaranteeing parking spaces during periods of high demand.

“Intruck has been specifically designed to support fleet managers and features over 5,000 truck stops across the UK and Europe, meaning drivers can plan breaks in advance and keep concentration on the road ahead.



Developments in security technology have also helped to reduce the threat of cargo crime, and combined with the added security of truck parks, these extra measures ease the anxiety for drivers when sleeping in the cab. *

The Logistics Point **MARCH 7TH & 21ST 2023**

WAREHOUSING & FULFILMENT HYBRID LOGISTICS EVENT





FINES FOR CLANDESTINE ENTRANTS CAN BE AVOIDED. HERE IS HOW

Clandestine entrants can be a huge issue for international operators. If just one clandestine entrant is found on a vehicle, both the operator and the driver can each be fined up to £2,000 (a total of £4,000 per clandestine) and from as soon as the 13th February 2023 this is increasing to £10,000. This is regardless of whether the operator/driver knew that they were on the vehicle. As the fine is per clandestine entrant, if more than one is found, the fines can quickly add up.

Backhouse Jones, a leading law firm in the logistics sector, looks at how operators can avoid the fine.

If an operator can show that they had an effective system in place for the prevention of clandestine entrants, and this system was properly operated on the occasion in question, then the operator may be able to avoid the penalty.

Civil Penalty Accreditation Scheme

Border Force have a Civil Penalty Accreditation Scheme ('the Scheme') for operators that are able to demonstrate that they have an effective system in place for preventing clandestine entrants. If a member of the Scheme is found with clandestine entrants on its vehicles, the member may avoid a fine, provided that it

can be shown that they were operating in accordance with the effective systems they have adopted.

Backhouse Jones frequently deal with operators that have incurred penalties as a result of clandestine entrants being found on their vehicles. Even with the dip in international travel caused by the pandemic and the uncertainty of Brexit it is clear that clandestine entrants are still considered an issue. There has been no indication given that the Scheme will be removed.

Increased protection

Becoming accredited will not only assist operators in reducing the potential for clandestine entrants to be found on a vehicle but also increase the protection for

drivers operating the vehicles cross borders.

In the event that clandestine entrants are found on their vehicles whilst operating within the accredited scheme, the exposure to potential fines being imposed by Border Force is substantially reduced.

Backhouse Jones is joining us on the 7th March online to talk about Clean Air Zones Compliance and how you can benefit from grants.

You can register for our Warehousing & Fulfilment Hybrid Event in March now with a combined ticket. *

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



EXTENDED PRODUCER RESPONSIBILITY IS OUR 'GREEN SHOT'

BY ANDREW MCCAFFERY, GLOBAL EPR DIRECTOR

This is our moment to take the necessary climate action to truly make a difference for our planet.

Put simply, 2023 must be a banner year for policy action in the UK. From building electrification and decarbonisation to Extended Producer Responsibility, 2023 must be the tipping point.

In the 1960s and early 1970s, the United States spent the current dollar equivalent of just under \$300 billion on "landing a man on the moon and returning him safely to Earth" as President John F Kennedy proposed in 1961. Ever since, that combination of aspiration and expenditure has made us call any well-financed goal that seems improbable, if not impossible, a "moonshot".

This is our moment. This is our green shot.

The intersection of investment and innovation means we can move past the old either-or thinking that has held us back for too long. The new reality is that we can have thriving businesses and good jobs without sacrificing the planet.

Getting to the moon led to everything from the silicon chip to enhanced food safety, space blankets, quake-proofing and everything in between.

Our green shot can have the same effect. Fast-paced overconsumption is the core issue of climate change.

While we may struggle to slow it down, the remedy lies in how far we can jump from overconsumption and a GDP-driven economy to a circular economy and embrace wellbeing as the main economic indicator.

As affluence grows globally, people spend more. Money spent is roughly equivalent to carbon pollution and climate change.

So, can the urge to splurge be brought under control? Or is it terminal?

Is excessive consumption an inherent feature of human psychology, or is it the product of modern prosperity? And are we doomed to perpetuate this pattern of excessive consumption to its logical end? Will we shop until an increasingly hostile earth becomes uninhabitable? Or can we short-circuit the urge to comply with the social pressure that motivates our consumption?

Solutions to date have mainly focussed on recycling and lightweighting packaging, which – while helpful – still align with a linear rather than a circular economy.

So many environmental problems that we see in the world are design problems. It's not just the product's design – there are also system design flaws. Often, the front end of the supply chain and the back end are not connected.



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



[LEARN MORE](#)

Packaging needs to be considered less of a product and more of a service. This means building better reuse-and-refill models into the system that can serve consumers better, create efficiencies for supply chains, and deliver lower costs for businesses.

What we're essentially dealing with now is the product of 50-60 years of supply chain optimisation around a linear economy, and the inertia of that system is very strong. To overcome this, we will need a lot of different things – incentives, design support, infrastructure and public-private partnerships.

Deposit return schemes and Extended Producer Responsibility policies should be important tools for building out reuse and refill infrastructure. With EPR, a portion of producer fees could be earmarked for reuse.

Organisations can gain faster near-term value from bringing back existing products and reusing them for innovations that help achieve net-zero and net-neutral goals across the supply chain.

'Neutrality', or 'do no further harm', is increasingly seen as an insufficient ambition in light of natural capital losses and climate tipping points, which threaten billions' health, security, and livelihoods. Customers and employees now demand demonstratable impact.

Calls for environmental justice and a just transition underscore the reality that Environmental, Social and Governance (ESG) can no longer be treated as silos.

Long before and after they touch our lives, products have a direct and indirect impact on the environment. Just reporting carbon emissions won't make industries like farming, construction, energy and automotive sustainable. Remanufacturing will tighten and shorten the loop between first-time product usage and reuse, reducing waste, increasing profits, and powering the circular economy.

To what extent is the company committed to an ambitious mission of creating a positive impact rather than just reducing a negative footprint over time? To what extent do they see and acknowledge the whole picture of the complex system? And to what extent are they focussing on the root causes of waste and pollution?

These are common questions to which we can help you find answers. Or, at the very least, help you arrive at the best outcome.

Sustainability is not a matter of yes or no to a specific material choice, certificate or off-setting strategy. At Ecoveritas we work with sustainability as a mindset that embraces the world in all its complexity and gradient colours.

We're often told to think outside the box; the solution to our problems is far away in deep thought and concepts.

Sometimes, the solution is staring us right in the face. *



COLLABORATE TO UNLEASH MARITIME DIGITAL POTENTIAL

BY SARAH BARRETT, PRODUCT INSIGHTS, WÄRTSILÄ

Technology is transforming the global supply chain, and nowhere is this more visible than in the multi-trillion-dollar shipping industry that transports 90% of the world's good.

However, whilst great strides have been made in recent years, the maritime industry is still behind the curve in its digital journey.

We only have to consider the progress of digitalisation in aviation, which is plausibly the closest industry in terms of its asset-heavy nature, its critical role in the global economy and supply chains, and its safety and environmental challenges to see an industry that has moved more quickly in embracing smart technologies such as AI, machine learning and big data.

Having said that, we are increasingly seeing evidence that maritime professionals are waking up to the fact that smart technology can tackle some of the industry's biggest challenges and inefficiencies, as well as unlocking latent efficiencies within daily operations and underpinning decision-making from the engine room to the bridge, to the board room, and from ship to shore.



It's clear that unleashing maritime's digital potential will not come from one individual or one organisation.

In fact, in our recent global survey of maritime attitudes to digital transformation, 78 percent of respondents agree that change and technological innovation is a good thing, with it clear that organisations already know that if they hope to survive in an increasingly competitive marketplace, they must have a digital strategy.

So, what are the challenges that are preventing the industry from advancing on its digital transformation journey? Why are we not seeing the same leaps as in other transport sectors?

One of the main reasons that digitising is seen as such a challenge for the industry is that many of the current digital solutions available within maritime have been developed in silos. This has resulted in an industry that is relying on complicated, fragmented solutions that do not

communicate with each other and still require a significant amount of manual, often duplicated, interventions to properly leverage.

What's more, the lack of common data standards across the shipping sector has compounded the challenge of working within such an enormous and highly complicated logistics chain. Part of the problem here is that it can be difficult to create holistic, interoperable solutions which make it possible for the industry to untangle the complex data web and generate tangible, actionable insights.

The prospect of digitalising every single link in the sector's supply chain is a daunting one, with over two-thirds (69 percent) of respondents in our survey believing that the ability to digitise existing infrastructure and retrofit vessels is challenging. Not to mention that over half

(56 percent) pointed to the time and cost implications with digital transformation as being too high.

Fixing this, whilst running profitable operations is a headache for most, and with good reason. Digital transformation requires strategy and know-how both about maritime and about technologies. Many in the industry don't have the expertise, time or skills to solve this industry-wide challenge on their own.

It's clear that unleashing maritime's digital potential will not come from one individual or one organisation. It is a massive task, and one that will require the industry to work more closely together to shape the future of maritime.

However, this can only begin once we collectively abandon the idea of digital transformation as all or nothing. Each organisation within the maritime industry is at a different stage of its own journey, and so we must appreciate it as an iterative and stepwise process.

Although maritime is moving in the right direction, there is still much work to be done to bridge the gaps – break the silos – between digital systems.



SARAH BARRETT, PRODUCT INSIGHTS,
WÄRTSILÄ

To do this, we can and must share and learn from each other's experiences. We need to work together to build an ecosystem where digital technologies on board a ship talk to those in offices on shore.

This collaboration means learning to share data—not all, but some. It also means agreement on standardisation, as well as joint efforts to achieve better regulation that is keeping pace with the technological developments. It means best practices. In some cases, it will even require pooled resources to address some of most pressing issues - such as decarbonisation.

This is how, as an industry, we can reframe the route to digitalisation and turn threats into opportunities. ✱

THE LOGISTICS POINT

ONLINE & IN-PERSON

WAREHOUSING & FULFILMENT

MARCH 2023

 AutoStore

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7

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Freight Matters

**SANDRA
ROTHBARD**



SMR Architects

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Autostore UK

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

The logo for AutoStore, featuring a stylized 'A' composed of six red dots arranged in a 2x3 grid to the left of the word 'AutoStore' in a bold, black, sans-serif font.

AutoStore

Parcelly

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

The Parcelly logo, featuring the word 'parcelly' in a red, lowercase, sans-serif font, followed by a red hexagonal icon containing a white envelope symbol.

parcelly

Hatat Solutions

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



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The logo for Backhouse Jones, featuring the words 'BACKHOUSE' and 'JONES' in a bold, black, sans-serif font, stacked vertically.

Backhouse Jones

Backhouse Jones provides industry specific and UK-wide advice and representation in relation to public inquiries (and appeals), criminal matters (ranging from allegations of fraud and causing death by dangerous driving to speeding and overloading prosecutions), HSE and Environment Agency prosecutions, illegal immigration Border Force matters and matters concerning the carriage of animals, operator licensing, construction and use, dangerous goods or loads, tachograph offences, police and DVSA investigations, road regulatory compliance and best practice.

SMR Architects

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

The logo for SMR Architects, featuring the letters 'SMR' in a large, bold, black font, with 'SMALLEY MARSEY RISPIN' in a smaller, black font below it, and 'ARCHITECTS' in a black font below a horizontal line.

Freight Matters

Offering urban planning consulting services focused on sustainable and resilient city logistics and supply chain innovation. With over 10 years of experience working with the public, private and non-profit sectors, we support a wide range of initiatives. Working through the lens of environmental justice, sustainability, resilience and new innovation, Freight Matters helps clients improve city logistics around the world.

The logo for Freight Matters, featuring the words 'FREIGHT' and 'MATTERS' in a bold, black, sans-serif font, stacked vertically, with 'MATTERS' in a green color.

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AGENDA

Some of the topics we will be discussing both online & in-person

Speaker	Topic	When
 AutoStore	Energy Efficiency for The Electric Revolution	Online & In-person
 parcellly	Hyper-Local Warehousing as the Ultimate Solution for Urban Logistics	In-person
 HATAT SOLUTIONS	E-Cargo Bikes How-To Guide	In-person
 SMR ARCHITECTS	The Look of The Future Warehouses	Online & In-person
 BACKHOUSE JONES	How to Do Clean Air Zones Like a Pro	Online

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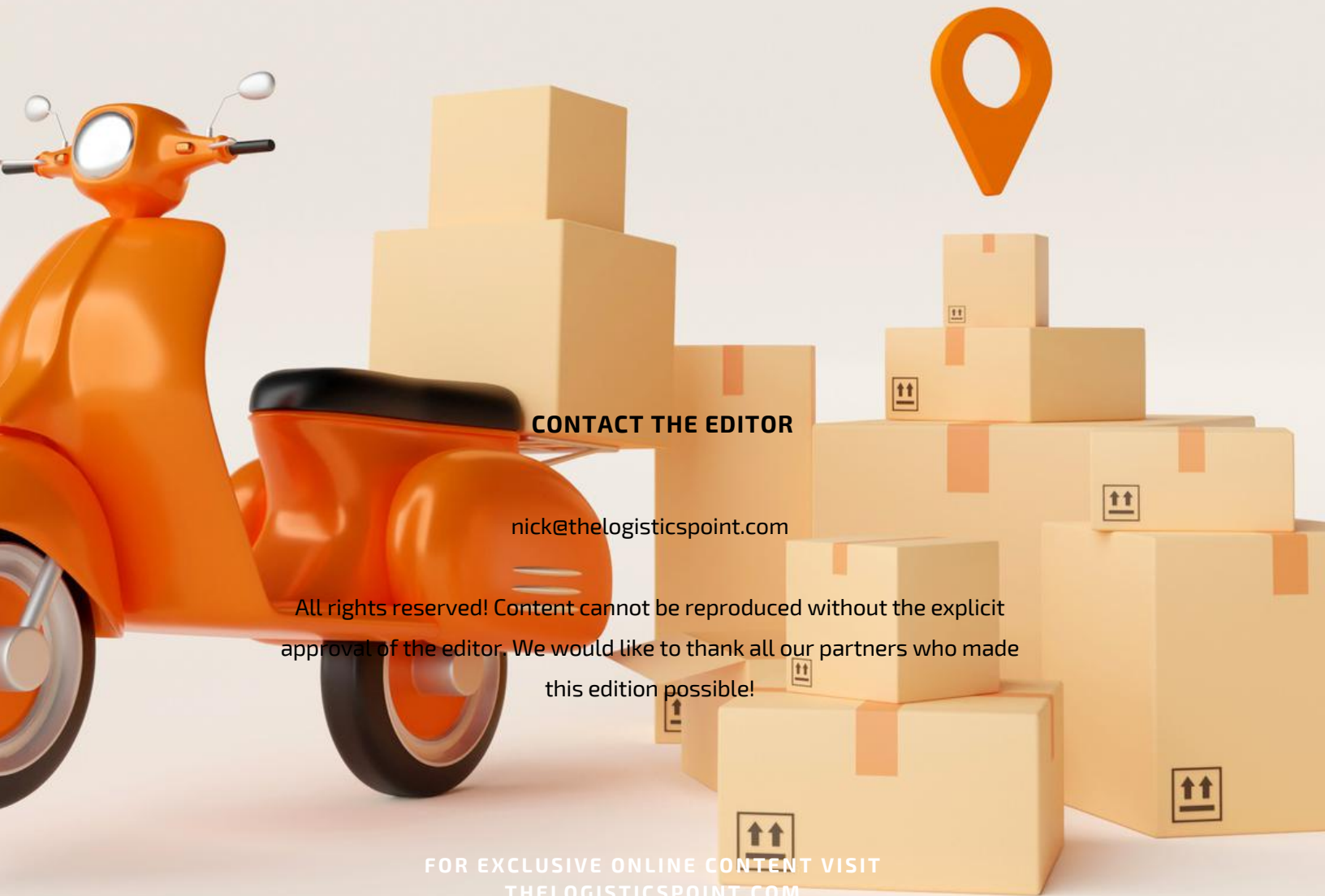


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