

SUPPLY CHAIN OUTLOOK



Special Issue | October 2022

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We are delighted to welcome you to this special issue of Supply Chain Outlook, created exclusively for the attendees of the IoSCM Supply Chain Conference and Awards 2022.

The Institute is proud to be celebrating its 10th year as a provider of English regulated qualifications. Having, so far, helped thousands of learners and businesses with achieving their professional aims, we continue to expand our range of membership, learning, and support services with the entire team excited to see what we can achieve in the next decade and beyond.

IoSCM is now widely recognised as the world leading supply chain management institute and that would not be possible without the unwavering support of the Advisory Council, Expert Network, Ambassadors, Contributors, Clients, and members. What better opportunity to say an infinite thank you to every one of you!

This special issue of the magazine brings us fantastic features, shines a spotlight on news and developments from across the global supply chain, and we look at what has been happening behind the scenes at IoSCM HQ.

Thank you for joining in our ten-year celebrations, we hope you enjoy the event, and of course, your exclusive magazine!

The IoSCM Team

www.ioscm.com

SUPPLY CHAIN OUTLOOK

Special Issue



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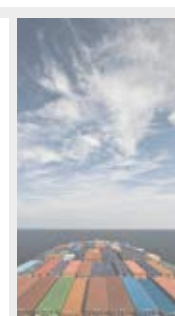
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**Interested in becoming a contributor
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Please contact kimberley.jayne@ioscm.com for further information

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Meet the IoSCM Advisory Council...



Murray Ambler - Shattock
Procurement & Supply
Chain Specialist



Jane Ball
Health & Safety
Specialist



Alex Borg
Logistics
Specialist



James Bream
Oil & Gas Sector
Specialist



Andrew Clifton
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Andrew Kennedy
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Logistics
Specialist



Ruth Lowbridge MBE
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Specialist



Simon Walker
Supply Chain
Specialist

IoSCM Advisory Council
Demonstrating a wide range of
Expertise throughout the Supply Chain



“
2022 has been a fantastic
opportunity to reflect
on the achievements of
IoSCM and our continued
support of the supply
chain industry
”

Jacky Stansfield Smith

Jacky Stansfield Smith
CEO IoSCM

A note from our CEO

We are celebrating a Decade of IoSCM throughout 2022, I can't recall a more exciting time, and that's saying something for such a dynamic organisation! From the addition of new qualifications within our existing wide ranging portfolio to the launch of our updated learning platform 'The Gateway', there are too many highlights to mention. Here's just a few I've selected:

10 Chosen Charities, adding to our charity of the year and regular fundraising activities throughout the year, the IoSCM Team were asked to nominate a worthwhile cause which resulted in a long list of charities, the majority of which were put forward for personal reasons. Ten charities were selected, and fundraising has been approached with vigour and enthusiasm, with all donations matched by IoSCM.

10 IoSCM Initiatives, a great opportunity to reflect on just how prolific the team are when generating new ways to support the Supply Chain community, whether that's engaging with young people to establish career routes into our industry or developing a focus on the importance of corporate social responsibility, sustainability and green issues with The Sustain Chain initiative.

10 Supply Chain Quizzes, a fun way to test your knowledge in all things supply chain, prizes and kudos awaits those who take part. Guess ten songs relating to the supply chain, or ten key dates which have shaped the industry as we know it, intrigued? Take part here www.ioscm.com/supply-chain-quiz

The IoSCM Supply Chain Conference & Exhibition, a fantastic schedule of speakers and workshops along with a wide range of exhibitors, what a great event for us all.

Supply Chain Awards, what better way to highlight the efforts of individuals and organisations throughout our industry than giving them the recognition they deserve? We received more nominations than ever during the nomination window and look forward to a celebratory dinner and award ceremony with this year's finalists.



“
The IoSCM Conference,
Exhibition and Awards 2022
is the perfect way for us
to celebrate the successes
of the global supply chain
and look towards a very
exciting future!.
”

Kimberley Jayne

Kimberley Jayne
Editor

A note from the Editor

I am absolutely delighted to introduce this special issue of Supply Chain Outlook.

When the IoSCM team sat down to plan our ten-year celebrations, it was the perfect opportunity to reflect on the achievements of the Institute since its UK inception. In my opinion, the development of Supply Chain Outlook is hard to match!

I first became involved in the creation of the magazine during preparation for Issue 14, and in June 2022, we launched Issue 28. As I look back over the issues I have been involved in, it is clear to see the expertise and professionalism that surrounds the Institute continues to go from strength to strength.

The excitement I feel as we prepare to launch each new edition of the magazine never waivers. Our fantastic guest writers and contributors ensure each issue is very well-received and it is an honour to work with each of them.

Creating and printing this special issue for our celebratory event is going to be a key highlight of 2022 for me. Of course we already have so many exciting new products and services planned for the coming months, which I look forward to updating you on in future issues of Supply Chain Outlook.

In the meantime, I sincerely hope you enjoy another great magazine, and our 10 year celebrations!

Our very humble beginnings

From our very humble beginnings, the Institute of Supply Chain Management has always had one clear, unwavering vision – to improve standards, drive growth and enhance the capabilities of the global supply chain.

Nowadays, this is something we do through an extensive range of professional qualifications, inclusive membership programmes, expert support, and advice, and our team of industry experts. This year the Institute celebrates ten years of delivering accredited professional qualifications in the UK, but our story begins much earlier than that.

We cannot celebrate such an important milestone without paying tribute to two integral members of the IoSCM family whom we are sadly no longer with us.

IoSCM, was originally founded by British Supply Chain Expert Kevin Rumfitt, who was working in Abu Dhabi to develop the logistics capabilities of businesses in the region in partnership with governments in the middle east.

Kevin had started his working life in an entry-level role before climbing the ranks through sheer hard work, determination, and (in his own words) a little exaggeration of his own capabilities! Quickly gaining industry experience at a more senior level, Kevin discovered a stumbling block when he wanted to advance further! He had no qualifications to back-up his knowledge. More importantly, the idea of sitting in a classroom or going to night school filled him with dread, not least because of his dyslexia. Kevin's school days had neither been enjoyable or particularly successful, and he knew wouldn't fare any better sitting exams as an adult. Eventually, realising this was the best way to open new avenues on his career path, he gave it a go and gained a qualification. Now a qualified logistician, Kevin was able to secure the contract in the UAE and it was this opportunity, paired with the painful experience of being a 'student' that sparked Kevin's desire to find a better solution for industry professionals like himself.

In the early 2000's, the term 'supply chain' was rarely used in the vocabulary of anyone working within a supply chain, never mind the rest of the world! Each sector or industry, worked in silos concentrating on their own responsibilities and for many businesses costs were out of control. Kevin was acutely aware that there were many more effective ways of working and he firmly believed he had the knowledge and desire to address this issue.

Kevin returned to the UK with a mind full of exciting ideas, and a team of equally enthusiastic supply chain professionals, and soon started the background work on establishing his own training company specialising in all sectors of the supply chain.

From the outset, Kevin knew he needed to create something for people like him, which is exactly what he did! IoSCM was launched as the first institute to cover the entire supply chain within their qualifications, there would be no need to attend night classes or travel to a training centre everything was online and crucially, learners would not have to worry about taking a dreaded exam or writing thousands of words in assignments! The assessment methods were going to be perfect for people already in the industry who had evidence of their experience, could talk about their responsibilities and sector better than they could ever write about them or had done in-house training already.

To this day, IoSCM is extremely proud to offer the most flexible assessment methods for our qualifications (with no exams in sight), we deliver all of our learning online, and learners can choose how, when and where they study, and our course topics span the full supply chain.

Launching the Institute, Kevin very quickly realised how much desire there was in the industry for this type of qualification. It was also clear that a wide range of expertise would be required to provide industry leading qualifications across all sectors, Kevin set about building a team that would see his dream transformed from a one-man band to a global powerhouse.



Throughout his career, Kevin had established a large network of professionals in the industry, and he started to call on some of these connections to help him gain recognition for the Institute and its aims. With the support of this Advisory board, the Institute started to make strides toward achieving Kevin's objectives.

Philip Chaganis OBE was a firm supporter of the Institute from its inception, spending many years as the Chairman of the Institute and an integral part of the IoSCM Advisory Council.

Philip began a long and illustrious career in logistics in 1969 with the British Army, where he served until 2004. He was occupied with a wide range of increasingly demanding roles within various parts of the world and led advanced training for military operations. The importance of Philip's time in the Army cannot be overstated. His expertise saved countless lives and stood as an example to all those who followed him, and also laid the foundations for one of the most successful supply chain and logistics companies in the world.

Pairing Philip's knowledge and passion with the aims of the Institute was a match made in heaven as Philip dedicated his time to supporting the establishment of IoSCM as an industry-recognised and respected provider of supply chain qualifications.

Aware of the developing skills gap years ahead of the headlines, Philip had a strong desire to make the industry appealing to a younger generation and a commitment to making learning and development attainable for those already working in the supply chain with the certainty that IoSCM should play a key role in making this happen.

We are delighted to have brought this idea to fruition with the launch of IoSCM Choices. This initiative introduces the supply chain and the array of exciting career options to a younger audience.

As we look to the future, one thing is clear. No matter what else changes, our ethos will always be to advance the capabilities of the global supply chain and those working within it, which means both Kevin and Philip will remain firmly at the heart of the Institute with a legacy they can both be proud of.

Celebrating a Decade of IoSCM



Now we are officially celebrating a decade of IoSCM in the UK, we couldn't resist looking back at 10 of our biggest achievements since the Institute's inception in the UK.

While supporting thousands of learners from across the globe with achieving professional qualifications, we have become widely known as the go-to Institute for resources, support, and expertise that help to drive business growth, advance supply chain capabilities, and develop careers.

We asked some of the IoSCM team to share their thoughts on what our biggest achievements have been to date.



I think the fact that IoSCM qualifications are recognised globally is an amazing achievement for the Institute. As we continue to grow and expand the number of IoSCM branches internationally and our partner network, we can now be confident that we are achieving our goal of delivering excellence far and wide.

Tracey Young, Learning Support Advisor



I am proud to work for a company that is both the first and the leading institute to represent the wider supply chain. The feedback we receive from members on the resources we provide is fantastic. I have personally been involved in building some of the programmes and systems the Institute has available, such as The IoSCM Hub, and I think the Institute lead the way when it comes to the range of tools, advice and free support we have for our global network.

Adam Smith, Web Developer



The IoSCM member's magazine Supply Chain Outlook, in my opinion, must be the biggest achievement of the Institute. It is now a sought-after publication that keeps us up to date with developments from every sector of the supply chain. I know our global community eagerly awaits the release of each new issue as it is packed with useful news, resources and support for businesses and professionals alike.

William Baxter, Head of Web and Platform Development



In my opinion, achieving the gold standard with the MOD's Employer's Recognition Scheme through the support we provide to the military community has to be one of our biggest achievements, alongside the amazing workplace culture we have across the team!

Kirsty Fishwick, Course Advisor

Take a look at what else we have been up to over the past ten years and get ready to join us for an action-packed decade ahead!



Top 10 Initiatives



Expert Network
Expertise throughout the supply chain



Advisory Council
Guiding force behind the Institute



Ambassador Programme
Advocacy & Awareness



The Military Chain
Supporting the Armed Forces



Choices
Youth Initiative



IoSCM Hub
Resources & Benefits for Members



Global Partner Network
Extending the Institute Reach



Certified Status
Recognition of Excellence

INTELLIGENCE 4.0

Intelligence 4.0
The Future of Supply Chain



Supply Chain Outlook
Quarterly Magazine



Top 10 Employability Skills for 2022

The modern workplace is constantly evolving and adapting to our society's needs, thus meaning that the in-demand skills of modern employers are regularly changing. With the unforeseen circumstances of the coronavirus pandemic propelling our offices online, digital skills are the new frontier to have a successful career. However, digital skills are not the only way you will earn your way into employment, we have compiled a list of the top 10 employability skills that are high in demand in 2022 and will continue to be key in future years.



Communication

Being able to thrive in any type of workplace solely relies on an employee's ability to communicate. Clear communication can make all the difference on how day-to-day situations are handled, whether it be in an internal project or dealing with an external customer-communication is key.

Initiative

Whether you are settled in your career or starting in a new job, being able to show your own initiative within the business will demonstrate your passion to do well in your role and your commitment to the company. Showing initiative in business will show you're able to make smart decisions and make you more eligible for promotions in the future.

Adaptability

We have all had to adapt to changes in the workplace over the past year, being able to thrive in new environments with new people is essential to a successful career. Also called 'change management', this skill refers to your ability to use your drive to succeed in your work no matter what new situations you are thrown into.

Problem Solving

Problem solving is a skill you will use no matter what job you're in, whether it is a large or a small problem, being able to solve it effectively and efficiently is key to keeping a workplace up and running. Problem solving requires the employee to identify the key issues in a problem and figure out an effective way to carry out a solution.

Collaboration

To be successful in any workplace, being able to collaborate and work well with others is imperative. Working as a team and playing to each other's strengths can be hard to figure out at first but taking the time to find what works best between you and your colleagues can make all the difference.

Time management

Especially in today's society where many people are remotely working from home, time management has never been more important. Employers need to trust that employees are able to manage their time effectively and complete your given tasks without being tempted to lie in bed or watch TV for a couple more hours.

Emotional intelligence

Whether it's being in touch with your own emotions or being empathetic to your co-workers emotions, emotional intelligence is essential to maintaining a happy and healthy work environment. By encouraging employees to speak comfortably and professionally about their emotions, many misunderstandings and disagreements can be avoided.

Eagerness to Learn and Evolve

Employers don't want to hire someone who will just do the bare minimum to get by in their career, the person that stands out is the person that is eager to better themselves and their work. Showing passion to evolve and grow within your career is essential, particularly in certain industries where trends are ever-changing.

Creativity

Creativity is the ability to look at a problem in a new way and find new solutions to problems the employer may not have realised they had. Though all ideas may not work out, thinking creatively shows your employer that you are putting their company's progression at the forefront of everything that you do.

Project management

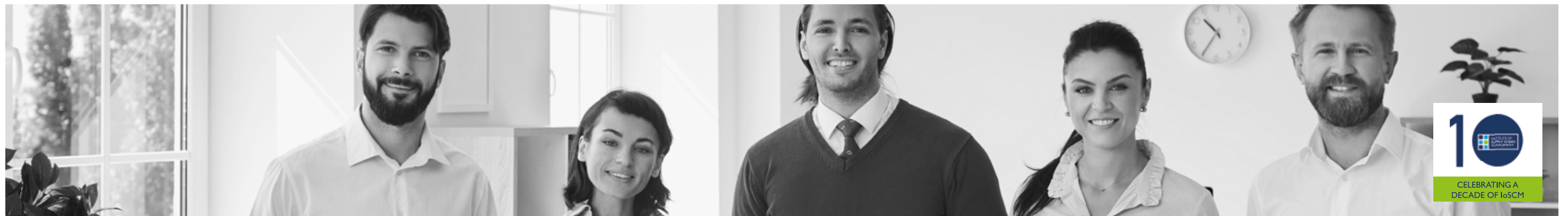
Project management encompasses a number of different skills that can prove to your employer that you are responsible and reliable. Project management proves that you are able to lead others and play to everyone's strengths to create the best outcome for the company. Managing a project proves to your employer that you are capable in a managerial role and can take on more responsibility.

Article by Jonathan Harper, Communications Executive

The Institute of Enterprise and Entrepreneurs was founded in 2010, creating the first dedicated professional learning institute specialising in business enterprise and business support, a standing still enjoyed to this day within the UK.

The Institute's programmes and qualifications are built on the extensive research that underpins the SFEDI® National Occupational Standards and the expertise of the Institute of Enterprise and Entrepreneurs, the UK's only professional Institute dedicated to enterprise.

IOEE Members gain access to both our fantastic resources and learning modules, find out which membership level is best for you here.



4 Tips to a Smooth Job Interview

Congratulations! You have made it to the interviewing process. Now what? For many candidates, this is the most stressful and high-stakes part of the job hiring process. However, if you take the time to prepare appropriately beforehand, this does not have to be a nerve-wracking ordeal. If completed properly, interviews provide you with an opportunity to stand out and distinguish yourself from other candidates.

Research

Ideally, before you apply for a position within a company, you would conduct some surface-level research about the job title, incorporating some of the key ideas into your application and cover letter. For example, if you are applying for a digital marketing position within the company, be familiar with what type of personalities work well in that position and what relevant experience you have that may set you apart from other candidates. Now that you have earned yourself an interview, direct your focus onto who the company is, what they believe, and what goals they have for the future. Being familiar with the company's morals and foundational values can be a huge asset when it comes to answering the interview questions down the road. You first need to know what the company needs before you can properly fulfil its needs as an employee.

Be Prepared

Secondly, you must prepare answers to some of the common questions asked by interviewers ahead of time. For example, you will likely be asked some variation of, *"What makes you a good candidate for this job?"* *"Why should we hire you?"* These kinds of questions are simple enough with a well-rehearsed answer, but if you are surprised by them, or you feel unsure about how to answer them, you can come off as insecure or unprepared. Research some of the most frequent job interview questions ahead of time and have a general idea of how you would like to answer them if asked. This step of preparation in and of itself can remove a lot of the nerves and stress from an interview and help you to feel confident and valuable.

Questions?

More than likely, toward the end, your interviewer will ask, *"Do you have any questions for me?"* This is a particularly important part of the interview process, and your actions here can once again set you apart from other candidates and make you memorable to your interviewer. Prepare at least two comprehensive and intelligent questions that you would like to ask regarding something about the company, the responsibilities of the job that you are interested in, or something that would be personal to your interviewer, such as asking what their favourite part of working for the company is. If done correctly, being able to ask a question or two can once again reiterate to your interviewer how eager you are about a job opportunity within the company.

Appearance and Attitude

It is the day of your interview! Keep in mind that your interview starts as soon as you step out of your car and into the company building. Be polite, be friendly, and be confident. The way you present yourself and the look on your face will be the first impression that your interviewer has of you. Dress modestly and appropriately, maintain a pleasant expression, and walk with confidence, knowing that you have prepared for this moment as well as you could. Now is your chance to demonstrate your genuine excitement for the opportunity at this company and to prove that you are the best candidate for this position.

While a job interview may seem intimidating, there is no need to fear it as long as you have properly prepared. Keep in mind that the company is trying to get to know you as a potential employee, not trying to trip you up on your application or grill you on company knowledge. You have already been hand-chosen from the pool of applications. Now is the time to show them why you are their best choice. Gather your thoughts, rehearse if you need to, and walk into the interview knowing that you have what it takes to dominate.

Ready to take the next steps on the career ladder but don't feel like you have the knowledge or skills needed to succeed?

At IoSCM we are experts at helping people achieve their professional development aims. With courses designed to support career progression at every level, our Course Advisors pair your existing experience with your aims to create personalised recommendations on the training that will help you enhance your capabilities, stand out from the crowd, and succeed at that job interview!

The Benefits of Achieving a Professional Qualification



There are so many benefits to studying a professional qualification. The experts at DLC Training have put together some of the main reasons why people choose to study:

To build on skills and improve in your job role - no matter how good we are at our jobs, there is always room for improvement. By studying a professional qualification, you will develop a sound standard of knowledge within your particular sector, which will in turn improve your skills and abilities within your role.

Expand your horizons by learning something new - by studying a course you're likely to learn about topics that you haven't necessarily covered within your work, this will expand your range of abilities and open you up to more opportunities. Learning something new is also very beneficial for you in other ways. According to the Good Life Centre it reduces stress, increases confidence, and improves your brain function!

Navigate through a new challenge for personal growth and development - the challenges that we face encourage us to grow and develop in a way that can't be achieved by staying in our comfort zones. The key to growth is to get out of your comfort zone and to tackle those obstacles head on!

Enjoy your role more, by being more confident in your abilities and knowledge - by completing a professional qualification you'll develop your knowledge so much more so than if you were to rely on experience alone. You will feel significantly more confident with your day-to-day responsibilities, and as a result of this, enjoy your role even more!

Fulfil the requirements for the job promotion you've been working hard for - even with the right experience it can be difficult to progress to the next level within your career without studying a course. By gaining the right qualifications you can show that you are well equipped to progress to the next level and are prepared to take the challenge head on.

Increase your earning potential - completing an accredited qualification will increase your earning potential within your sector as you will be more qualified and will have the certificate you require to prove your expertise.

Transition into an entirely new career - you don't need to be an expert to gain a professional qualification. With various levels available you can decide to learn something new to be able to move into an entirely new sector.

Strengthen your CV with an accredited professional qualification - out of a group of people who were questioned regarding the legitimacy of their CV, a staggering 40% admitted to having qualifications on their CV that they had not actually achieved. By gaining the right qualifications, you will never need to do this and can be confident knowing that you have exactly what you need to be able to apply for that dream job.

Study part-time - with professional qualifications you don't need to give up your job role to study. You can study flexibly and at your own pace so that you can still be earning while you're learning.

Gain a qualification quicker - because you can set the pace for your learning, you can work through your studies as quickly as you like without requirements from other learners holding your studies back. You can also enrol at any time of the year as you are not restricted by academic term timetables, which means that you could have your course finished before those studying similar courses at college or university have even started.

With so many course topics and levels to choose from, our course advisors will be more than happy provide you with advice and guidance. They will assist you in finding the right course for your development, with a tailored recommendation based on your experience.

Keys to Launch a Successful Supply Chain Career



The supply chain may be the perfect choice for you if you're looking for a career with stability and plenty of growth potential. The supply chain industry is booming and is only expected to continue growing in the years to come. But what does it take to launch a successful supply chain career?

Here are a few essential tips:

1. Get A Solid Education

The first step to launching a successful supply chain career is getting a solid education. In reality, many professionals don't choose a career in the supply chain! There are hundreds and thousands of routes into the industry, often our first steps will be by choosing a subject or specialism that we want to study at college, or sixth form, through an apprenticeship, or even at university. Only once we have finished those learning experiences do we realise that the type of role we are now qualified for possibly a company that is in the supply chain. Of course, this is excellent news! You have a great new role with excellent opportunities.

But don't stop there - continuing your education with professional development courses and certifications can help you stand out from the competition and land the best jobs. Even with busy schedules, it is always possible to continue to learn and expand your knowledge.

2. Gain Experience

On top of getting an excellent education, you'll also need to gain some experience in the field. One way to do this is to intern or work in entry-level positions at supply chain companies. This will allow you to learn about the different aspects of the supply chain and determine which area you're most interested in.

You can also volunteer for projects with local organisations or charities that need help with their operations. This is a great way to get experience and make a difference simultaneously.

3. Find A Mentor

A successful supply chain career doesn't just happen overnight. It takes years of hard work, dedication, and maybe a little luck. One of the essential factors in achieving success could be finding a mentor.

A mentor is an individual who can offer guidance, support, and advice when it comes to making decisions about your career. They can help you navigate the often-complex world of supply chain management and provide invaluable insights based on their own experience. Mentors can also introduce you to key contacts and help you build your professional network.

In short, having a mentor can make all the difference in launching a successful supply chain career. So if you're serious about making it in this competitive industry, find yourself a mentor. You won't regret it.

4. Network, Network, Network

In any industry, networking is key to success. But it's even more critical in such a fast-paced and constantly changing industry like supply chain.

Attending industry events and conferences is a great way to meet new people and learn about upcoming trends. And don't forget about online networking - there is plenty of supply chain-focused groups and forums where you can connect with others in the field.

You can attend these conferences even while in college as this exposes you to the proper channels at the early stage.

5. Take every opportunity to learn!

When you are busy, it is easy to put off finding out more about your business, how other departments work or the challenges they face, and keeping up to date with the wider industry. It can be a mistake to not stay up to date with what is happening around you, and you could also miss news on developments that could impact your business or new systems and ideas that could advance your operations. Take the time, even if it is only a few minutes here and there, to stay up to date. When you hear or read about exciting changes, and you want to know more so you can present it to your business, thanks to the internet; you could employ a professional research writer that can do the hard work for you! They can take the time to collate all of the data you need. Presenting it to you in an easy-to-read format so you can concentrate on learning what you really need to know!

CONCLUSION

Launching a successful supply chain career takes hard work, dedication, and luck. But if you're willing to put in the effort, it can be an enriching and lucrative career. If you're interested in a challenging and exciting supply chain management career, follow these tips. You'll be on your way to success in no time!

IoSCM has helped thousands of professionals develop their supply chain careers. Whether you are interested in a particular sector within the industry or want to expand your knowledge of the full supply chain, we can help!



HRH Queen Elizabeth II

1926-2022



IoSCM are proud winners of the Feefo Platinum trusted service provider awards 2022

IoSCM are thrilled to announce that we are winners of the Feefo Platinum trusted service provider awards 2022 based on feedback from real people and clients sharing their genuine experience with IoSCM.

Who are Feefo?

Feefo are a globally recognised independent review website, gathering feedback on businesses of all shapes and sizes to support customers with making purchasing decisions they can be confident about. Unlike other review sites, Feefo take careful steps to ensure reviews can only be left by real customers, with invitations sent directly from the Feefo platform. Businesses utilising Feefo to gather feedback and reviews have to be able to prove that they are providing Feefo with accurate customer data only to make the review requests. Feedback is received directly by Feefo and visible on their website to anyone searching for a brand or business to find out more about them.

"We are a reviews provider, committed to collecting real customer feedback on behalf of the businesses we work with. To stop people from leaving dishonest or fake reviews, we contact customers directly following their experience and invite them to leave a review; that review, whether good or bad, is then uploaded to the business's Feefo page for all to see." - Feefo

A True Review?

In this digital age, reviews often play a key part in attracting new customers to a business. Many of us carry out independent research to find out the experiences other people have had before investing any of our own money. Knowing when reviews are from genuine customers and not the company owners neighbour can be tricky; however, trusted review sites such as Feefo are working tirelessly to provide the safety and confidence we need to make informed buying decisions as consumers.

"You can't just create an account and leave a review like you can on some other sites. We send out personal feedback requests on behalf of businesses to make sure that the reviews we collect are from the actual experiences of real customers." - Feefo

Are you hiding your bad reviews?

Using a site such as Feefo means we have to be willing to receive negative feedback. As an Institute, we always aim to provide customer satisfaction in everything we do. Of course, there may be occasions when something doesn't go to plan. Should that happen, our team will do all they can to correct and address any negative impact on our members, learners, or clients. By providing us with feedback, both good and bad, we can continue to build our levels of customer satisfaction, and develop the levels of support we provide. Negative feedback is an opportunity for us to get it right next time.

"Feefo does not allow businesses to filter out negative reviews. A business has the right to choose which reviews they wish to display on their own website, but we will publish every review that is collected on their Feefo reviews page regardless. Even if a business only chooses to display their positive ratings, every piece of feedback they receive, whether good or bad, will contribute towards their overall Feefo rating." Feefo



We are delighted to win the Feefo Platinum trusted service provider awards 2022, but how does that help you?

The Feefo awards are judged based on ratings a provider has received from their customers in the past twelve months. In other words, they shine a spotlight on businesses who demonstrate an outstanding service to their customers and who consistently receive high feedback scores and results. Now there are different categories of award, and having won Feefo Gold trusted service provider in 2019, 2020, and 2021, we were absolutely delighted to find out that this year we had won a PLATINUM Award for 2022.

Don't just take our word for it! Take a look at the reviews for yourself.

All Feefo reviews can be viewed on the Feefo website; however, as we are really pleased with the feedback we receive, we do also share the reviews on our website homepage and across our social media channels. In addition to Feefo reviews we ask learners to provide us with case studies and testimonials to share their learning journeys and individual experiences, and we feature these in issues of our magazine Supply Chain Outlook.

If you are looking for feedback on learner experiences relating to units of study, levels of qualification, course delivery, or more generalised experiences, our Course Advisors will be delighted to share this information with you or direct you to its online location.

IoSCM are proud to be transparent, open, and honest and remain committed to outstanding customer service in 2022 and beyond. Thank you Feefo for awarding us with this prestigious accolade and, thank you to every learner and client who shared their personal experiences with IoSCM on the Feefo review site.

"The entire IoSCM team are proud to have been recognised for our outstanding commitment to customer satisfaction in this year's Feefo awards. We work with many professionals and organisations from all backgrounds and sectors of the supply chain. The IoSCM team are all dedicated to advancing the capabilities of our global network by using our own industry experiences and expertise to offer individualised, personalised, and relevant support, for our global network of members and learners. Winning the Platinum award from such a reputable brand like Feefo shows us that we continue to meet and exceed customer expectations. A fantastic achievement and a great building block for us to continue to develop our levels and type of support and resources in the coming months and years."

Kimberley Jayne,
Head of Education, Quality and Learning Support, IoSCM.

BUSINESS: Making money by producing or buying and selling products (such as goods and services).

Complex business operations are commonplace. While technological advances help with some of the challenges businesses face, there are many other factors to be aware of.



➡ **INSIGHT;** 20% of all new businesses will not survive their first year, with a shocking 60% of new businesses failing within three years.

➡ **ARTICLE;** In a recent article, we explored how businesses can combat knowledge management challenges using artificial intelligence. Take a look at the article now - www.ioscm.com/blog/combating-knowledge-management-challenges-with-ai-2

➡ **EVENT;** *Sustainability Leaders Forum, London UK and Online.* Taking place over three days, The Sustainability Leader's Forum is connecting sustainable business leaders, government representatives, investors and NGOs around a common goal: to solve the climate crisis. Visit <https://event.edie.net/forum> to find out more.

➡ **FACT;** There are currently around 30.2 million small businesses, employing around 57 million people

➡ **RESOURCE;** On the IoSCM Resources page of the website, we have a fantastic guide to making remote working actually work! Download your copy today.

➡ **WEBINAR;** *Why employee recognition programmes make financial sense!* October 27th, 2022, 11.00 GMT. Book Online; <https://pminsight.cipd.co.uk/why-employee-recognition-programmes-make-financial-sense>

➡ **WHITEPAPER;** *Headless Commerce.* Far from being another 'buzzword' headless commerce is garnering much attention in the world of eCommerce. Visit the IoSCM website to download your copy of the paper from Synergy Retail Support.

➡ **EXPERT SUPPORT;** When a conduct or performance issue occurs, you shouldn't wait around to watch it develop into something more serious. Handling problems effectively and efficiently is often key. One of the first steps you should take is a verbal warning-the other is a letter of concern. Download a letter of concern template directly from HR experts Croner's website for free.

➡ **MUST READ BOOK;** *The innovator's dilemma*, by Clayton Christensen.

➡ **PODCAST;** When it comes to business, the go-to podcast has to be World Business Report from the BBC World Service. Usually put out twice daily, the podcast is the world's biggest for business and finance news.



A complete guide for businesses: Making remote working actually work



An introduction to remote working

Remote working goes by many names: smart working, mobile work, telecommuting, telework, or just working from home. A handful of companies, like Impala, Basecamp, and GitLab, have been successfully functioning remotely for a while now. But, for many, the shift to remote work was abrupt and forced upon them by unprecedented external circumstances - the coronavirus pandemic.

Without a doubt, a remote work setting has many benefits, but it comes with challenges too. You might have struggled with a few during the pandemic. Ben's ultimate guide to remote working is here to help you and your team. It'll help you get the most out of remote working, learn how to navigate the challenges, and how to pick the right strategy and tools to create a high-functioning remote or hybrid team.

Why work remotely?

Start by asking why you or your team want to work remotely. What are you hoping to gain out of it and are you ready to make the necessary adjustments? While making this decision, you need to take into account the impact on both employers and employees.

You'll notice throughout this guide that we focus on employees. After all, all employers rely heavily on their staff - so having more people available and being able to keep staff happier is all good news. There's the potential to save a lot of money too. Not only will you have limited or no office costs, there's some suggestion that remote work improves productivity and efficiency. There have been many studies on this subject, with a 2013 study by Stanford University professors and scholars being one of the most cited. Sixteen thousand call center employees volunteered to work from home over nine months, and in this time performance increased by 13%.

Remote working can also have a knock-on effect on the amount of sick days taken (it did during the pandemic), although it's not necessarily clear if employees are healthier, or just that people feel willing to do some work at home while feeling unwell.

Employers do have the responsibility to make sure employees are still taking breaks, holidays and sick days while remote working. The added flexibility may feel like a huge benefit, but employees shouldn't feel like they have to earn it by putting in extra time. No matter where they're based, it's an employer's responsibility to ensure the wellbeing of their employees - more on that later.

Employees have really enjoyed the additional time and flexibility while remote working during the pandemic. For many, it would be tough to return to the office full time. Slack's Future Forum research of 4,700 knowledge workers found the majority never want to go back to the old way of working.

Continued>>



One of the key takeaways from their research is that remote work is a net positive. When compared with traditional office work, the remote workers they surveyed reported higher levels of satisfaction for work-life balance, stress and anxiety levels, productivity, and work in general. This only has benefits for their employers.

Establishing and maintaining company culture

Creating a strong company culture in any work setting is probably one of the larger challenges leaders and managers face. And in a remote workplace, something that already appeared intangible has seemingly lost the last bit of its foundation.

It's also easy to dismiss culture as a bit of a buzzword. But every company has a culture - whether it's heavily advertised on the website or just an unspoken understanding. It's a hugely important aspect of a company and the type of environment it offers for its employees.

With a culture that promotes transparency, honesty, and recognition, employees can be happier. And if you can win over your employees with the right workplace culture, you're much more likely to win in the marketplace.

Company culture in a remote setting

If you asked them to explain it, it's likely there'll be some common themes across different businesses' cultures - whether they've officially confirmed their culture in writing anywhere or not. But it's definitely better to guide the culture you want by having a company mission, vision, and core value statements. You might just opt for one, all three, or perhaps you'll have different names for your statements. The important thing is that you're sharing and promoting the same message across the company. Regardless of organisational size or remote working set-up, this consistency is important.

Company mission, vision, and core value statements

The first step in creating a strong remote company culture is having clear, inspiring company mission, vision, and core value statements. These can have a strong impact on your team, foster a strong work ethic, and create cohesion to guide everybody in the same direction. So, what are they?

Mission statement

A good mission statement is a short description of the organisation's purpose, goals, and the sort of products/services it provides to help find solutions to specific problems. It's a simple yet powerful statement that acts as a guiding light for company culture. In modern working culture, a clear purpose has become incredibly important to employees. Overall, a good mission statement explains in less than 100 words:

- What you do
- Why you do it
- How you do it

Try to answer these questions when creating a mission statement. And aim to make it concise, outcome-oriented, and inclusive.

Vision statement

While a company mission statement creates a sense of purpose in the present, a vision statement communicates where the company wants to be in the future. Vision statements function as roadmaps that guide each action of a company. A good vision statement should be:

- Realistic
- Not too far in the future
- Measurable

Company values

A company's values represent its desired behaviours and attitudes. Typically, they would be formulated by a leader in the company and passed down through time. But there's no reason why you can't get employees involved in setting company values.

When a company transitions to remote work, it might be necessary to reformulate the values to reflect the remote working culture. Some examples of important company values could include:

- Trusts
- Open communication
- Teamwork
- Independence
- Integrity
- Ownership
- Innovation
- Empathy
- Accountability

Seeing a list of words in isolation is unlikely to mean much to anyone. Try to choose something that's meaningful for your business, and create examples or sentences which show employees how these company values work in reality.

Goal setting

When you've successfully formulated the company mission, vision, and value statements, they can be broken down into actionable and

measurable goals. That's where employees from across the company can get involved. Goal setting can seem like a daunting task, but it helps create alignment within the company, and encourages employees to feel connected to the wider business goals and mission.

Objectives & Key Results (OKRs)

An increasingly popular goal-setting methodology is the implementation of OKRs (Objective and Key Results). Companies like Google, Spotify, and LinkedIn use their OKRs to manage and grow their businesses. And for good reason - they can be incredibly effective.

In a nutshell, OKRs are a goal-setting framework that helps define and measure goals. They can be used at all levels of a company, from board to employee. In a remote setting, having clear goals is arguably more important as it helps everyone stay on the same page. You can encourage collaboration and ensure colleagues are regularly sharing progress on their OKRs. It's important to share in each other's success. Without providing an opportunity for employees to shout about what they're up to, these achievements may become lost.

As well as being reported on often, objectives should be:

- Linked to the company's mission
- Qualitative
- Ambitious
- Time-bound
- Have 3-4 key results
- Key Results should be:
 - Quantitative
 - Measurable
 - Difficult but not impossible to achieve
 - Have actionable to-dos (can be limitless)

Key Performance Indicators (KPIs)

Very similar to OKRs, KPIs (Key Performance Indicators) are measurable values to demonstrate

how effectively a company is reaching its vision. They are quantifiable, results-based statements that measure progress on goals and objectives.

The structure of a KPI includes:

- A measure
- A target
- A data source
- Clearly defined where and how each KPI is tracked
- Reporting frequency

KPIs should be developed in relation to Critical Success Factors (CSFs), key objectives, the company strategy, and company vision. A Critical Success Factor is a necessary qualitative element to achieve an objective. For example, customer relationship building to achieve sales objectives, high productivity to achieve operational objectives, or sustainability to achieve higher customer satisfaction. If you're making the move to remote work, you may even be able to monitor the change in your KRs as employees adjust to a new way of working.

How to implement KPIs

1. Identify measurable business performances areas
2. Establish a target you wish to achieve
3. Compare current performance with target
4. Write a KPI that will help you achieve that target. KPIs should be SMART:
 - Specific** - be clear about what it measures and why
 - Measurable** - must be measurable to a defined standard
 - Achievable** - the company should be able to deliver this KPI
 - Relevant** - must measure something that matters and improves performance
 - Time-bound** - achieved within an agreed time frame
5. Review KPIs regularly

To read the full guide to making remote working actually work, head over here: www.thanksben.com/remote-working-the-business-guide

What is Brand Awareness and how to Increase it



“

Hey, I'm Michael Culp and today, I'm going to teach you what is brand awareness and how to increase it.

In simple words, Brand Awareness is the likelihood that consumers will be able to identify the brand in different situations. If you have high brand awareness, people have your brand in mind and it's easy for them to remember you.

Now that you know what is brand awareness, why should you focus on increasing it?

Scientific research shows that consumers will select a known brand among other choices 70% of the time, even though the other brands are superior. Eighty two percent of investors say name recognition is an important factor guiding them in their investment decisions.

One way to see the power of brand awareness is brand names that people use to call whole categories of products. A very practical example is Tupperware, a brand name people use to call any plastic container for food storage and preparation.

Interesting example and stats... But how do you increase it? Let's get into the specifics...

1. COLLABORATION

So, the first thing you can do to increase brand awareness is to partner with other brands. Brands partner up and create partnerships all the time. Some examples are:

RedBull + GoPro

Apple + Mastercard

Spotify + Starbucks

It's very beneficial to establish partnerships with other brands. By doing this you are leveraging their audience to build your audience. Many businesses have already invested time, energy, and money to find YOUR customer.

In the words of Jay Abraham, known as the guru of the gurus, if he could choose just one form of marketing, he would choose partnership marketing.

By developing these partnerships you can build your brand awareness much faster. A very effective way of establishing partnerships is by doing guest posts.

2. GUEST POST

Guest posts allow you to provide value to other bloggers through your content and you can "leapfrog" the marketing process by gaining access to their audience.

With guest posting, a good tip is to start small and build your credibility over time for larger and larger publications. Start by researching brands that have similar audiences and similar targets and pitch them with content.

Write a pitch email and include a sample headline about the content you want to write. You can even send some links to previous content that you wrote for other brands.

3. LEVERAGE SHAREABLE CONTENT

Make sure that you are developing shareable content such as graphics, infographics, quotes, and hot topics. Then, make sure to engage with your audience by answering comments, asking questions, being authentic, and providing value.

4. INVEST IN SEO

SEO helps you reach a lot of people. According to Hubspot, there are 5.6 billion searches per day on Google. SEO allows you to attract anyone with an intent at any given point in time, no matter what stage in the buyer funnel they are in.

SEO is a very effective way to create long-term brand awareness, expand your target audience, and earn more revenue. Besides the time you need to improve your rankings, it doesn't cost you anything like advertising.

5. START A REFERRAL PROGRAM

Referrals are a powerful way to squeeze more out of your marketing. You've already invested the time, effort, energy, and money to get a Customer, why not take advantage of this?

And who's the most likely person to know excellent potential Customers? Exactly, your current Customer.

People are much more up to following a recommendation from a friend than they would to any kind of brand advertising. If you have 10 consumers and ask them to share your product or service with 5 of their friends, suddenly you have turned 10 consumers into 50 brand impressions.

You need to make referrals part of the relationship from Day 1. Don't lose opportunities to plant the seed for them to start referring.

A good tip is to give your customers stories to tell about your products and services, so referrals will occur naturally. You can also offer things in exchange, such as discounts coupons in the next purchases.

6. INVEST IN ADVERTISING

The last tip to increase brand awareness is through paid advertising. Paid marketing is beautiful because it's so fast and measurable. With paid marketing, you can create a lead magnet in the morning, put up an ad in the afternoon, and wake up with a lot of new leads the next morning.

If you want to achieve results quickly, paid ads are your way to go.

CONCLUSION

Brand awareness is so vital to businesses that there are whole business models dedicated to the awareness and traffic part of the equation. One of these business models is Affiliate Marketing, where your goal is just to bring traffic to other people's products, and you make a commission for every sale you refer.

So, if you want to ensure the long-term growth of your business, you should start investing in brand awareness. In this guide, we showed you 6 important strategies to increase brand awareness in 2022.



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HR - Top Tips You Need to Succeed from the Expert Croner Advisors

Our partners at Croner provide support and guidance to businesses of all sizes in all sectors with HR, Health and Safety, and many other workplace queries. Their helpline is managed by a team of highly skilled professionals who can give immediate answers to pressing questions.

Croner asked their advisors to address some of the most common queries they receive via the advice lines to share with the readers of Supply Chain Outlook. Here's what they came up with:



1. You must give an employee their contract on day one of employment

It's surprising how many business owners contact us with no employment contracts for their employees. In some cases, an employee has been working for them for many years and still has no formal contract!

While you don't need to have a full, written contract on day one of employment, you at least need a Statement of Main Terms (SMT). This should include details, such as:

- Length of notice required to terminate contract
- Terms and conditions
- Place of work
- Details of benefits, financial or otherwise
- Details of probationary period

This change was brought about by the Good Work Plan in 2020.

Failing to provide an SMT from day one of employment is a breach of employment law. Don't put yourself at risk of a claim. Provide an SMT for legal compliance, then provide a full contract and handbook for best practice.

2. You can make an employee take annual leave

Legally, there is structure in place to make your employees take annual leave. To do this, you must provide notice that is double the length of the period you wish them to take. In other words, if you want them to take three days off, you must provide six days' notice.

This means you must plan ahead if you intend to do this, as trying to make an employee take annual leave the following day could easily result in a claim.

If you're unsure how much annual leave your staff are entitled to, you can always use our calculator here.

3. Remind staff to take annual leave

Sticking with the theme of annual leave, we noticed that a lot of businesses find themselves in a sticky situation towards the end of the year. If staff still have outstanding leave to take at the end of the year, you shouldn't just pay them off.

You could carry holiday over into the next leave year, but this may result in further issues. For example, if you do this for one employee, you must do it for all of them to avoid discrimination.

A lot of employers don't actively encourage staff to take annual leave. It's obvious why - more time in the office means more productivity. Right?

Well, failure to take leave can result in burnout. This, in turn, will impact productivity. Even if staff avoid the burn, it could still end in a heated exchange when they find out they can't take the last of their holiday at the end of the year.

So you should encourage staff to take annual leave instead of stockpiling it. Just make sure you don't go too far the other way and begin badgering employees to take leave.

4. Conduct investigations before a disciplinary - and do them right

It is tempting, especially when misconduct occurs, to jump straight into a disciplinary. However, you should conduct a full investigation before any disciplinary meeting.

This is the case even if all you are issuing is a written warning.

It is also the case even if you have first-hand proof of the misconduct.

You may find it frustrating - fruitless even - but it's the law. Failure to do this could result in a tribunal claim.

The exception for this is gross

misconduct. In these cases, you may suspend the employee while you conduct the investigation. If there is a safety risk to the employee, or their colleagues, it's practical to suspend the employee.

To follow best practice, we'd recommend an impartial individual conducts the investigation. Another individual should conduct the disciplinary meeting based on the findings of the investigation. This helps to avoid bias and discrimination.

5. Return to work interviews - do them!

If you're having trouble keeping track of your staff sickness absences, then try conducting return to work interviews. It's a great way to let the employee know that this period of sickness is over and has been logged.

Then, if an employee goes back on sick leave following this, they cannot argue that it is the same period of sick leave. Doing this could mean they claim Statutory Sick Pay (SSP) despite not meeting the threshold for payment. Bear in mind, this can be acceptable, such as when an employee forms a period of incapacity for work. Holding return to work interviews can help establish genuine capacity.

In cases of genuine sickness absence, the interview will help you readjust the employee to the workplace. You can identify reasonable adjustments and plan a schedule for returning to work. It also has the added benefit of making sick leave easier to track. You can download a free return to work interview template here.

Our team of consultants have a range of insights into how to manage your workforce more effectively and efficiently. Want to find out what they are? Give our advisors a call today on 0844 561 8133 and quote 88132.

10 mistakes that slow down recruitment



While there is no reason to settle for a less-than-perfect candidate to fill up vacant positions, waiting too long can actually reduce the quality of your hires. In a highly competitive job market, good candidates migrate fast. Slow hiring also has monetary consequences like increased recruitment expenses and costs associated with understaffed teams, such as productivity slumps and employee burnout. However, it's no cakewalk to sift through a mountain of applications. Candidates can now apply to jobs with such ease that recruiters are often burdened with huge volumes of irrelevant resumes.

This is why it's crucial that you look for ways to optimise your hiring process by deeply analysing what works well, which areas are causing delays, what can be automated, and how many people are involved.

Streamlining your hiring workflow, trying a different sourcing approach, working on your employer branding, and improving your talent selection methods can dramatically reduce your time-to-fill rates.



Here are ten mistakes that can damage your hiring campaigns and cost your organisation money:

Not understanding the requirements of the role

Collaboration is key to ensure that everybody is satisfied with a hiring decision. It is the recruitment team's job to fully understand all the qualifications and skillsets required for the role in order to find the best fit for the team or organisation. This can be done by making sure that the hiring process is transparent to all stakeholders.

Poorly structured hiring process

One of the main reasons for hiring delays is poor planning and communication as well as the improper use of recruitment tools. It can be of great help to map out your recruitment strategy with an estimated time frame so that you can reprioritise resources and minimise workload; remove process inefficiencies and reorganise any information shared with stakeholders to accelerate decision-making.

Improper articulation of job description

A job description should be more than just a job title and list of preferred qualifications. Think about aspects of the job's day-to-day pursuits and include all the soft and hard skills required to do the work. Also, give some insights into your employer brand by including information about your employee offerings, rewards, benefits, and culture. A more detailed description will help job seekers analyse if they will be the right fit for your organisation and persuade the right candidates to apply for the role.

Not building a talent pipeline

Consider building a talent pipeline by sourcing from data providers who can provide high quality candidates, and have an employee referral scheme so that there is a constant influx of high quality candidates. Try to build a relationship with high performers by nurturing them with personalised value-based content, and share with them the company's values, culture, and milestones. When a vacancy for a suitable job opening comes up, this gives you a good set of candidates to reach out to.

Inefficient sourcing of talent

Use data to analyse job ad performance, and post jobs on platforms where they are responded to most by your target candidates. Job board posting can be automated to reduce the time spent posting vacancies and monitoring them. Find candidates from diversified backgrounds, and don't be afraid to deviate from conventional sourcing strategies.

Complex application process

While it's tempting to know everything about candidates who apply for your roles, a long application process might steer them away. In a fast-paced world, people want to apply for jobs with a touch of their finger, and features like Easy Apply through LinkedIn can come in handy for

this purpose. Maintain a vibrant careers page and avoid delays due to poor communication to make this process even more efficient.

Avoiding pre-screening and assessing

It's critical to shortlist candidates before you send them to the interview stage. Using resume filters and assessment technology can facilitate this process. Applicant tracking systems can collect and organise candidate information, and assessments can give an objective view of a candidate's attitude, behaviour, and abilities. After shortlisting, all of the candidates should be a perfect fit for the job.

Delays due to interviews

The most important reason for delays in the interview process is to find a time when both the interviewer and interviewee are available. Self-scheduling software makes this easy by allowing candidates to choose their time slot based on the interviewer's availability. Doing remote interviews through video/phone calls is extremely convenient and saves on traveling time.

No clarity in decision-making

The hardest part of recruitment is choosing the right candidate, and too often this decision is clouded with unconscious bias and 'gut feelings.' Creating a decision-making checklist can help put things into perspective and simplify this process. Zoho Recruit has an 'interview scorecard' feature where interviewers can rank candidates based on their overall recommendation along with a comment at the end of the interview.

Handling every recruitment step manually

Automating administrative tasks can save plenty of time for your recruitment team. With the right recruitment software, it's possible to screen resumes, organise candidate data, send emails, and schedule interviews. Zoho Recruit, for example, even has AI chatbots that can help address candidate questions quickly during times when your team isn't available to chat.

Wrapping up

Recruiting a candidate who will add value to your organisation is not something that can be rushed through, but analysing and removing setbacks could make this arduous process a lot more efficient. Use a data-driven approach by developing a process to analyse which steps are consuming the most time for your team members so you can simplify them and start making better placements faster.

Serious Software, Friendly Company.

Software is our craft and our passion. At Zoho, we create beautiful software to solve business problems. We believe that software is the ultimate product of the mind and the hands. Visit www.zoho.com to find out more.

Here's What Research Says about Business Management

Organisation, analysis, and the planning of various company operations are just some of the broad scope of business management. And in order to effectively run or manage a business, it is important to keep up with the latest trends and utilise research studies that have collected empirical data to support their claims. Here are some findings focusing on the leadership and staffing aspects of business administration that will be helpful as you strategise and plan for the months ahead.

Leadership and Significance

Businesses use a variety of strategies to survive, compete, and expand. When it comes to setting corporate goals, strategic and tactical goals must go hand in hand. A strategic plan outlines your long-term goals, while a tactical plan outlines the steps you'll take to get there. Focusing on the humanistic side of business management, studies contend the need to establish a sense of significance for you and your staff.

A study conducted by experts at the University of Sussex and the University of Greenwich found that poor management is the leading destroyer of feelings of significance which in turn affects loyalty and productivity of employees. Their study highlighted that if the employees' work has a greater impact on others than on themselves, employees are more likely to consider it meaningful labour. Even in the most difficult of circumstances, many people find their profession to be a source of great significance.

When people are able to look back on their finished projects and draw connections between their accomplishments and a broader sense of life purpose, they are more likely to feel a feeling of purposefulness. The authors added that despite difficulties, the benefits for individuals and organisations that accrue from meaningful workplaces might be even larger than what is perceived.

Effective Staff Management

Empathetic business leaders foster an atmosphere of trust and justice in the workplace by empowering their employees to do their best work. Businesses should adjust their training and recruitment efforts to promote managers who exhibit empathy, integrity, and trustworthiness. In return, they profit from fostering a happy and loyal work environment.

Additionally, research asserts that organisations might benefit from developing or reinforcing a culture that positively encourages trust, fairness, and high-quality working relationships between managers and employees.

Diversity

According to a recent study, fostering diversity makes a business more innovative in terms of product inventions, patents created, and patent citations. With that in mind, it is best to take advantage of the remote working environment and source employees from different regions. This diversity implies a more creative working environment where the company can foster and improve ideas and revise the standard operating procedures of the business.

In line with this, employee-employer relationships have significantly evolved at the onset of the pandemic. According to a new Cornell University research, working an unconventional schedule and logging in at all hours of the day is not always good for the 21st-century workforce. The work-from-home setup showed promising opportunities for companies and employees, but it is still important to minimise its downsides such as employing methods that increase productivity at home and restore a good work-life balance.

In relation to this, a recent study by the University of Otago found that the easiest way to get someone to finish the tasks is to avoid setting a deadline at all, and if you must establish a deadline, keep it brief. Supporting this claim is a new research from the University of Texas at Austin where software development teams that are allowed to approach their projects however they like are more productive and have happier clients than teams that adhere to a central corporate standard.

Direction

The pandemic has had a significant impact on industrial enterprises' earnings, and these businesses have adjusted their business practises, including adopting open innovation tools and procedures. A research study found that small businesses that rely on business-to-business subcontracting for the majority of their revenue were shown to be better equipped to cope with economic uncertainty than larger organisations.

It's no wonder that social media has become a rising target for marketers because the leading social media platforms have billions of users. More so, your business can utilise all available data and set up a marketing campaign in the right paid media environment, and even create or amplify a good landing page for your business.

Despite its growing significance, social media advertising is becoming increasingly competitive. A multichannel organic strategy for small businesses is the best way to gain an audience and spread word of mouth about the brand.

Final Thoughts

High-performing businesses are distinguished from the pack by their ability to successfully navigate the route from planning to execution. And the best way to learn and to reach the business' desired numbers is to rely on data and to carefully devise strategies that propel the company forward through effective people management.

SUPPLY CHAIN:

A network of organisations, people, activities, information, and resources involved in delivering a product or service to a customer.

The global supply chain provides us with the comforts of modern-day living and keeps the world moving. The industry is vital for much more than just the economy!



- ➔ **EXPERTISE;** Infrastructure development is going to be key to supply chain sustainability. Take a look at our recent article to find out why! www.ioscm.com/blog/infrastructure-development-is-essential-to-supply-chain-sustainability
- ➔ **PODCAST;** “The SupplyChainBrain Podcast is about having in-depth conversations about the supply chain industry,” says Jesse O’Connor, a journalist at Boomessays and Paperfellows.
- ➔ **INSIGHT;** New Report identifies that 84% of IT leaders are currently not happy with their B2B e-commerce solution
- ➔ **GREAT BOOK;** *Single Point of Failure: The 10 Essential Laws of Supply Chain Risk Management* (Gary S. Lynch) is a must-read for any supply chain manager or professional looking to really understand the challenges within effective supply chain management.
- ➔ **WHITEPAPER;** Five-point strategy for countering Supply Chain uncertainty. Louisa Hosegood, Digital and Strategy Director at Bis Henderson Consulting, draws on the team’s experience to set out a five-point strategy for supply chain leaders. Download your copy www.ioscm.com/whitepapers/.
- ➔ **EVENT;** There are hundreds of events taking place each year covering the supply chain or its sectors. One definitely worth considering has to be Intermodal Europe. This year the event is taking place in November over in Amsterdam.
- ➔ **FACT;** Supply Chains are Responsible for 90% of Industry’s Environmental Impact
- ➔ **EVENT;** Of course, you have already been to the best supply chain event on this years calendar! If your planning ahead for next year, then the Gartner Supply Chain Planning Summit, 30 - 31 October 2023 London, U.K. is already looking like a good date for the diary.
- ➔ **LEARNING;** IoSCM specialises in supply chain management courses. From snappy bite-size learning through to extended professional qualifications, we have learning and development tools for everyone. Visit our website or chat with a course advisor to find out more!
- ➔ **EXPERTISE;** “Blockchain provides supply chain capabilities that were not possible in the recent past.” - Professor Dave Waters, Pioneer of Artificial Intelligence.



How Covid-19 Catapulted The Rise Of DTC Beauty Brands Supply Chain



Direct-to-consumer (DTC) cosmetic brands were already big news before Covid-19 hit. For example, in March 2019, Forbes declared 21-year old Kylie Jenner the world’s “youngest self-made billionaire,” mainly based on the value of her company, Kylie Cosmetics.

In 2020, global management consulting firm McKinsey reported that before Covid-19, “in-store shopping comprised up to 85 percent of all beauty product purchases.” However, in the aftermath of the pandemic, nearly 30 percent of the beauty-industry market was shut down—this created space for the growth of DTC consumer brands.

What are DTC cosmetic brands? Which DTC brands are the fastest-growing? How have Chinese DTC brands expanded across the globe during Covid-19? How are traditional brick-and-mortar businesses reacting to the rapid growth of DTC brands? These are the questions we answer in this article.



WHAT ARE DTC COSMETIC BRANDS?

From a technical perspective, the term ‘direct-to-consumer’ ideally describes a sales channel and not a type of company. In this case, companies using this sales channel bypass the middlemen (retailers and wholesalers) and sell directly to their customers.

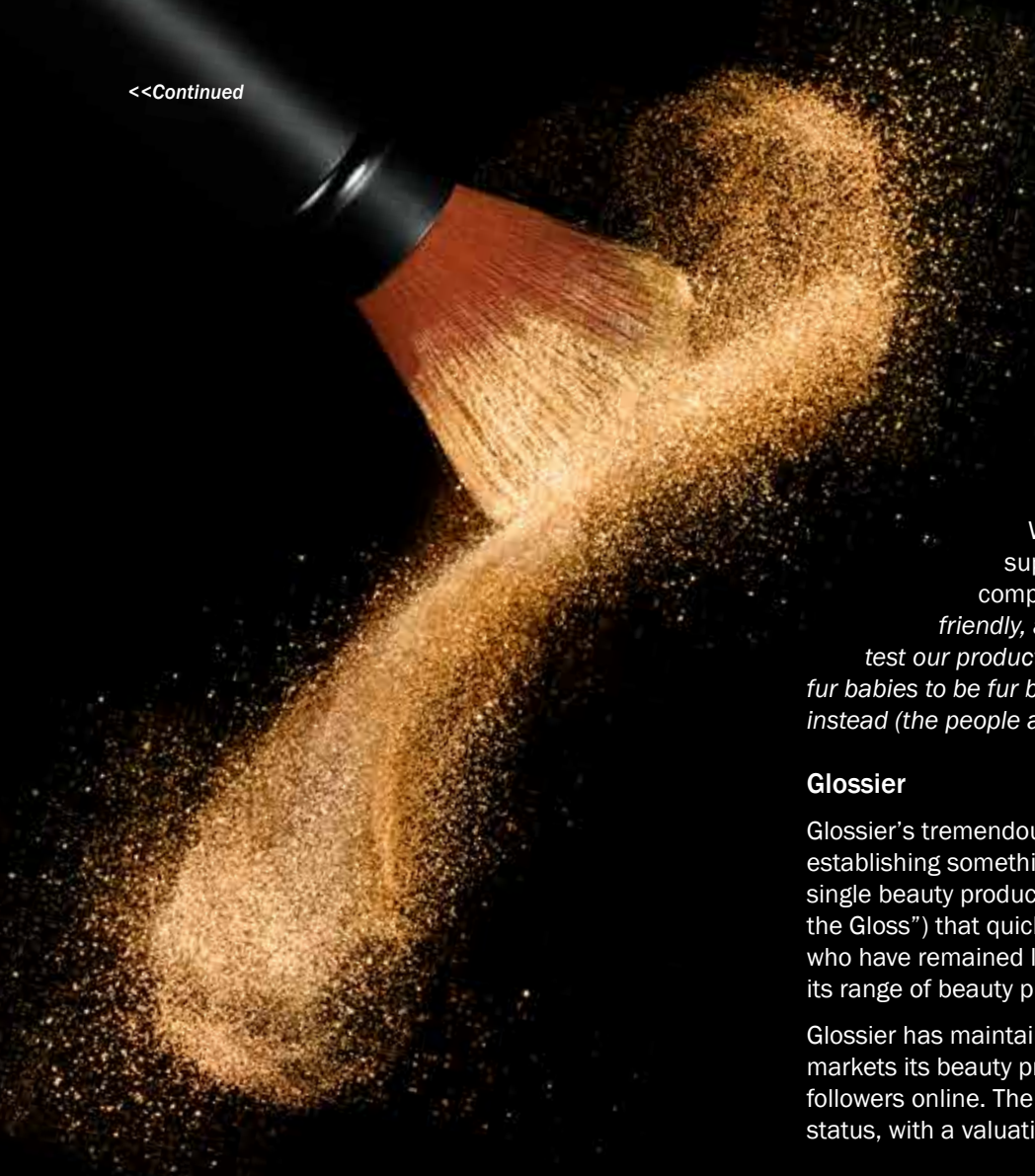
Ever since the internet changed both the tools and the requirements for starting and scaling a business, a new generation of start-ups was born. These new entities were characterised by direct distribution, exclusively-online purchasing, social media marketing, and borrowed supply chains (drop shipping).

Writing for the Harvard Business Review, Leonard Schlesinger, Matt Higgins, and Shaye Roseman note that “The direct-to-consumer start-ups’ rise was enabled by an environment of abundant venture capital, low competition, and above all, the advertising arbitrage that could be exploited on under-priced social media platforms.”

DTC cosmetic brands are, therefore, companies in the cosmetics industry that have taken advantage of a conducive environment to distribute their products directly to the consumer, primarily using digital channels.

Even though the phenomenal growth of DTC brands started becoming apparent a few years after the 21st Century began, the idea can be traced to the 1990s dot-com bubble. Over the years, as the internet and digital devices became more widespread, DTC brands experienced a boom.

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ColourPop

ColourPop not only manufactures all its products in-house but also markets them exclusively on social media and sells them directly to consumers. ColourPop now employs between 100-500 people and earns nearly \$500 million annual revenue.

With so much control over their supply chain, the California-based company prides itself *“on being wallet-friendly, and bunny approved.”* It adds, *“We test our products in the nicest way possible, leaving fur babies to be fur babies and experimenting on people instead (the people at ColourPop HQ, to be exact!).”*

Glossier

Glossier’s tremendous growth began in 2010 by establishing something of a cult following before selling a single beauty product. The brand started as a blog (“Into the Gloss”) that quickly grew a community of avid fans who have remained loyal to the brand since it launched its range of beauty products.

Glossier has maintained its DTC strategy and now markets its beauty products to its more than 2 million followers online. The company has since attained unicorn status, with a valuation of \$1.2 billion as of 2019.

THE GLOBAL EXPANSION OF CHINESE DTC COMPANIES

DTC brands in China have flourished primarily because of a few social eCommerce platforms such as Pinduoduo and apps such as WeChat, Weibo, and Douyin. The speed with which some of the DTC brands have grown has often been described as “staggering.”

One good example of the global expansion of Chinese DTC brands is Perfect Diary, one of China’s most dominant beauty brands. Less than five years old, Jingdaily.com, a digital publication on luxury consumer trends in China, reports that the company has combined a deep understanding of its young customers and slick marketing tactics to achieve exponential growth within a few short years of its existence. The firm is estimated to be worth \$7.8 billion.

But like many other Chinese DTC brands, Perfect Diary is looking to scale outside China and into other international markets. With their home markets already locked in, these companies are looking to make forays into other markets.

Some of the strategies Chinese DTC companies use to ease themselves into the highly competitive global markets include the following.

Influencer Marketing

Influencer marketing has been a golden idea for many consumer-facing businesses looking to reach broader markets via social media.

Social media platforms are packed with people searching or looking to try out many different products. Therefore, collaborations with influencers represent an excellent opportunity for most brands to promote their products and enter new markets.

Celebrity Endorsements

Closely related to influencers is the idea of celebrity endorsements, which involves identifying brand ambassadors to help introduce and promote products in new markets.

Noor Azura Adzharuddin and Mark Salvation conducted a study entitled *“The Influence of Celebrity Endorsement on Young Consumers’ Purchase Intention: The Case of L’Oreal’s Skin-Care Products.”* They concluded that “celebrity endorsement and celebrity characteristics enhance young consumers’ purchase intentions of L’Oreal’s skincare products.”

Acquisitions

In March 2021, Yantse Holdings, the parent company of Chinese beauty products giant Perfect Diary, acquired the prestigious UK-based makeup brand EVE LOM.

These kinds of acquisitions provide Chinese DTC brands with excellent opportunities to learn from the international experience of Western brands. They also enable the Chinese firms to improve product quality and align branding and production standards to Western consumers’ preferences.

HOW DTC COMPANIES BENEFITED FROM COVID-19

According to a 2020 McKinsey report, the global beauty industry has been relatively resilient in the past. The report shows that even during the 2008 financial crisis, the industry showed a minimal slump before fully bouncing back by 2010.

It is now officially cliché to say the Covid-19 pandemic has changed our shopping habits. The closure of brick-and-mortar stores, forced lockdowns, social distancing, and restricted movements have left many with no choice but to shop on eCommerce platforms.

These changes introduce both negative and positive effects on commerce in general. For instance, many traditional businesses had to scale down their operations or shut down altogether, but many online businesses saw a boom.

Before the pandemic, reports indicated in-store purchases for beauty products comprised about 85%

of all purchases. However, the pandemic provided an excellent opportunity for growth for many DTC brands that already had a digital-first strategy, bypassing the typical brick-and-mortar route.

Businessinsider.com reports on an analysis of 15 high-performing DTC beauty brands in 2020, showing an average of 202.4% increase in web traffic. Cosmetic brands such as Morphe recorded a 424.9% increase in traffic.

From the numbers above, it can be concluded that while sales for DTC beauty brands had already been gaining traction online, the pandemic accelerated the growth of many businesses in the sector.

A SCRAMBLE FOR THE PROFITS

The exponential growth of DTC beauty companies, particularly those already established online distribution platforms, already attracted the attention of big consumer product brands and venture capitalists well before the pandemic.

Of course, no one foresaw the effects of the pandemic. Still, organisations such as Proctor and Gamble (P&G) began to bet on thriving DTC beauty companies as far back as 2017.

For example, P&G paid \$100 million to acquire Native, a DTC brand of natural deodorant which had positioned itself as an online distributor of deodorants for customers who were conscious of the ingredients.

In a report published by TechCrunch.com about the acquisition of Native by P&G, Katie Roof writes, *“Venture capitalists are increasingly making bets on direct-to-consumer products, which are brands with an online distribution platform.”*

For the giant consumer products companies, acquiring a DTC beauty brand is more than just a quest to improve their bottom lines in the short term. Instead, it’s a pathway to getting a stronger foothold in a highly volatile and competitive market.

By acquiring DTC companies, large corporations get access to their customers and acquire valuable customer data, eCommerce expertise, and talent.

THE FUTURE LOOKS BEAUTIFUL

A Harvard Business Review article puts things in perspective regarding the future of DTC brands: *“Commentators hail DTC’s online-only, social-media-promoted, no-middleman model as the future of marketing.”* However, some have argued that *“most DTC brands will need an offline presence to succeed.”*

10 Supply Chain Issues and How Education Can Bridge the Gap

The global supply chain environment is far from perfect. Since the outbreak of the COVID-19 pandemic, the entire world faced a major crisis and the supply chain industry faced one of the most significant disruptions in recent history - now referred to as the Great Supply Chain Disruption. And, yes, the pandemic seems to be coming to an end, but the effects it's made are left for us to deal with. Plus, the Russian war against Ukraine poses new challenges to the global situation.

That means that the disruption will continue in 2022 and major issues will remain present. Luckily, with proper education and skill acquisition of those working in the supply chain, we can bridge this gap faster and more successfully.

Below, we'll discuss the biggest challenges and issues in the industry, as well as the role of education in solving them.

Let us first take a look at the 10 biggest modern-day supply chain issues that the industry is facing.



1. Unstable Shipping

The pandemic started chaos in most of the available ports as well as shipping yards. This created instability when it comes to shipping - retailers are facing delays like never before. This is costing them customers and sales and is one of the primary concerns.

2. Lack of Warehouse Space

Since retailers can no longer rely on stable shipping and ever-lasting availability of goods, they're trying to create bigger stock and secure the goods they're offering. However, the need for more warehouse space to handle more goods leads to additional expenses.

3. Moving Production

With unstable shipping comes the need for moving production closer to the customer. When the target customers are far from production, costs pile up. So, many businesses consider relocating production, and this need is growing stronger. Moving production is not something every business can afford nor has the time and logistics to do.

4. Manufacturing Delays

Businesses are struggling to manufacture their products at the rate at which they're being requested. For instance, the global computer-chip shortage caused by the war in Ukraine is making car manufacturers lower their estimates of the number of cars they'll produce this year.

5. Outdated Technology

As the chaos in ports grows bigger, the outdated technology shows its inability to handle bigger logistical issues. This calls for new, innovative technology that could anticipate problems and provide solutions on the go.

Automation is one of the potential solutions that are being considered. Case studies and papers are being written on this subject matter extensively. Even college essay writing services have their hands full of these topics. This is due to the growing need for automation solutions in the supply chain industry and the fact universities and colleges are introducing new courses for their students.

6. Lack of Truck Drivers

The need for truck drivers is growing, but there aren't enough of them. Even with truck companies paying more money, there is a lack of truck drivers to cover the increased need for driving goods across warehouses or from production to storage and the shipping yards. This causes additional delays.

7. Increase in Online Shopping

The pandemic may have caused this trend to grow, but it continues even in these post-pandemic times. Online shopping is only growing stronger, and it's causing problems for supply chain managers. People are placing online orders like never before, but the ability to fulfill them is worse than ever.

8. Increase in Fuel Prices

A significant increase in fuel prices is also affecting the supply chain industry. Everyone's affected - from the logistics to the retailers and customers. The former need to raise prices or suffer losses, while the latter have to pay more for every order they place, and the supply chain crisis is getting worse.

9. Labour Prices Going Up

Service workers and other similar labour workers used to be among the lowest-paid workers globally. However, this

is changing. The cost of labour is going up, and supply chain managers are forced to spend more in this sector of their expense list. This is due to a serious multi-million shortage of labour workers that the pandemic caused and that still hasn't been resolved.

10. Market Dominance

Today, more than ever, big companies are dominating the market and pushing out smaller businesses that can't handle standing shoulder to shoulder with them. This is because only economically strong companies can afford to handle all the issues we've discussed above and remain competitive in the market.

As for the smaller businesses, many are considering closing factories, selling equipment, or even whole businesses. This is creating a bigger gap in the market and allowing big companies to hold the monopoly.

How Can Education Bridge the Gap?

Education can be the key to solving the issues we've discussed above. The important thing is that the emerging trends in the supply chain sector are followed by corresponding trends in education.

Simply put, supply chain employees and professionals need to learn how to deal with modern issues. Since they differ from what was happening in the years behind us, education needs to start offering updated and modernized courses.

So, the best way for education to bridge the supply chain gap is:

- courses and training for supply chain professionals that focus on modern-day issues
- individual mentorship inside companies
- updated supply chain management curricula in universities

With updated and fresh courses, supply chain professionals, whether working individually or in teams, can start working on resolving those issues.

Final Thoughts

The pandemic and the global economic instability led to serious issues in the supply chain system. But, none of these problems are unsolvable. With the right training and courses that provide practical skills we can apply today, these issues will slowly be removed, one by one.

Hopefully, we've helped you prepare for the challenges ahead and motivated you to continuously acquire new skills.

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Five Point Strategy for Countering Supply Chain Uncertainty

White paper from the Experts at Bis Henderson Consulting.

The Christmas peak may have been a big mountain to climb, but retailers are increasingly aware that many of the challenges faced will continue well into the future. The sector must plan now for even higher levels of agility going forward.

Louisa Hosegood, Digital and Strategy Director at Bis Henderson Consulting, draws on the team's experience to set out a five-point strategy for supply chain leaders.

"Whilst setting out an overall direction, our plan for change will allow us to flex and remain agile."
Head of Logistics, Fortnum and Mason.

New challenges and constantly evolving operating models are nothing new for supply chains - they are expected to be everything to everyone - resilient, fast, cost-effective, convenient, sustainable, responsible, responsive. The current combination of interlinked threats, from Covid and Brexit, to carbon dioxide availability, energy pricing, global shipping turmoil, driver and other labour shortages, to name just a few - may be unprecedented, but they are not unrepeatable. Many have been building for years, and they overlay more fundamental changes in consumer behaviours and expectations.

Even before Covid, businesses were under constant pressure to balance the competing demands and changes from customers, suppliers, the external economic and political world, investors, stakeholders and staff.

Some of these, such as the impact of Covid, were truly unpredictable. Others have been in plain sight - Brexit has been a 'thing' for five years, driver shortages building predictably for a decade. Ecommerce growth and high street shop closures are not new, shorter product lifecycles and material sourcing changes have not appeared overnight, rising customer expectations and increasing regulations have been pain-points for a long while.

Faced with ever more diverse consumer preferences (vegan, organic, local, zero plastic etc.) often driven by social media, the old, largely stable, model of mass production mediated through mass marketing no longer works.

The 'nuts and bolts' of our supply chains have never been more efficient, but the task they are asked to achieve is changing beyond recognition.

Read the white paper here: www.ioscm.com/whitepapers



How to Use IT to Improve Supply Chain Management

To stay competitive in the global market and remain on the cutting edge of the complex business world, most companies turn their face to Information Technology (IT) in their supply chain management system.

With 75% of companies facing disruption in their supply chain because of COVID-19, companies need a rock-solid IT management system that helps overcome their supply chain resiliency.

With the advent and penetration of technology, companies have realised that this technology ensures better visibility and accountability, allowing them to maintain control over their supply chain management.

With leading IT solutions, companies can keep track of their production, anticipate and repair machines, and make desired modifications that guarantee a top-quality product.

But what technologies can make an impact?

While there are a lot of technologies, including Machine Learning (ML), Artificial Intelligence (AI) and the Internet of Things (IoT) that improve the efficiency of your supply chain, only some can make a difference in your bottom line.

In this article, we discuss technologies that can overhaul supply chain operations and management:

Here are a few IT solutions that can improve your supply chain management.

1. Use IT asset management software

The supply chain works perfectly when everything comes together exactly how and when it should. You can repair and rectify minor issues with your supply chain. But when your machine breaks down spontaneously, bringing things back on track is impossible.

While a company rarely has no plan B, once the supply chain stalls, it takes a lot of time to get everything back on track. That's where effective ITAM comes in.

Today, IT Asset Management or ITAM is a catchall for everything you require to keep your supply chain in tip-top shape. Companies that implement an effective ITAM (IT Asset Management) software can avoid disruptions and ensure reputations, revenues, and workflows remain intact.

When choosing an ITAM software, ensure you choose one that easily integrates with your supply chain because

such software helps save a lot of time, effort, resources and money.

2. Focus on demand forecasting

According to research, tech-enabled demand forecasting decreases forecasting errors by 30-50%.

Inaccurate forecasting can mislead you, and you can lose out on sales because of wrong inventory data. When such a thing happens, it results in overstocking or understocking of products that might cause potential losses.

Earlier inventory forecasting primarily depended on historical data, but with IT-enabled demand forecasting, brands can optimise inventory levels, replenish inventory, and forecast demand more accurately.

Machine learning takes demand forecasting to another level because it provides real-time information by collecting data from internal and external sources.

Even for new products that lack historical data, ML helps a company identify the sales trend of similar products and uses that data to make accurate predictions.

Continued>>



3. Make use of Artificial Intelligence (AI)

Did you know that the supply chain and logistics industry is likely to gain 89% value through the adoption of AI?

By using AI, companies can make better business decisions. AI helped reduce empty freight trips and plan labour resources in the past.

AI enhanced tools are thoroughly used in the supply chain to reduce the impact of a worldwide worker shortage, increase efficiency and discover safe and efficient ways to move goods from one point to another.

Companies widely use AI to optimise routing efficiency, deliver logistics, and improve vehicles' health and longevity. Additionally, AI tools can make maintenance recommendations and failure predictions based on past and real-time data. This helps a company take vehicles out before creating a blockage in the supply chain.

Today, AI could be the game-changer that helps supply chain managers uncover revenue increasing and cost-saving methods.

4. Implement Robotic Process Automation (RPA)

According to Deloitte, robots are likely to witness substantial growth, particularly within the supply chain industry.

Robotic process automation technologies include drones, Delivery and Storage Retrieval Systems (DSRS). When a company implements RPA in their supply chain, it brings along a bouquet of benefits, including increasing efficiency and productivity, improving employee safety, and completing mundane tasks so that employees can spend time on strategic efforts.

Also, drones and other RPA technologies help increase revenue by enhancing order fulfilment and delivery speed while leaving the customer satisfied.

5. Use blockchain

Though primarily synonymous with cryptocurrency, blockchain technology is a distributed ledger technology that improves the transparency and visibility of your supply chain process.

Using blockchain in the supply chain helps you keep track of price, quality, certification, date and other relevant information to manage your supply chain.

When a blockchain saves this information, it increases the traceability of the material supply chain and lower losses from the counterfeit and grey market. It ensures compliance over outsourced contracts and positions your company as a leader in responsible manufacturing.

Using blockchain, companies can help trace their product's history right from the point of origin. Every time a product changes hands, the transaction gets documented, creating a permanent history from manufacturing to sale.

Companies can reduce time delays and human errors associated with supply chain management using these technologies. When the intermediaries in the supply chain reduce, it automatically reduces the risk of fraud and ensures supply chain efficiency.

Additionally, because of this immersive technology, companies can identify various instances of fraud, and the comprehensive records enable you to know the source of fraud.

Companies can automate payments, track shipments, and synchronise logistics data using blockchain technology.

6. Use the Internet of Things (IoT)

The Internet of things (IoT) is a collection of interconnected physical devices that can monitor, report, send, and exchange data.

IoT devices help track and authenticate products and shipments using GPS and other technologies in the supply chain industry.

IoT devices are essential in the supply chain because they can monitor and track product conditions, enhancing quality management throughout your supply chain.

Today, companies are attaching IoT devices to specific storage items to authenticate the location of goods and products. The technology works when IoT devices transmit locations which the GPS satellite picks and tracks the movement of goods.

IoT is helpful in the supply chain management of food and chemicals. This technology helps in monitoring the storage conditions of products and raw materials. As these products require optimum storage temperature, specialised IoT devices can track and monitor areas like humidity, temperature, light, intensity and other environmental factors.

These devices might trigger an alarm if the supply chain breaches a certain threshold limit. It becomes much easier to track the quality of goods that pass through.

7. Make use of 3D printing

3D printing and additive manufacturing are disruptive innovations that are likely to have a far-reaching impact on supply chain management.

This technology has the power to overcome geopolitical risk, reduce cost, decrease carbon footprints, and drive innovations to ensure competitive advantage. Also, 3D printing can drastically cut down supply chain complexities, reduce the time to market your products, and decrease global impact by limiting the shipping of goods across the globe.

Implementing 3D printing in your supply chain offers many benefits, like improving resource efficiency. As 3D printing is a greener, energy-efficient and cost-efficient production method, it lowers the risk of overproduction, creates zero wastage and reduces carbon footprints.

With 3D printing, companies can customise their supply chain. This results in more agile supply chains that can adjust to market changes.

Interestingly, Airbus is constructing their planes with large scale 3D printers. When companies like Airbus can

implement 3D printing, even your organisation can adapt. The 3D printing additive manufacturing revolution is just around the corner, and it could positively affect your supply chain more than you can think.

So, the smart move is to prepare for the revolution by implementing 3D printing in your logistics and supply chain process.

8. Improving supply chain management

To stay ahead of the competition, continually adapt to the emerging tools and techniques.

Using supply chain technology, you can enhance your company's productivity by reducing costs and improving customer satisfaction.

A technology-enabled supply chain helps allocate critical products and supplies while saving time and money.

Today, the secret behind successfully managing a supply chain lies in IT. By implementing and using ITAM, 3D printers, the Internet of Things, Machine Learning and Artificial Intelligence, you can make your supply chain more efficient.

Tracking a moving truck from start to finish, monitoring what goes in and out of the storage, and monitoring the storage temperature of products can help you become leaders in your industry.

The role of IT in supply chain management is undeniable, and it binds your company's operations together.

By implementing the latest and breakthrough technology to improve supply chain management, you're providing better services to your customers while allowing a business to compete with its competitors on better or equal terms.



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Top 7 Business Innovations for Supply Chain Management

Every business in the production field needs to manage its supply chain properly. Robust Supply Chain Management (SCM) comes with various benefits. It ensures customers have perfect experiences with a business. It also boosts the quality of products and distribution.

Technology plays a central role in ensuring SCM is as efficient as possible. Many software tools are now integrated into the supply chain field. This helps the teams involved in the processes to increase productivity and enables them to move products to consumers seamlessly.

Here are some of the top tech innovations taking supply chain management by storm.

1. Data Analytics

Big data is increasingly becoming critical for businesses. You cannot build an edge in your industry if you don't gather data and conduct statistical analysis. SCM involves identifying new opportunities in your industry. The best way to make this happen is by leveraging data analysis.

You can achieve a lot as a business if you rely on data analytics. In SCM, you can use it to identify new logistical trends and consumer tendencies. This will help you align your strategies to the happenings in the industry and, in the end, boost your growth in the business world.

2. 3D Printing for Localising Production and Cutting Costs

It is always critical to keep your expenses down when running a business. This will make it easier to ensure you maximise your potential returns on investment. One of the most innovative ways to reduce production and business expenses is using 3D technology in an organisation.

There are various costs that you can cut down by adopting this technology. This includes transportation and inventory costs. You can also significantly reduce labour requirements which will help you save more. Last but not least, it'll open doors for in-house production.

3. Using Innovative Software

Various software tools are proving to be valuable to supply chain professionals. As a business owner, you'll always look for ways to expand your operations. This will begin with gathering the best ideas to propel you to growth. Your employees are a primary source of ideas.

But managing all the ideas employees might be having can be tricky. That's why you'll need idea management software. This is a software that comes with various idea development tools. It can help you gather ideas from your remote workforce spread across the globe and help build perfect strategies.

It will be both an idea-generating software and an idea organisation software. Such innovation

management solutions help businesses push their ideas to get good returns. This and other key innovative software will be key to ensuring your business is profitable.

4. Crowd Shipping

Crowd shipping is a relatively new way of doing business, but it is quickly gaining ground today. It involves couriers specialising in a different way of doing business. They sell products on behalf of companies using their resources and get paid per shift or every delivery they make.

This significantly simplifies how businesses operate. It helps get the various hurdles in SCM out of the way and streamlines transactions. Most customers also prefer it because of how efficiently orders get delivered from crowd shipping couriers compared to getting direct deliveries from businesses.

5. Driverless Vehicles

Hauling products from one place to another requires the use of trucks. The increasing popularity of driverless trucks is making hauling goods easier. There's no doubt that more businesses will consider investing in driverless trucks to cut the costs incurred in paying drivers for long hauls.

Besides helping cut costs, this is another way to improve safety. In addition, it helps lower fuel costs and the overall cost of doing business. It's worth mentioning that there's more innovation happening in the transportation industry. Soon, we might see fully electric trucks hauling goods.

6. Introducing Robotics

Automation is one of the key things happening in business today. The use of robots by companies started a while back. But then, they only used them for simple tasks to help reduce workloads. Today, robots are used in more complex tasks, especially SCM space.

Two major developments have improved robotics technology. They are the growth of optical character recognition and the advancement of cognitive process automation. These

two have helped improve how robots judge situations and recommend solutions to SC managers.

Robots collect data, analyse, and use it to recommend actions. They no longer depend on preprogrammed rules to know what they should do. In addition, they are now able to engage customers and provide personalised solutions to any challenges they have with the supply chain.

7. Radio Frequency Identification (RFID)

RFID has been a trending piece of tech for many years. But its integration into SCM hasn't been successful for years. Implementing RFID in SCM has taken a long time because it's expensive to integrate. Also, it is partly because of the huge amount of work involved in it.

This technology helps businesses keep track of specific data. For instance, it's been used to track the temperatures of objects remotely. The objects have identification tags that look like barcodes. This tech uses the tags to follow up on the objects as it gathers data along the way.

The same idea is now getting used in the supply chain world. It's now possible to follow up on the ordered products a business dispatches to customers. RFID has grown, with better data processing speeds and advanced sensor technology, making RFID technology easier to use.

BOTTOM LINE: Grow Your SCM By Implementing These Technologies

Technology has had a significant impact on the supply chain world. We have looked at some of the tech tools that are helping ensure supply chain management works efficiently. One of the most outstanding tech advances we're seeing is the thought of using software to gather and organise ideas.

If you run a business, you can tell how helpful ideas software will be. The various ideas that your team has can get organised within a software. This will make them accessible to you to help ensure you make decisions. In the end, you will grow your business and take it to the next level.

A Brave New World

Attacks that undermine our supply chain are on the rise - is senior leadership doing enough to prevent them?



We have entered a new era of technology. The Fourth Industrial Revolution (4IR) has built on, and extended, the impact of digitalisation in new and unanticipated ways (e.g. genome editing; machine intelligence and blockchain technology). In the '50s and '60s, the third industrial revolution saw the advent of electronics and IT that automated production lines and created mass efficiencies in the processing and sharing of data.

4IR has taken this one step further, combining cyber and physical systems that have involved entirely new capabilities for people and machines and exponentially improved efficiency and outcomes. While this rapid technological advance has created global opportunity, it has not occurred evenly – it is a fact that today more people in the world have access to some form of technology than they do basic sanitation. This inequality increases the risk to the system.

Moreover, this rapid adoption of new tech has not been matched by an appetite to ensure that the technologies we are using to support 4IR are secure or even being used in the correct way. A plethora of ransomware attacks (eg the NHS, a German hospital and the health tech firm testing coronavirus treatments) are powerful reminders that we are operating in a brave new world where the security of our systems needs more attention.

In a hyper-connected world, where access to any given network could be achieved by a few keystrokes, security is critically important. The entire global framework for business is built on a fragile network of connectivity. Every distributor, supplier, manufacturer, sales team you name it – is seamlessly connected to each other, each creating a vector for attack and each, therefore, a potential vulnerability in the chain. Cyberspace has become a virtual battlefield for anyone to 'facelessly' have a go at disrupting operations.

Controversially, the clear opportunities have given way to a new wave of attack vectors. Ones that seek to exploit supply chain vulnerabilities. If the attack on CodeCov that affected all 29,000 of their

clients with malware infected software is not enough then consider the Solar Winds attack that targeted more than 18,000 customers which included the U.S. Treasury, Justice and Commerce departments, whose email accounts were compromised as a result. These two, are clear examples of a supply chain attack, the fall out indiscriminate and vast. Serious hackers almost certainly prefer the path of least resistance, and if they can achieve volume, in a one-to-many fashion, they will.

Supply chains present a veritable conduit to attack another organisation in the same chain, perhaps one that has more difficult-to-breach cyber security controls. The data breach that revealed the data of 70 million customers, along with credit card details, and cost US chain Target \$162M was due to the lax cyber security of the firm's heating and ventilation vendor - there are many more like this.

Contrary to popular belief, cyber risk is not just a technology problem. Technology is just one contributing factor to the overall digital risk of an organisation, the other two are people and organisation. Only when all three are looked at together, and aggregated, can the real risk be understood.

People are an organisation's first line of defence but, believe it or not, they are also the biggest risk. Ignoring the potential risks at the human/technology interface is to ignore the most prevalent risk to businesses. According to a study by IBM, human error is the main cause of 95% of cyber security breaches. In other words, if human error was somehow eliminated entirely, 19 out of 20 cyber breaches may not have taken place at all. Whether involving error, omission, malice or coercion, they all involve a human doing something they shouldn't have, or not doing something they should have.

The other important ingredient in the risk equation is the organisation and specifically the controls it imposes in terms of governance when it comes to information security. Experience suggests that in organisations that rapidly adopted, or are in the process of rapidly adopting, new technology did

so without considering the risks associated with this process. This is further compounded where organisations do not have the proper policies in place that provide conditions that support good risk management or empower their staff to act in the right way. For example, a majority of organisations are still unprepared to respond properly to cyber security incidents, with 77% of security and IT professionals indicating they do not have a cyber security incident response plan in place and more than half that do don't exercise it. This is woefully inadequate and will serve no purpose when one happens.

Good cyber security sees the convergence of these three factors, working in concert, in mutual support of each other. To deal with cyber risk in any other way does not address the root of the vulnerability and belies a significantly important fact – the insecurity of the system that enables an attack to happen in the first place. Cyber security is a system of systems, it requires a multifaceted approach that involves a thorough review of one's digital risk in the context of the main factors contributing to the risk: People, Organisation, and Technology. Only solutions that address all of these factors will be fit for purpose.

Cyberattacks are real and the emphasis on the importance of cyber security needs to change. We must address the fundamental causes of risk and that requires a paradigm-shift in our approach to cyber security. Let's stop trying to cover a deep wound with a sticking plaster, it is ineffective and irresponsible. Cyber security is not a technology problem to be pushed down the food-chain - it is a universal risk - and for the sake of everything, leadership needs to take responsibility.

Assured Cyber Protection is a cyber security global technology partner empowering organisations to protect their most valuable assets, people, and data from even the most sophisticated cyber-attacks.

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PROCUREMENT:

The method of discovering and agreeing to the terms and purchasing goods, services and other works.

Sourcing suppliers and supplies grows in complexity as a business expands. Whether you have one supplier or multiple, effective procurement is crucial to your bottom line.



- ➔ **INDUSTRY INSIGHT;** Global expenditure on procurement is now estimated at over 9.5 trillion US dollars a year.
- ➔ **RESOURCE;** Making Sustainability an Integral Part of Your Procurement Function should be a primary objective. Visit the IoSCM Resources page to download your free guide to Sustainability in Procurement.
- ➔ **CHALLENGE;** Poor internal communication causes serious problems for procurement departments which in turn can have a detrimental effect on the productivity of a business.
- ➔ **WEBINAR;** *Collaborative mindsets and capabilities: How the suppliers' perspective will reshape ways of working.* Thursday, October 27, 2022 3:00 PM British Summer Time: 1 hour. Hosted by Procurement Leaders in partnership with HICX
- ➔ **FACT;** Data compilation, scalability and growing more complex analytics should be the technological concerns of procurement teams, in the here and now.
- ➔ **LEARNING;** The IoSCM Level 3 Award in Introduction to Procurement Management provides you with the knowledge you need to excel in a procurement role within any type of business. Visit our website for more information.
- ➔ **BLOG;** Streamline your procurement processes with the help of a great article recently published on the IoSCM blog! Visit www.ioscm.com/blog/optimising-the-procurement-process-in-your-business/
- ➔ **EXPERTISE;** *"Don't call a change programme a change programme - just ask your people, what can we do better? What should we bin?"* Eliza Manningham-Buller, former Head of MI5.
- ➔ **EVENT;** National Procurement Summit, 20 Apr 2023, Arena MK, Milton Keynes, UK
- ➔ **INSIGHT;** The Seven Steps of Procurement are - Needs Recognition, Purchase Requisition, Requisition review, Solicitation process, Evaluation and contract, Order management, Invoice approvals and disputes, Record Keeping.



The Strategic Practices to Scale Vendor Management and Supply Chain Security

Are you wondering how to scale vendor management or supply chain security? Then, you are on the right page!

Vendor management is the primary process that helps improve a company's performance. They can take vital steps to minimise potential threats or even control costs while providing fantastic service and value in the long run. Conversely, supply chain security is a leading element of any supply chain management system that focuses on managing external risks, including transportation suppliers, vendors, and logistics. The primary objective here is to detect and reduce the hazards of working with other companies.

THE BASICS OF VENDOR MANAGEMENT

Vendor management is ideally a process that empowers a company to make appropriate decisions for controlling expenses, reducing potential risks, and ensuring the best service delivery. The aim is to deliver value from vendors in the long run. It includes researching the perfect vendors, obtaining and sourcing pricing information, and managing relationships in the case of different vendors while evaluating the performance by setting the standards in the organisation.

The benefits of perfect vendor management

• Proper selection

By implementing the best possible vendor management, the company can benefit as they can select vendors that gives them better choices and, of course, better prices, ensuring you get the maximum value for your money.

• Good contract management

If you have several vendors and lack vendor management, there will be many issues with managing contract documentation or other information in the company. By implementing perfect vendor management, your company can benefit from a complete view of the status of all the contracts. It will allow improved decision-making and save time.

• Better relationship with the vendor

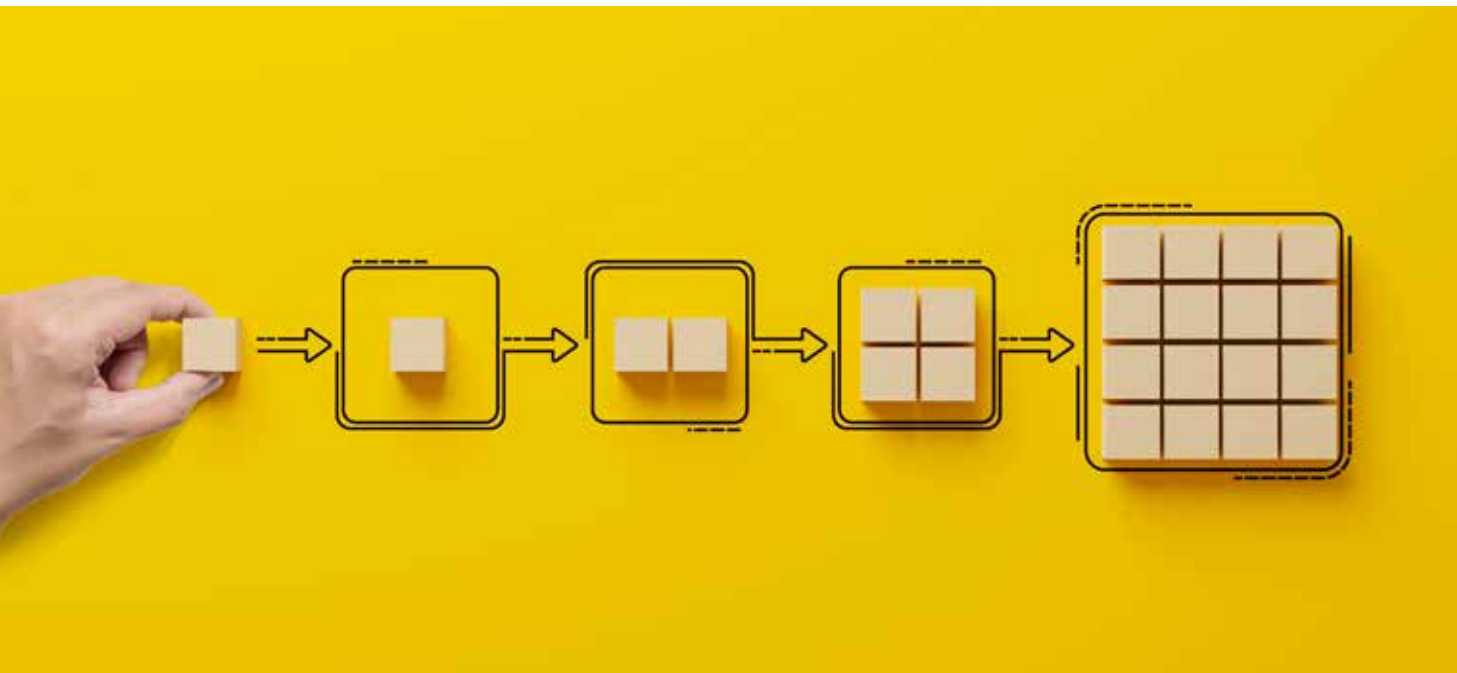
It is challenging to manage different vendors simultaneously, and some vendors might be flexible while others are not. To strive in the competitive market, you must control the vendors' relationship. By having all the information related to the vendor in one place, you can use this to influence your decision-making process.

• Get better value

The end goal of a vendor management system is to get the maximum value for your money, so when you implement a vendor management system, you can have long-term savings and better earnings over time.



Continued>>



THE VENDOR MANAGEMENT PROCESS

Vendor management is essential, the company needs to plan and execute a process to guide how they will get going with the vendors; it will take a while to establish a vendor management process. You need to consider

1. Identification of business objectives

Identifying and establishing business objectives is essential before the vendor management process starts. It helps understand the requirements of all departments and prevents errors.

2. Have a vendor management team

Once the business objectives are recognised, the next step is to understand who will be a part of the vendor management team. It would be best if you had a centralised team skilled in understanding the business objectives and choosing the relevant vendors while negotiating the process and periodically assessing the performance. The team is essential as they will act as a link between the business unit and the vendors.

3. Create a database for all the information related to the vendor

Once the business objectives are clear and the vendor management team is up and running, you need to build an updated database.

4. Identify the selection criteria for all your vendors

Once you have all the information related to the vendor, you need to choose the criteria on which you will select vendors. The significant criterion here is cost, but companies today include other measures to determine which vendor best suits their requirements.

5. Evaluation and selection of vendors

The Selection of vendors need to be evaluated at this stage. If the bidding process is applicable, the proposal submitted needs to be assessed thoroughly to understand the pricing structure, work scope, and how the requirements would be met besides the terms and conditions. It will ensure that an organisation is deriving the most from the vendor.

6. Develop contracts and finalise vendors

It is the right time to complete the contracting process and get the vendor on board.

7. Use best practices to improve your vendor management strategy

You have a great vendor management process according to your organisation. Still, vendor management is not a one-time process because you must implement techniques to make the most of your vendor management process.

8. Convey the expectations well

While engaging with vendors, defining the organisation's business objectives is essential. Let your vendors know your current and future requirements and how they can align with your company's objectives.

9. Ensure that you set deadlines that are realistic and achievable

Considering the objectives and expectations, you need to set deadlines that the vendors can quickly meet. Setting impossible deadlines impedes your vendor's performance and value creation but also enhances the risk and prevents meaningful collaboration that prevents long-term relationships.

Collaboration is essential because just negotiating with the vendors about performance and pricing leads to the completion of a transaction. Long-term collaboration allows vendors and enterprises to brainstorm innovative ideas.

10. Assess the vendor risk to enable its minimisation

Assessing the vendor risk is one of the major techniques as it helps minimise potential issues. Vendor management has different risks, including payment and financial operational compliance. You need to identify all vendor-related dangers at every step. In addition, the threats that they pose are increasing continuously, so ensure you're monitoring and controlling things at your end.

TIPS FOR BUILDING A BETTER SUPPLY CHAIN:

A long-lasting connection between internal and external vendors:

Create perfect edge connection points between external and internal vendor environments. All companies have ingress and egress points with different applications externally. When new services or vendors are procured, you need to access control lists to accommodate the new information stream, which might present an opportunity to record a simple command. The early stages of an incident are often frustrating and challenging for all

parties. Empowering information security and information technology generally go hand in hand. One of the essential elements of incident response is containment. Some vendors will prevent the external party from acting in the company's best interest.

Maintain a vendor inventory with points of contract

A perfect repository of centralised vendors with crucial points of contract for the account or service level agreements is an excellent asset in the event of an attack or breach. The repository allows rapid communication with perfect vendor parties to maintain clear communication so you can easily share updates and solve critical queries. Having service level agreements related to system downtime and system support is instrumental in ensuring the vendor is furnishing the agreed-on service as promised.

Vendor management in today's world plays a crucial role. Intricate software supply chains incorporate many suspect abilities into the environment. You can modify the impact of security incidents and minimise the risk of any such event in the third-party vendor relationship. Commend the process of scaling vendor management best practices for ensuring your vendors provide significant value to your clients.

These strategies can scale your vendor management and supply chain security.



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Keshav is an experienced content writer skilled in researching, writing, and publishing compelling content. Results-driven and adept in driving the production of meaningful and original content for various media platforms and clients. Visit mimoq.com for more expertise from Keshav and the team.



How IT Can Benefit From Working Together With Procurement

Departments within businesses often operate in a scattered manner without coordinating with one another. This way of functioning restricts personnel expertise to the premises of a department, making the organisation miss many opportunities. In this article, we'll see how cooperation within departments can elevate a business's efficiency.

Two departments that can benefit significantly from working together are the IT and procurement departments. The procurement department is responsible for arranging goods and services that the organisation needs from third-party vendors.

On the other hand, the IT department involves evaluating the most appropriate technology for an organisation. When the IT team works alone to get the technological goods and services the department requires, it may not be able to look at the full picture while selecting vendors and negotiating deals. Here, the procurement department can aid it. Let's discuss in detail how that goes.

1. Negotiating Better Deals

The IT department comes with its own set of requirements to ensure all the company's digital systems are up, running, and secure. These systems are often expensive, but leaving them outdated can result in inefficiencies and leave the company vulnerable to cyber security risks. To minimise costs while keeping IT systems running efficaciously, the procurement department can coordinate with the IT department.

With the help of the procurement department enlisted, IT personnel can identify their requirements and select products. Then the procurement team, through vendor management tools can determine whether the vendor

that IT usually orders from has a good history with the company. If so, they can offer them a mutually-beneficial contract and set a renewal date to encourage long-term relations and secure better prices.

In cases when existing vendors are not available, the team can refer to digital catalogues, raise RFQs, and help identify suppliers that offer competitive prices. The IT personnel can then see the product/service specifications and choose vendors with the vendor management process that fit their requirements. In this way, IT stays running while enjoying up-to-date infrastructure, and the procurement team manages to secure savings.

2. Avoiding Supplier Risks

Supplier risks can pose considerable threats to an organisation's finances and its reputation, among many other things. When IT and procurement teams are not working together, the procurement department may forward Purchase Orders to an IT-recommended vendor without sufficient insight. Meanwhile, IT teams are generally not equipped to assess risks, so it is likely they would not have factored them into their recommendations. The results of such an arrangement can be undesirable.

If the IT and procurement departments work together, they can work their way around supplier risk management. Procurement teams can assess past supplier performances and send them questionnaires prior to establishing contracts. When viable, they can request on-site audits to help understand vendor functions better as well. Procurement teams can analyse all geopolitical, regulatory, and commercial risks associated with the vendor to protect the organisation.

IT teams can help here by assessing product-related risks like quality, availability of warranties, etc. In this way, vendors can be strategically selected to fulfil a business's IT-related requirements in a holistic manner.

3. Avoid Duplicate/Redundant Purchases of Systems and Technology

Duplicate and redundant purchases are an unnecessary drain on an organisation's finances. They also waste the IT team's time and effort.

Even though procurement teams try their best to save on costs, they often do not possess detailed information about software. This can result in procurement personnel approving Purchase Requisitions (PR) about software applications or gadgets that offer the same functionality as some of the existing ones within the company.

For example, suppose the organisation already has a cloud-based procurement platform. In that case, it may not need to invest separately in budget management software as the former will likely have it as a feature already. Strong coordination between IT and procurement departments can solve this problem.

Procurement teams can enlist the help of IT whenever a tech-related PR is raised, and IT personnel can check it against existing infrastructure. This will eliminate the purchase of incompatible and old, redundant systems, and the company will be able to purchase better equipment with its budget, facilitating IT and saving money.

4. Identifying Alternative Solution Providers

Though IT personnel have information about an organisation's technological needs, they usually do not benefit from insight into suppliers. In such a situation, they may be hesitant to change the vendor they deal with. Or, they may be unable to find a decent alternative solution provider if their existing one can not fulfil their requirements anymore.

As the procurement departments have contacts with multiple businesses and have expertise in market research, they can identify strategic alternatives which may even surpass the performance of the previous ones, that can reduce costs and even introduce numerous other technologies to the company, which it can leverage to improve its operations.

5. Help with RFIs to Identify the Right Vendors to Evaluate

Buyers use Request for Information (RFI) documents to get more information about a product or service they intend to purchase. In the case of IT-related purchases, IT personnel may draft these documents per their requirements.

In the case where IT and procurement do not collaborate, procurement personnel can forward such RFIs without assessing them. This can result in insufficiently detailed documents as RFIs are not IT's area of expertise. In the case where more than one vendor is being evaluated, RFI responses seem similar to IT personnel on the basis of technical aspects of services offered. In reality, there could be hidden costs and compliance issues associated with some vendors.

When these departments coordinate, procurement can help with RFIs drafting and analysis. IT can shortlist vendors with the best technical services, and procurement can then further research the vendor's performance to identify the right one to work with. In this way, IT enjoys the right services, and the organisation, as a whole, benefits from investing in strategic suppliers.

Endnote

The procurement department can adopt an approach of treating the IT department as a customer. In this way, the expertise of both the departments will be put to use. IT will be able to manage its project budgets better and secure partnerships with good vendors. In this way, the organisation altogether will benefit from streamlined processes, reduced costs, and better deals.



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Prasanna is the Vice President at Kissflow. He heads the business operations of Kissflow Procurement Cloud, a flexible procurement software for procurement teams to streamline all their purchasing processes in a single place. He has over 20 years of experience in technology and has helped Fortune 500 companies with custom solutions in the sourcing and procurement space.

Why you need Cloud Procurement for Successful Projects



MAKE COMPLEX PROCUREMENT AND MATERIALS MANAGEMENT PROJECTS A BREEZE

As online technologies usher in a new frontier for industry, procurement departments are taking note, using cloud applications that transform how procurement teams operate.

The days of rogue receipts, missing invoices, tedious paperwork, and disorganised files are over. Cloud-based procurement is transforming the way modern enterprises get things done, empowering their procurement teams to operate at maximum efficiency.

Cloud Procurement: the New Frontier

Despite technology evolving at a breakneck pace, procurement processes have lagged behind. Legacy systems are outdated and cumbersome, making corporations painfully aware of daily inefficiencies.

Today, innovations in cloud-based procurement are taking the world by storm. Savvy companies are flocking to take advantage of these cost-effective systems that transform complex processes into efficient and agile tasks.

WHAT IS CLOUD PROCUREMENT AND HOW IS IT TRANSFORMING PROCUREMENT IN 2021 AND BEYOND?

Cloud-based procurement software allows organisations to store, organise, access, and analyse data in the ‘cloud’ (on a secure server), rather than inputting and storing this data locally on a computer’s hard drive.

Traditional procurement systems are inflexible, often requiring multiple interfaces, access points, devices, and software systems to handle complex procurement procedures. From patched-together systems to the need for inefficient workarounds, traditional procurement systems are burdensome and inefficient.

Cloud procurement centralises all processes, data, stakeholders, and necessary resources into a single location accessible from anywhere with a secure internet connection. This allows for complete oversight and control over every step in the procurement cycle, from sourcing to requisitioning, payment, communications, and more.

Cloud access increases transparency, improves communication, and reduces the risk of errors. It also enables efficient handling, and an organised, centralised, streamlined supply chain. All of this helps to foster a healthy corporate fiscal culture.

WHY ORGANISATIONS ARE TRANSITIONING TO THE CLOUD

CLOUD-BASED PROCUREMENT: BENEFIT OVERVIEW

1. A Cost-Effective Approach to Procurement

In today’s competitive landscape, organisations across every industry are acutely aware of rising costs and expenses. A cloud-based procurement system (SaaS platform) streamlines procurement operations. It also requires minimal upfront investment, no physical IT architecture, and the nimbleness to adapt to evolving needs without major expenses. Above all, procurement in the cloud streamlines operations, reduces or eliminates costly bottlenecks, and enables organisations to take advantage of technological efficiencies.

2. Synergistic End-to-End Integration

Outdated procurement systems are often cobbled together in a patchwork of infrastructure, processes, and access points. By contrast, cloud-based procurement melds the entire procurement framework together in a complementary and synergistic way. This offers an end-to-end solution that reduces manual intervention,

eliminates outdated redundancies, and streamlines efforts. The result is reduced friction at every step of the process.

3. Enhanced Collaboration

Information is power, and with cloud-based procurement systems, data is not only readily accessible but organised in one central hub online. This allows for improved transparency and assists in keeping all involved parties informed, regardless of their location or department.

With everyone on the same page, collaborative decisions are expedited, lowering turnaround times in the ‘procure-to-pay’ cycle.

4. Spend Compliance and Accountability

By implementing a cloud-based procurement system, organisations establish a centralised, cohesive space where all parties can act and interact. This contributes to transparency, provides a documented ‘paper trail’ for spend compliance and audits, and improves accountability.

Cloud-based procurement software allows organisations to store, organise, access, and analyse data in the ‘cloud’ (on a secure server), rather than inputting and storing this data locally on a computer’s hard drive.

5. Intuitive, Adaptable, and Flexible

Businesses and industry are in a constant state of flux. Changing market conditions, supply and demand

economics, and evolving consumer behaviours are just a few factors that drive operational decisions and plans.

Today, organisations need a procurement system that is as agile as they are, capable of scaling and adapting to their needs over time. Cloud-based procurement software enables businesses large and small to simultaneously manage and optimise workflows across their client database. This provides fine-tuned and efficient oversight over the materials necessary for any project or client.

THE NEXT GENERATION OF THIRD-PARTY PROJECT-BASED PROCUREMENT IS HERE

The cloud is calling and savvy organisations are answering the call. Third-party procurement software in the cloud enables external firms to conceive, design, and manage projects, coordinating with third-party vendors paid directly by the client.

These systems remove the complexities involved with the unique requirements of each client. These range from differing workflows and processes to templates and other individualised elements of the procurement process.

The era of jumbling together a multitude of systems and complex spreadsheets to coordinate procurement processes is over. In the cloud, teams can facilitate the entire process, centralising procurement activities and leveraging a single source of truth for all stakeholders.



AUTHOR BIO
ROBERT ROGERS

Free your procurement projects from process bottlenecks and scale your operations with Current SCM. Imagine your entire procurement team running at peak productivity on every project, for every client. And effortlessly doing it all with a single software.

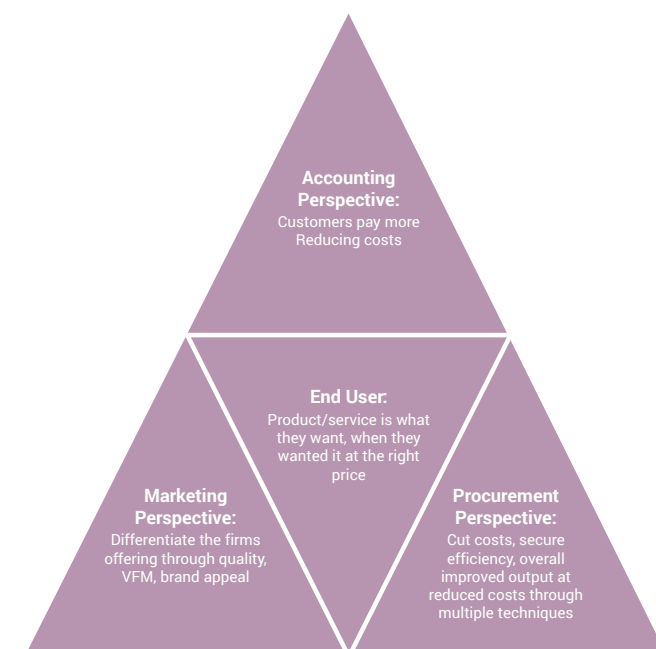
Control your most complex procurement & materials management projects with ease by partnering with Current SCM. Visit currentscm.com today.

Value in Construction

Within the construction industry it's a word not used enough. We hear "lowest price", "cheapest" often, but we never really hear "value", or better yet "added value". There is a huge lack of knowledge around supplier relationship management with very little long term strategic thinking.

My own experiences are still that of Buyers who have risen through the ranks, believing value is getting the lowest possible price. Not just that, but on a need-by-need basis (job by job). A very Quantity Surveyor mind set.

We are experiencing extremely volatile times in pricing and supply assurance with building materials. For example, many buyers have seen timber rise by up to 47% in the last year, with many other materials following the same trajectory.



So, to mitigate these risks, what are construction buyers doing? Sadly, it seems the focus is still on getting the lowest price and "beating" suppliers down on price. The same way it has been done for decades. And, in the main, (controversially speaking here) by procurement people who are not qualified in Procurement and have likely come from another role within the organisation.

So how have they learned? Who have they learned from? Why is that way of working the right way? Is it the right way? Yes and no. But mostly "no!"

It's time for procurement in construction (and I don't mean large infrastructure projects for they do have more procurement awareness, I am talking developers, regional businesses, smaller building organisations) to realise the benefits of qualifications and the skill sets that it brings. In the main, that skill set being the ability to recognise the word that started this article; Value.

But what is value and how does it help to offset this pricing volatility? Well, value is perception.



Value to a traditional, transactional construction buyer is lowest price paid. But value to the Site Manager could be the product turning up on time, to the quality needed. Which means no programme delay is caused and the costs associated with that. Is that cost mitigation considered when ordering?

To a customer care department, it could be the products are chosen that don't cause issues with customers (in turn leading to less defects). How much is a happy customer worth paying for? What value does that bring to the brand?

To the marketing department, it could be that a local SME was used, which in turn they can use in social value reporting, which may help to win future bids as part of scoring criteria. This good press has a value. So how is that captured in strategic procurement?

As you can see, value is perception and across many stakeholders, beyond the buyer trying to keep a cost down.

I ask this: How much extra would you pay for a defect free, on time, high quality delivery that also had marketable benefits? What % extra is that worth?

This is something that is not considered enough in construction procurement. All this value can help mitigate the increasing costs, if understood. Much of it would need

to come from a mentality not usually understood in the industry, so here is the controversial statement number two (ouch, brace yourselves and assume crash positions).

We need to stop asking for multiple quotes to prove value.

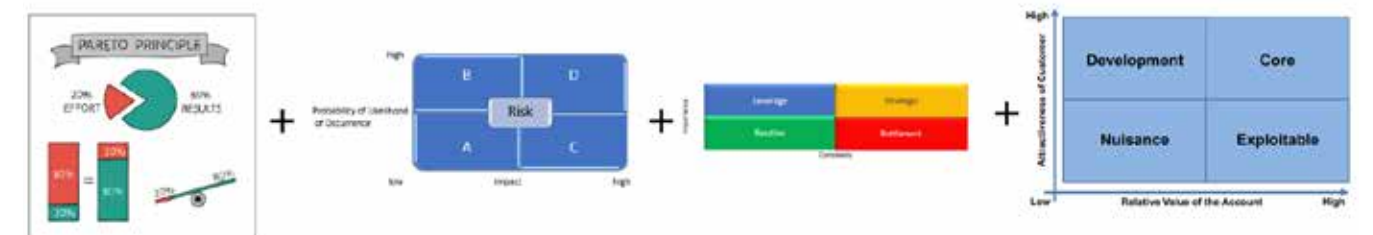
Yes, I am serious. An experienced, skilled procurement professional, will know how to identify the strategic suppliers that are critical in delivering value to the business. From which, they will be able to come up with a strategy to develop the partnership with that supplier for significant long-term gain.

My visual equation for adding value is below:

From this, procurement can prove value to the business and mitigate the risks in the volatile marketplace of suppliers and materials.

Essentially, understanding of spend + risk analysis + understanding which products are critical + analysis of the supplier perspective of you = a strategy to develop long term strategic procurement.

My argument here is that those not versed in procurement, will say "nonsense", "doesn't apply", etc. When in reality in ANY industry, not just construction, these are the 4 models that any new procurement manager in a business should be doing on a day one basis to identify the procurement strategy for the organisation.



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Tim is Regional Procurement Manager for Lovell, part of the Morgan Sindall Group. Tim also tutors Procurement. Having spent over 12 years in sales & manufacturing roles, Tim now has many years in Procurement and management to give a perspective of procurement from both sides of the "fence".

MANAGEMENT:

The process of dealing with or controlling things or people
| Leadership: encompasses the ability of an individual, group or organisation to “lead”, influence or guide other individuals, teams, or entire organisations.

Even the best ship in the world can't steer itself without a captain (even with technological advances). Leaders and Managers play a pivotal role in a company's success.



➡ **FACT;** Leaders and Managers play a pivotal role in determining the success of any business. A poor management team can have a devastating impact on an organisation!

➡ **WEBINAR;** We really enjoyed Master the Basics: Guide to Leadership and Supervision, a free LIVE Webinar available on YouTube. Produced by the Limitless Power Coach.

➡ **INSIGHT;** Great leaders have six skills they use every day. They are; Building Trust, Acting with Integrity, Inspiring Others, Encouraging Innovative Thinking, Coaching People, and Rewarding Achievement.

➡ **GREAT READ;** *It's Your Ship*, By: D. Michael Abrashoff. Available as both a reading and audible book, the book features the story of Captain D. Michael Abrashoff and his command of USS Benfold has become legendary inside and outside the Navy.

➡ **EVENT;** The Manufacturing and Supply Chain Conference and Exhibition and Co-Located Events will take place again on the 20th of April 2023. This event is worth a visit from anyone in the supply chain, not just those in management positions! Book your place on Eventbrite.

➡ **EXPERTISE;** Great managers do not always make great leaders (and vice versa)! Great managers are usually very task-orientated, which means they focus on what needs to be done, and how to achieve that. *“Good Leaders create visions; great managers execute them well”* - Jefferson Cooper, Education Manager, IoSCM.

USEFUL RESOURCE; In Issue 27 of Supply Chain Outlook (p. 60), we explored why delegation is so important and how to do it effectively. Download a copy of the magazine from the website.

➡ **ARTICLE;** Identify the Top 10 Ways to improve your leadership and management skills. www.distancelearningcollege.co.uk/2022/07/13/top-10-ways-to-improve-your-leadership-and-management-skills/

➡ **EXPERIENCE;** A massive 80% of employees have experienced bad management or a poor manager at least once in their career! Don't overlook the value of investing in leadership training.

➡ **LEARNING;** Don't underestimate the impact of great leaders! Visit the courses page on our website to find out more about an IoSCM professional qualification in Leadership and Management.



Grievance at Work

If an employee wants to raise a grievance at work, you must take it seriously. Whether you think it's valid or not, it could negatively affect your employee.

Their morale may have dropped which could lead to productivity levels decreasing. As a result, staff retention could fall as employees may decide to leave your business.

If a formal grievance process or complaints aren't handled properly, you could face employment tribunal hearings and costly compensation to your employees.

WHAT IS A GRIEVANCE AT WORK?

A grievance can be a complaint, concern, or problem that employees raise to their employer. It can relate to the following:

- Working environment
- Working conditions
- Conduct

An employee can raise a grievance at any time if they deem an employer's actions to be unfair. This can be in response to redundancy, performance, or disciplinary process against an employee.

DIFFERENT TYPES OF WORKPLACE GRIEVANCE

There are many types of grievances you need to know. Understanding what each type means can empower you to devise a fair grievance procedure.

An employee can report issues of:

Individual or Collective Grievances

A single employee can raise individual grievances. They normally relate to issues linked to their personal employment, like wages or entitlements.

A collective grievance is raised by a group of employees. If two or more staff members raise the same issue, this must be signed by all involved and in writing. After an issue has been raised and signed, an investigation to assess the situation follows.

After an investigation, a meeting is held to reach a solution on the matter.

Interpersonal Issues

Interpersonal issues are a common cause of grievances at work. They can derive from a variety of situations and can lead to individual or collective problems.

A grievance related to interpersonal issues is aligned with bullying, harassment, discrimination or all three.

Bullying

Bullying relates to offensive, intimidating, or abusive behaviour. It may be difficult to determine whether behaviours count as bullying.

For example, copying another employee into condemning emails or exclusion might not be so apparent to others.

Harassment

Harassment relates to unwanted conduct which violates an individual's dignity. The conduct can be hostile, degrading, or humiliating for that particular individual.

For example, an individual not involved in the situation may submit grievances relating to others being victimised for their religions or beliefs.

Discrimination

Discrimination occurs when an employer or employee treats someone less favourably than others. For example, a female could be paid less than a male for carrying out the same job.

Continued>>>

Discrimination can take several forms at work:

Direct discrimination

Direct discrimination is when a member of staff receives unfair treatment against protected characteristics, such as:

- Age
- Disability
- Gender reassignment
- Marriage or civil partnership
- Pregnancy
- Race
- Religion
- Sex
- Sexual orientation

Bullying, harassment, or discrimination all breach employment rights under the Equality Act 2010.

Indirect Discrimination

Indirect discrimination requires a policy to be fair but involves being discriminative. For example, if a recruitment requirement asks for applicants to be a certain height, this can negatively impact certain groups like women.

Harassment

Harassment involves communication or policies that target or exclude a protected characteristic. From this, a culture may develop that makes staff feel uncertain or even unwelcome.

Victimisation

Victimisation is a form of discrimination that involves the unfair treatment of an employee. This is regarding managerial positions such as promotions or providing support testimony in a related grievance.

Working Conditions

This refers to the working environment and the employee's terms and conditions in their contract.

The common grievance issues in working time and conditions may involve:

- Dissatisfied with annual leave, rest breaks, or non-working days.
- Safety during the working day
- Effects of the work on mental health
- The way a staff's job has been created. For example, an employee may feel that reasonable adjustments haven't been made

Whistleblowing

Whistleblowing is a term to describe a grievance that relates to reports of wrongdoing.

For example, an employee could "blow the whistle" on a company if they think their company is acting unethically or committing unjust behaviour at work.

Pay and Benefits

As an employer, you may experience a range of issues related to wages and benefits. These can include:

- Dissatisfaction with salaries or benefits
- Conflict between other employees of the workforce
- Unhappiness with expenses

Your company must commit to equal pay and offer a fair structure in line with the Equality Act 2010. It may also align with the National Minimum Wage.

BEFORE RAISING A GRIEVANCE

The best way to sort out a problem with your employee is to talk with them. This can begin with an informal discussion to understand the issue.

It may be possible to sort out a complaint with an employer informally. You should ask your employee what you should do to resolve the matter. If your employee or group doesn't feel comfortable talking to their line manager, they should seek help from a senior manager.

An employee may raise a formal grievance if the issue can't be resolved.

HOW TO RAISE A FORMAL GRIEVANCE

A formal procedure must be raised without unreasonable delay. It should be submitted to the line manager (or a senior manager if the grievance relates to the line manager).

An employer's grievance procedure should be outlined in the company handbook or HR manual. But if you don't have one, your employee can refer to the ACAS Code of Practice process.

The Code of Practice sets out employment law standards and reasonable behaviour that you need to follow.

The Formal Grievance Procedure

An employee can raise a grievance in writing if:

- They have already raised it informally and hasn't worked
 - They want it dealt with externally
 - It's a serious issue, such as harassment or whistleblowing
- When raising a formal complaint in writing, it should be as detailed as possible and include:
- Why the staff member is raising a grievance
 - The circumstances should include the type of grievance, any relevant facts, times, dates, or discussions related to the problem

Does It Depend on the Size of the Business?

No, all employers should follow a fair grievance process.

Employers should:

- Handle it fairly
- Conduct an internal investigation to gather as much information as possible
- Allow the employee to bring relevant people to the meeting
- Give employee's a chance to have their say before making a decision
- Make decisions as soon as possible

- Allow the employee to appeal against the final decision

If There Are Related Grievances

If there are two or more related grievances, you should:

- Follow the correct procedure for all grievances
- Make should all information is kept confidential
- Understand what your employees want
- Explain the process to your employees

Each employee has the right to a grievance meeting. This could be without the other employees who are part of the same grievance.

WHAT HAPPENS AT THE GRIEVANCE MEETING?

As an employer, you should arrange the initial meeting. This should be at a reasonable time and place, to discuss their grievance.

The meeting will give your employees the chance to:

- Explain their grievance properly
- Produce any evidence they have
- Ask any relevant questions
- Answer questions that need clarification

After the meeting, you may require further investigation if the information given is not sufficient.

CAN YOU RECORD THE GRIEVANCE MEETING?

Yes, but only if the employee gives consent before the start of the meeting.

It may help if a companion is given detailed minutes during the meeting. Having recorded your meeting without consent is not deemed evidence in an upcoming court case as your employer could argue that this document is inadmissible.

A court must perform balancing exercises when considering a decision about granting evidence.

It might also be permissible in cases where evidence shows your employee was lying.

APPEALING A WORKPLACE GRIEVANCE

Following an employer's decision, an employee might request an appeal meeting due to the grievance outcome. This can be done via a letter which should state:

- They're appealing against your decision
- Why they don't agree with your decision

A further meeting should be arranged to discuss the appeal. There is no fixed timeline for appeals, but they should be heard as soon as possible and without any unreasonable delays.

MAKING AN EMPLOYMENT TRIBUNAL CLAIM

If an employee has tried everything to sort out their problem, they may consider taking further action and make a claim to the employment tribunal.

Employees don't have to raise a grievance before making a claim to the tribunal. If there is no evidence of raising a grievance first,

the tribunal may reduce the amount of any compensation.

The tribunal may change their mind if your employee has a good reason.

WHAT HAPPENS IF RAISING A GRIEVANCE IS UNSUCCESSFUL?

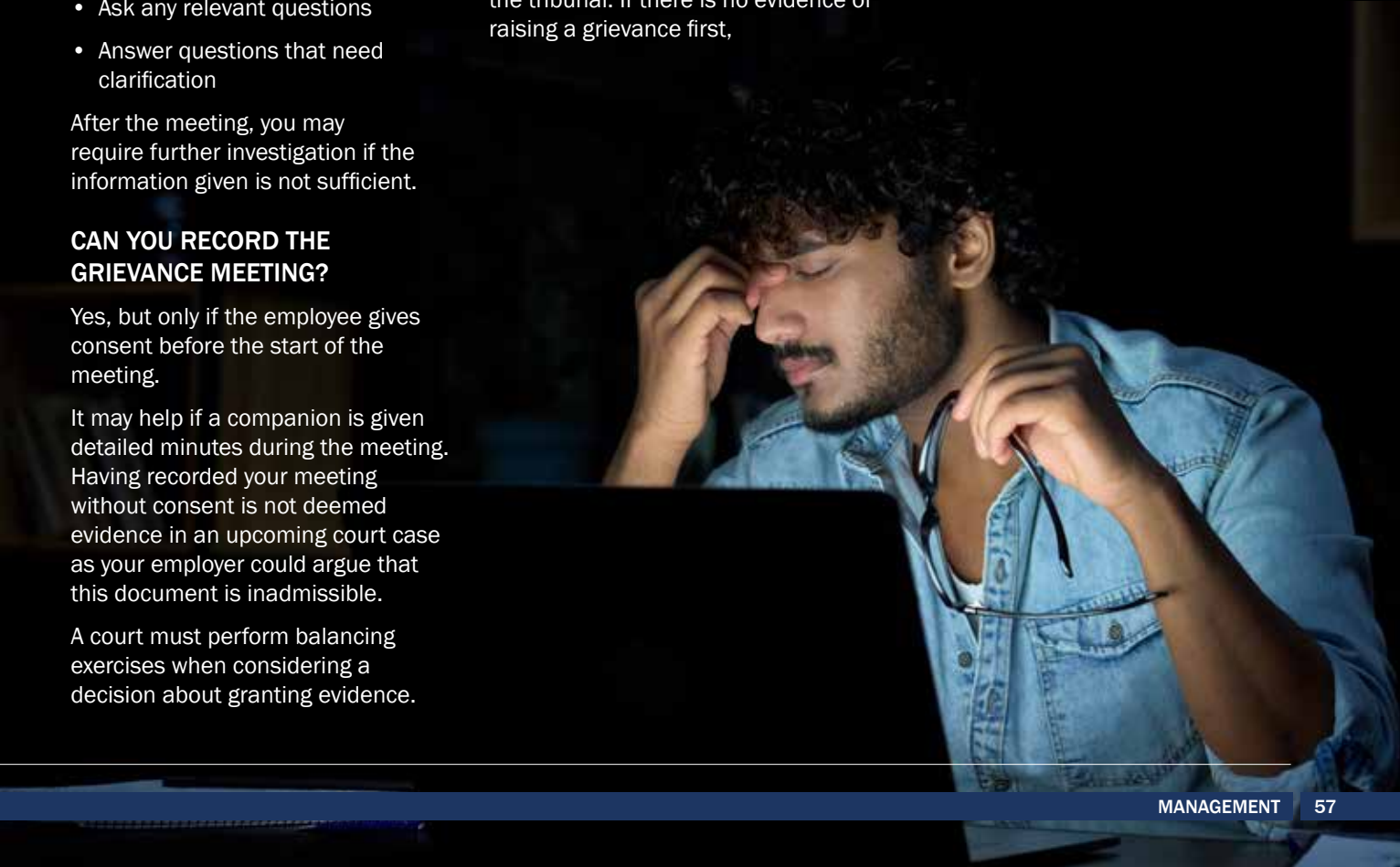
If an employee has raised a grievance and it's unsuccessful, they can appeal it or claim constructive dismissal.

A constructive dismissal would mean that an employee has been forced to leave because an employer has breached an employment contract.

CAN YOU BE DISMISSED AFTER A GRIEVANCE HEARING?

An employee has the right to bring a trade union official or colleague to a disciplinary or meeting. A trade union official represents and advises colleagues when they have problems at work.

If an employee is dismissed for exercising their employment rights, this is called an unfair dismissal. This applies to both the employer and employees or agency workers.



10 Ways To Improve Your Leadership And Management Skills Fast

No matter what kind of leadership or management position you are in, it can sometimes be quite challenging to be in charge of a group of people. You need to make the right decisions and take responsibility for possible mistakes among other things.

Consequently, if you want to become a better leader or manager, it's definitely worth spending some time on self-improvement. Hence, here are the ten ways to improve your leadership and management skills fast.



#1 Get Additional Training

By far the best way to improve your leadership and management skills is to get additional training. Of course, this will take some time, but depending on the type of training you choose, you could potentially spend just a few days or weeks on it. You can opt for a university-level degree in a relevant field, but simply taking some courses could be enough.

For instance, you can attend a workshop dedicated to developing leadership and management skills. Alternatively, you can enroll in online courses which you can keep up with at your own pace to have more time for work and other activities.

#2 Look Up to A Mentor

Finding a mentor can take some time, but once you do, having such a role model will definitely help you grow as a leader or manager. A mentor can show you how to carry yourself, how to solve conflicts and find solutions in complicated situations, how to lead your team to success, and so on.

A mentor could be someone outside of your company or even your own boss. It could be a celebrity you have never met or your close friend or family member. As long as the person is a successful leader, they can be your mentor (though directly being able to communicate with them will be better than simply admiring them from afar).

#3 Study Other Leaders

Speaking of celebrities, another thing you can do is study other leaders and the styles they use to lead and manage their teams. Different leaders do it in different ways and some of them have even written books about it. However,

there are other ways to find out more about your favourite leaders.

Nicholas Summers, a leadership training coach, says, "You can learn a bit about company leaders by checking out the reviews page on a brand's website. Sometimes, you will have company staff members sharing their experience working for the brand which could give you an inside look into what their bosses are like."

#4 Identify Areas to Improve

To truly make progress and become the best leader or manager you could possibly be, you need to understand your strengths and weaknesses. This is why it is crucial to identify areas you need to improve.

For example, you might be a good speaker but not a very good listener which could prevent you from being an effective communicator. This is something you will need to work on and improve one step at a time.

#5 Focus on Self-Reflection

In addition to direct self-improvement, you should also focus on self-reflection. Self-reflection will allow you to become more aware of who you are as a person and how you behave as a leader or manager.

Kyla Hatton, a writer and editor, says, "I work for the best rated websites in my niche and collaborate with many specialists in my industry. The ones who excel the most are always the ones who are self-aware and make sure to work on their weaknesses."

#6 Improve Communication

As mentioned earlier, communication might be one of your weak sides that you'd like to improve. But even if you think you are a good communicator already, there is still probably some room for improvement.

Communication is essential for successful leadership and management. Not only is it important that you are good at it, but also that your team is as well which is why you should take the time to train your employees to become better communicators too.

#7 Make Better Decisions

As a leader or manager, you are responsible for making decisions both big and small. These can impact just one employee at your company or they could completely change the trajectory in which your company is moving.

This is precisely why you need to make better decisions to improve your leadership and management skills. It's a good idea to follow a common 3C scheme for decision-making:

- **Constructive Conflict:** Engage your team in the decision-making process to get more perspectives on the matter.
- **Consideration:** Ensure that everyone's opinion was considered. Acknowledge their input.
- **Closure:** Before proceeding, make sure that everyone agrees with the decision and the solution for the situation.

You can use this approach when making decisions in a team, but it isn't necessary for your individual decisions.

#8 Build Trust and Loyalty

One thing some leaders and managers forget is that their teams need to trust them and be loyal to them. Consequently, you need to take the time to build this trust and loyalty in the employees you work with.

Hope Keller, an expert from the writing services reviews site Trust My Paper, says, "When there is more trust between you and your team, there will be less stress and less pressure. Moreover, you can expect more productivity, energy, and engagement from your team."

#9 Start Reading More

Unarguably, reading is useful beyond helping you become a better leader or manager. Depending on what you read, you could be learning about new topics, enjoying classic (and other) novels, or simply enriching your vocabulary.

Of course, it's not just books that you can read. There are numerous online resources that you can check out to improve leadership and management skills. Moreover, it's also a good idea to read white papers and industry reports in your niche as well as follow the news.

#10 Continue Practicing

Last but not least, don't stop practicing your skills even when you have tried all the other tips listed in this article. Practice is crucial for developing these skills in the long run and constantly growing as a professional.

Practice with real situations and apply your new knowledge in the workplace. You can also practice some skills outside of your company (e.g. at industry events where you can meet potential partners).

Conclusion

To sum up, improving your leadership and management skills relatively quickly is definitely possible. Nevertheless, you should still think about long-term goals and keep improving yourself. Use the tips in this article to help you get started and eventually become better at your responsibilities.



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Lafond is a professional content writer, copywriter, content strategist, and communications consultant. She started young with her writing career from being a high school writer to a university editor, and now she is a writer in professional writing platforms. Her years of expertise have honed her skills to create compelling and results-driven content every single time.



Top Ten Tips for Tackling Stress, Anxiety & Depression in the Workplace

Develop a stress management policy

Make sure you have clear, robust policies which outline your company's commitment to assisting with these issues. The aim of the policies should be to set out the actions that your company will take and who will maintain responsibility for this.

Understand the causes

Workplace stress, anxiety, and depression can have a number of causes, including unrealistic workloads, working overly long hours, poor communication from management, job uncertainty, and isolation from colleagues. Personal issues may also be having an effect on an individual's wellbeing, such as relationship issues, a recent illness, bereavement, or a major life change.

Identify the signs

Although symptoms will differ from person to person you need to be vigilant for the common signs. These include:

- Becoming withdrawn or isolated
- Work standards decreasing
- Frequent sickness absences
- Poor time keeping
- Becoming short-tempered or irritable
- Suffering from persistent headaches, nausea, tiredness, or palpitations

Meet with the employee

Take care not to assume what is affecting the employee until you have had a chance to speak to them. All conversations you have should be approached in a calm, supportive, and positive manner and the meeting should take place in a quiet and private surrounding.

Consider additional workplace support

Work with the employee to explore areas in their daily working life that are causing their condition, or making it worse. In many cases, small alterations to working arrangements, such as changing working hours or making additional allowances for time off for appointments, can help to ease pressures affecting the employee.

Provide additional support through an Employee Assistance Programme

Employee Assistance Programmes (EAPs) can offer additional support to your employees. They operate by offering confidential assistance and advice through various mediums, including the phone, online, and face-to-face.

Know how to manage related absences

Employees in this situation may take time off work

to either address their wellbeing or deal with the situation that is causing the stress. You should arrange to speak to them regularly to get updates on their situation, avoid placing any pressure on them to return to work, consider whether a phased return would assist them and be prepared to examine adjustments to their working environment.

Know how to properly support the employee on their return to work

On their first day back, you should hold a return to work meeting to reaffirm the ongoing support they will receive. You should also provide them with an update of any key company developments they may have missed and make sure they are aware that they can come to you if they experience any ongoing issues.

Make sure employees are aware of the support available to them

It is no use having procedures and policies in place to assist employees in these situations if they are not aware of the help they can receive. Encourage them to be familiar with all policies, to provide constructive feedback on existing processes and attend any courses you offer such as a stress management course.

Promote a positive work/life balance

It may appear beneficial if an employee is regularly working longer hours, or taking on increased workloads, but the opposite is true. This can be one of the primary causes of stress and anxiety and you should take steps to ensure employees are getting the appropriate holidays and rest breaks they are entitled to. You can also consider additional support that you can offer workers, such as allowing for flexible hours and home working.

Wellbeing in your workplace

Find out how you can promote a positive working environment and support your staff with Croner. Whether you want to implement new policies or take advantage of an EAP, we can help. Call one of our expert HR consultants today on 0800 141 3925.

As a Corporate Member of IoSCM, you can access Croner's 24 hour support line for FREE. Speak with our Corporate team to find out how or visit the Corporate area of The IoSCM Hub.



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Matt joined Croner in 2007 as an employment law consultant and has advised clients of all sizes on all aspects of employment law. He has worked within management positions since 2017 and currently overseas a team within the litigation department, whilst continuing to support a number of clients directly.



Key Strategies to Creating a High-Performing Team

The stability and success of a company, regardless of its role in the market, depends on the quality of its team. If you are a recruiter or owner of a company, the strategic thinking that you must apply begins with building a high-performing team. In this article, we explain how to achieve that goal.

Below, you will read tips and strategies to identify, train, and utilise the human capital talent necessary for your business. Never forget that investing time and resources in building an excellent team is profitable for the company.



Best Tips to Catch Great Human Talent

Forming an effective, proactive team with extensive technical skills requires professionals focused on progress.

Lead with Culture

A high salary is not the only factor in building a team. Modern professionals look for work with companies that can help them grow as professionals and where the values of the business mirrors their own. Achieve a great company culture and promote a good work climate and the reputation of your business will attract the right talent to support your aims.

Follow the Metrics

Guide your recruiting process according to the trends and new demands of the job market. Today's young graduates have a huge interest in being part of smart organisations. Recruit talents in specialised schools in your required field. For example, if you want to hire a computer programmer, you can recruit graduates from coding bootcamps.

Hire for Soft Skills

Look for professionals with outstanding soft skills and reinforce their hard skills. You can ensure that your employees enrol in schools like Thinkful, General Assembly, Coding Dojo, App Academy, Springboard, and more to gain valuable skills. Invest in employees' career development and growth opportunities. A company with a work climate based on a win-to-win relationship will attract professionals committed to the success of corporate projects. This aspect is key for every job interview.

Strengthen your Internship Programmes

These programmes function as a human talent pool and professional capital for companies with a long-term vision of growth. Your company should strengthen its internship programme to streamline the hiring processes so that qualified interns can be hired.

Four Characteristics an Effective Professional Team Should Have

These are the four key qualities that you must identify and develop in your team to guarantee a work climate of harmony, organisation, and efficiency.

1. They Can Agree and Disagree - A high-performing team does not always have agreements on all issues. A cohesive team knows how to manage decision-making. Brainstorming sessions are great ideas to

promote inclusion and participation.

2. They Resolve Conflict Effectively - The best teams use communication strategies to process all ideas and opinions on a specific topic. This way, the company avoids impasses that affect the quality of the workflow.
3. They Hold Each Other Accountable - Transparency and resource management in the company is essential for high-performing teams. The staff members are accountable and hold others accountable to meet deadlines in each project. Teamwork and corporate stability are results of accountability.
4. They Have a Shared Vision - Good teamwork creates a goal to guide the strategies of any project. The most important thing about this feature is having a set of shared goals or a single team vision.

How to Make your Team Thrive in a Competitive Market

Today's global market has a growing demand for professionals in high-level corporate job positions. The best way to get your team to have an outstanding performance is through the three points below:

- Set Smart Goals - Establish a schedule with strategies and deadlines appropriate to your objectives. For example, create a financial capital fund to develop a technology project, divided into three phases, with three different deadlines.
- Perform Well-Defined Roles - Human capital is diverse. Therefore, leaders must identify the technical skills of each member and assign tasks according to their qualities. In addition, consider each professionals soft skills and critical thinking capacity according to the project's mission.
- Experiment Regularly - Swapping positions is also another strategy to measure the performance of each worker. Invest in training and education programmes for the entire team, even in new fields.

Conclusion

To create a competitive and influential organisation, you must optimise the work model. Project management requires leadership, communication, and organisation. With these tips, you will get the useful tools to develop successful campaigns with all workers. Good human resource management means success for any company.

How to Implement a Change Management Strategy That Works

“

Slowness to change usually means fear of the new.

- Philip Crosby

”

It is unlikely that anyone would deny that the contemporary business world is constantly evolving, becoming a better version of itself. As industry becomes more competitive than ever before, businesses are adapting to get ahead in the race.

When a business decides to transform any aspect of its operations, an effective change management process is vital to adopt the change without hindrances.

Is your organisation efficient enough to foster a smooth change management process?

The answer to this question lies in the strategy you adopt while implementing the change in your business. It is necessary for you to effectively understand the process involved in making any change and create a unique change management strategy.

But first things first, to understand strategy, it is crucial to understand the definition of the process.

Change management comprises multiple strategies and tactics adopted by a business in order to smoothly adopt a change for enhancing the efficiency of a business. A successful change management strategy will lead to more productive results. This will contribute to the overall growth of an organisation.

AN EFFECTIVE WAY TO IMPLEMENT CHANGE MANAGEMENT STRATEGY

1. Identify the key areas

The first and the most important step in the change management process is to identify the key areas that require transformation. To successfully achieve that, you can conduct various strategic analyses such as gap analysis or SWOT analysis for internal scrutiny of your business operations. For the investigation of the external environment, you can use management tools like PESTLE and VRIO analysis.

Effectively analysing internal and external factors will help in identifying the key gaps that need to be addressed.

2. Define the change

Once you have assessed the need for the change, you should define all aspects and parameters involved. If you are leading the change, you need to be confident about the idea and purpose, otherwise how will you persuade others?

The following are the fundamental parameters that you as a leader need to define:

- What is the vision behind the change?
- Is this change aligning with your core values?
- How would you visualise the success of the change?
- How the idea of the change will be communicated to teams?
- Who will be a part of the change team?

Once you have defined the change in its entirety, it becomes easier for you to pitch the idea to the stakeholders. This brings us to our next step in the change management process.

3. Get all stakeholders on board

Your major stakeholders may include customers, investors, and employees. The major reason behind defining the need for change is that it gives you enough conviction to get your stakeholders on board.

It is essential to openly pitch your idea of change and to hear their feedback and suggestions. Collaboration on your plan will assist in assessing the positives and negatives.

It is essential to get the majority of your stakeholders on board with your change plans to reduce the chances of resistance in the future. The more support, the smoother it is to make the transition and gain maximum benefit from the change management process.

4. Upskill your employees

Getting stakeholders on board does not mean that your job is done! The next step is to prepare your team in accordance with what is needed to make the change integration successful.

Whenever a business is making changes to achieve positive results, it is essential your employees are on the same page. You will potentially need to upskill your team to support the changes. Keep in mind, this will assist in enhancing the engagement of employees along with enhancing their efficiency and productivity.

If your employees are not effectively trained, the change is unlikely to be successful. Your leadership team also need to be fully versed with the changes and potential impacts to support and manage the implementation of new processes.

5. Implement change management models

Once your team is ready to actively participate in

the change process, you are ready to move to the implementation of the change management model.

The change management models refer to multiple theories created to extract strong insights from the organisation. Based on these insights, companies can plan and execute the change management process in a strategic way.

Models can be an effective way to create a successful change management plan.

Change management models that are highly regarded around the globe include:

- Lewin's change management model
- McKinsey 7S model of change management
- Kotter's change management theory
- Prosci ADKAR change management model
- Nudge theory
- Bridges' transition model
- Kubler-Ross' change management framework
- Satir change management model

Depending on the structure of your organisation, you can select the most appropriate model and can utilise it effectively.

6. Track the implementation of results

Monitoring and tracking are imperative for continuous improvement. You want a transformation to yield benefits in an incremental way and this is where the measurement of performance becomes essential. Once you implement a change, monitoring results will ensure long-term success.

Your analysis will highlight areas that require further improvement and it will give you a clear picture of how well you managed the change, what was executed, and where are the gaps that are yet to get fulfilled.

You can establish and measure the results based on various key performance indicators in terms of revenue, the productivity of your team, and so on. These KPIs will indicate the success or failure of your change management efforts.

Once your change management process is foolproof, you can start working towards your long-term strategic aims by establishing measures that lead to continuous improvement.

Change is the only constant thing in the world. Effectively managing change will provide you with a competitive advantage and capability to adapt to new challenges.



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Combating Knowledge Management Challenges With AI



With Netflix recommendations, Google maps, Alexa, and Auto correct at our fingertips, we are indeed in a much more convenient world than we have ever been. As natural as all these things may seem today, this is not how it has always been. Earlier, people would rely on other people for solutions to critical challenges.

Not that it isn't true anymore, but there is undoubtedly a rapid increase in technological capabilities overtaking essential human tasks and making our lives easier. Looking at the vast potential that AI possesses today, it is safe to say that it will continue to expand its horizons in the future. Estimates show that the market size for global artificial intelligence will grow from \$93.53 billion in 2021 to \$997.77 billion in 2028.

Come to think of it; there is no dearth of information about things, be it the knowledge in the human mind or machines. If anything, the amount of data that organisations possess today will continue to increase and get more complex to manage as technological evolutions intensify.

In this case, you need to ensure that all your organisational knowledge is well managed so you can continue to achieve your business goals while meeting the challenges of an evolving technological world.

This means that Knowledge Management now has to go beyond merely managing knowledge to include capabilities that can derive actionable insights from the information contained in your organisation's knowledge base. Traditional Knowledge Management systems that store information in static databases are not enough in themselves, with the rising need for technology to ensure that knowledge remains relevant.

This is precisely where Artificial intelligence comes into the picture. It has the potential to drive through vast amounts of information in the Knowledge base and then delivers the correct information in real-time. Statistics reveal that more than 80% of companies prioritise access to AI in their business plans.

Let us look at how the power of AI can combat critical Knowledge Management challenges.

Semantic Search

Every organisation makes it a point to put every knowledge piece in place. This amounts to many content repositories in your organisational Knowledge base with information coming from different departments. However, while dealing with customers in a contact centre setting, if the support agents have to visit multiple systems

to find the solutions, they lose out on time which is of utmost importance.

Search should therefore be simple and yield intelligent results. The AI-powered Knowledge base software utilises semantic search features that understand the search's meaning and intent to deliver the right knowledge in real-time. The information in the Knowledge base becomes readily available to users with systems like natural language processing without humans needing to do the work of classification.

In this way, AI enables a one-stop search feature that understands the meaning as humans would and gathers information accordingly from different systems from the back-end.

Employees, therefore, need not know the exact content taxonomy of your organisation or look for experts' guidance for the information they need. Quick keyword research capabilities empower them to find relevant information with ease.

The meta tags embedded with knowledge base modules further improve the findability of information. Having an AI-backed knowledge base acts as a single source of truth that enhances employee productivity, customer support services, and operational efficiencies.

Data Integrations

Knowledge alone and in itself cannot resolve all your organisational challenges, especially those that require prompt decision-making abilities. It is, therefore, crucial that knowledge is accessible at the right time in a suitable format.

Data Integrations enabled by AI source customer information from Customer Relationship Management (CRM) platforms which provides insight into customers' history, preferences, and previous challenges. KM tools like Cognitive Decision Trees can utilise this customer context to speed up the troubleshooting process.

When customer service representatives have this customer background, they need not ask customers to repeat their problems. This leads to faster resolutions and improves customer satisfaction with your brand.

AI brings Augmented Reality (AR) to help your agents co-browse through customer devices and provide support through every level of their journey. Real-time decisions can thus be made without forwarding customer calls to experts. Lesser the Average Handle Time (AHT), the better the agent experiences and happy customers.

Micro Segmented Analytics

Managing the knowledge base for any organisation can be a tedious task. The content creators face multiple challenges as knowledge is quick to become obsolete. Probing every knowledge piece for its validity is essential, and hence the need for content visibility increases.

AI-driven micro-segmented analytics provide enterprise-wide visibility of content and tracks the usage of every knowledge piece. Based on user search, AI can even

detect knowledge gaps that exist, helping Subject Matter Experts (SMEs) and content creators update the knowledge base accordingly. As the data on employee engagement with the knowledge base becomes visible, employee training can also be amplified through the Learning Management Systems.

Adding AI in the enterprise knowledge management system thus provides the enterprise-wide content visibility that keeps the knowledge base updated and accurate, combating a crucial knowledge management challenge.

Intelligent Virtual Assistants

Every enterprise strives for happy customers, which drives business growth. Even all the human resources combined alone cannot ensure round-the-clock availability for customers. This is precisely where AI overtakes.

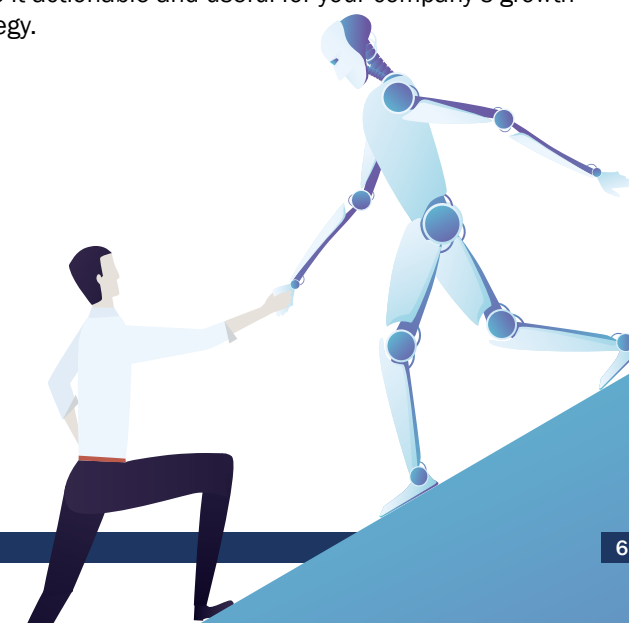
Intelligent virtual assistants can understand human language and speech and act as proxies for your customer support agents. These virtual assistants can collect the right information from the knowledge base and communicate it logically and reasonably to your customers.

Over 60% of internet users think 24/7 service availability is the best feature of chatbots. Employing AI chatbots can significantly improve your Digital Consumer Experience (CX) strategy by enhancing your self-service support capabilities.

AI chatbots allow customers to communicate with your business through multiple digital channels, thus strengthening omnichannel business presence. Providing consistent knowledge across all communication channels drives customer engagement and loyalty for your brand, a key indicator of an efficient Knowledge Management system for customer service.

Conclusion

AI principles like Machine Learning and Augmented Reality are determined to improve experiences and engagement by serving relevant, updated, and well-managed knowledge to the world. Knowledge Management is certainly a tedious task, but AI can cut through all the obstacles that your business might be facing and help you to future-proof your knowledge to make it actionable and useful for your company's growth strategy.



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Sowmya is a content developer & digital media strategist at Knowmax, a knowledge management solution that helps enterprises in increasing their customer service agents' productivity & increase their organisation's CX score.

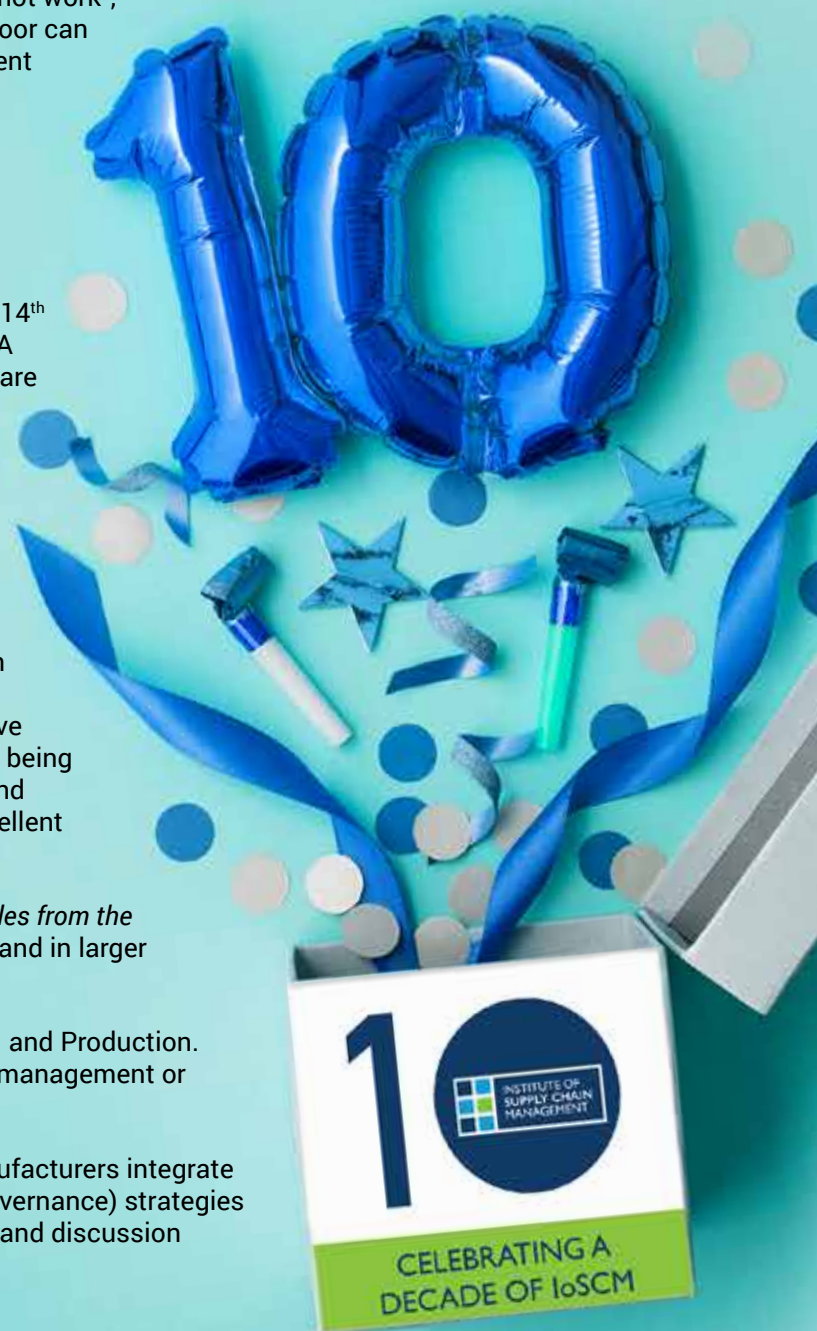
MANUFACTURING:

The process of turning raw materials or parts into finished goods using tools, human labour, machinery, and chemical processing.

From food to clothing and televisions to cars, life as we know it would not exist without the manufacturing industry's consistent advancement.



- ➔ **FACT;** China is the world's largest manufacturer, accounting for 28.7 of global manufacturing output in 2019. The sector accounts for around 30% of the country's total economic output and is valued at around \$4 trillion dollars per year.
- ➔ **INDUSTRY INSIGHT;** There are three types of manufacturing production process; make-to-stock (MTS), make-to-order (MTO) and make-to-assemble (MTA).
- ➔ **INTERESTING ARTICLE;** Sometimes referred to as "hot work", soaring temperatures in the warehouse and factory floor can create a dangerous environment for workers. In a recent article, we looked at the importance of heat safety in manufacturing. Visit the IoSCM blog to read it.
- ➔ **FUN FACT;** Currently, five million tonnes of cocoa are produced yearly. 70 per cent of this comes from the West African countries of Ivory Coast and Ghana.
- ➔ **EVENT;** Digital Manufacturing Week, taking place on 14th - 18th November at the Exhibition Centre in Liverpool. A national festival of advanced manufacturing. Tickets are available for free via Growth Platform.
- ➔ **EXPERTISE;** In a recent issue of Supply Chain Outlook we explored targeted ransomware and why it is the new defence for manufacturing businesses! Download your copy of the magazine (Issue 27) for free via the website to read more.
- ➔ **UK MANUFACTURING CAREERS;** Around 2.7 million people work in the UK manufacturing sector with an average salary of £32,500. As many businesses believe there is a skills gap across the industry, much work is being done to improve training, attract new talent and expand career opportunities. This means the sector is an excellent career path!
- ➔ **MUST READ;** *The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer*. Available to buy online and in larger bookstores.
- ➔ **LEARNING;** IoSCM Level 2 Diploma in Manufacturing and Production. This course helps operators move into a supervisory management or team leader role within the production industry.
- ➔ **WEBINAR;** Sustainable Manufacturing. Leading manufacturers integrate sustainability and ESG (Environmental, Social and Governance) strategies into operations for maximum ROI. Watch this on-demand discussion www.cimlogic.co.uk/sustainable-manufacturing/.



The Importance Of Heat Safety In Manufacturing



Summer heat for some means spontaneous family trips, poolside fun, and relaxing beaches. However, it's a different story for those in manufacturing. Summer heat equates to occupational hazards. Not only does the season's soaring temperatures cause issues, but heat-producing machinery along with lengthy work hours can make it downright exhausting for labourers.

Sometimes referred to as "hot work", soaring temperatures in the warehouse and factory floor can create a dangerous environment for workers. Plus, adding vigorous tasks that involve open flames, electrical friction, heated gasses, and hot surfaces/materials can further threaten their safety. Too much exposure to these dangers can cause heat stress, burns, and injuries.

Risk To Employees

Unresolved heat stress can cause many harmful health effects such as heat stroke/exhaustion, cramps, rashes, serious illnesses, and in some cases, death. Between 1992 and 2017, over 815 labourers were killed while 70,000 were critically injured from heat stress. Worker that are either 65 or older, take medication, are overweight, have heart disease or suffer from high blood pressure are at even greater risk than others.

Risk To Equipment

When introduced to dangerously high temperatures, factory equipment can begin to malfunction. There is heavy-duty machinery that is designed to resist heat, but some parts are still at risk of failing or deteriorating over a period of time. Essential pieces such as sensors, hosing, and electrical components could also have a decreased life span from regular exposure to extreme temperatures.

Beating The Heat

Despite the hefty consequences, there is hope in minimising the threat of heat exposure. Firstly, the importance of installing and maintaining a functioning ventilation and cooling system cannot be understated. However, only consider it if it's applicable to the situation.

Encourage employees to stay hydrated throughout the workday. Having just mild dehydration - which is typically asymptomatic - can negatively influence their reaction time and productivity. Implement training programs that educate workers about the risk of heat stress and dehydration along with warning signs and treatment.

Additionally, it's important for factory equipment not to overheat or become overused. Create an extensive monitoring system to replace or repair any broken equipment to prevent failures and possible injuries to employees.

Protecting your workers from heat-related dangers doesn't stop there. As a business, you can further safety measures for the benefit of your establishment.

Scan the QR Code to check out the accompanying graphic created by Ace Sanitary for more information on how you can help your employees and equipment.



5 Challenges Facing Supply Chain Managers in Manufacturing



The manufacturing industry faces many challenges, such as a skilled labour shortage, supply chain instability, and inventory management issues. But with every challenge, there is an opportunity to innovate and grow.

GlobalTranz works with manufacturing shippers every day to move their goods and streamline their logistics strategies. Here are the challenges we're seeing across the industry, and what they mean for your supply chain and your shipping processes

1. Supply Chain Uncertainties and Changes Tied to the Pandemic

Since the start of the COVID-19 pandemic, the global supply chain has faced constant changes and uncertainties across every industry. And manufacturers have been some of the hardest hit. There have been fluctuations in demand that have made forecasting feel impossible. Employee safety measures must now also include COVID-19 protocols in addition to preventing accidental injuries. And moving materials and products was made difficult, especially at the start of the pandemic, due to closed borders, limited air freight, and driver shortages.

Now, two years into the pandemic, it is still an ongoing challenge for manufacturers. In fact, many of the challenges we'll talk about below are in some way connected to the pandemic. But one major lesson manufacturers have learned is the need for contingency plans and flexibility. In an ever-changing landscape, the ability to be flexible and adjust your strategy as needed is what makes a manufacturer successful.

2. Supply Chain Management and Maintaining Inventory

Facing inventory challenges is common in the

manufacturing industry. And today, supply chain instability is an ongoing concern, including when it comes to logistics and warehouse management. It's difficult for manufacturers to stay organised and calm amid chaos.

To help level out this instability, 41 percent of executives plan to add or diversify suppliers in existing markets, according to Deloitte's 2022 Manufacturing Industry Outlook. There is also a trend toward localising networks to reduce offshoring and simplify supply chains.

With demand forecasting becoming more difficult since the start of the pandemic and many businesses left with a shortage of products, many companies are starting to move from Just In Time (JIT) to just-in-case inventory management. Meaning, instead of opting to minimise excess inventory by only ordering what they would need to meet expected orders, they are ordering more additional inventory to avoid shortages. This is putting pressure on manufacturers to overproduce to meet the new demand.

Inventory management software is an important solution. To help maintain the right inventory levels, manufacturers can use real-time tracking throughout the whole production process. Through serialised barcodes, it's possible to see the location and quantity of goods. The tracking software can provide precise updates of raw materials as well as work-in-progress and finished products.

But inventory management is just a piece of the supply chain puzzle. It's important that your inventory management software can easily integrate with your transportation management software.

3. Skilled Labour Shortage

One of the biggest manufacturing challenges faced by the industry today is the lack of skilled workers. According to U.S. manufacturers surveyed by The Manufacturing Institute and Deloitte Consulting LLP, it is now 36 percent more difficult to find the right talent than it was in 2018, despite a higher unemployment rate. And in the current

environment, approximately 2.1 million jobs could be left unfilled by 2030 due to the manufacturing skills gap.

The combination of an aging workforce and growing population has led to this difficulty. To overcome this challenge, there are a few options manufacturers could consider, including:

- Programs to develop your lower-skilled employees into more valuable workers,
- Communication and planning ideas aimed at keeping some of your older highly skilled employees around past the date they might otherwise choose to retire,
- Partnerships with community colleges and other educational institutions that can make entry-level hiring less risky, increase early-months productivity of workers, and provide resources available for companies interested in apprenticeship programs.

The skilled labour shortage also applies to truck drivers, causing issues for transportation. At the end of 2021, the American Trucking Association found that the trucking industry is short 80,000 drivers, and without action, the shortage will double by 2030. This ongoing issue gives rise to rate volatility and capacity issues.

4. Embracing New Technology

Technological Innovations will go a long way in helping manufacturers handle challenges like increased consumer demand and the skilled labour shortage. It can be challenging to make the changes that are often necessary to implement new technology. But doing so can ease inefficiencies related to warehouse and inventory management, as well as logistics management.

Manufacturers are under more pressure than ever to fulfil large orders and deliver the goods. They must stay relevant, innovative, and competitive. One challenge for technology is how best to implement the Internet of Things (IoT) to achieve operational goals such as reducing costs, improving efficiency, increasing safety,

supporting compliance, and pushing product innovation. It's not enough to simply implement the technology into their products and service - there needs to be a strategy. Systems need to be in place to collect, analyse and translate this data. If no clear strategy is set, manufacturers will not be able to improve their decision making in a way that is beneficial.

And technology has also come a long way for logistics. Investing in an end-to-end transportation management system is critical. The visibility you will gain from tracking capabilities and real-time freight analytics will allow you to gain control of your shipping costs and operations. Technology is one answer to many of the challenges we've discussed here but taking the step to actually implement technology is a challenge in itself.

5. Reducing Transportation Costs

Increased demand, labour shortages, rising fuel costs, and overall supply chain volatility have all lead to increased transportation costs. Many supply chain leaders, including those in manufacturing, are looking for ways to reduce their transportation costs.

Investing in a third-party logistics partner can help you reduce your excess shipping costs.

How a Logistics Partner Can Help

Despite these manufacturing challenges, the industry remains important to the economy. Luckily, there are several innovative technologies and solutions available to the industry that will help mitigate these challenges. The real challenge for the manufacturing industry will be to act. As an industry leader, you must take advantage of the innovation that stems from great challenge.

For manufacturers who want to further combat challenges and find smarter solutions, GlobalTranz is here to help. Visit www.globaltranz.com to find out more.

Is unreliable cellular coverage a major shortcoming in digital production lines without 5G private mobile networks?

“Many predictive maintenance, monitoring, and damage-detection technologies are dependent on cellular for safe and reliable operability,”

says Colin Abrey of Nextivity

The digitisation of manufacturing and production line processes is driving demand for embeddable tech, self-guiding vehicles, connected conveyor belts and intelligent machines capable of performing complicated tasks with little to no human intervention. No longer the stuff of science fiction, these autonomous systems are already showing their true worth in supply chain and logistics. Industrial robots can significantly improve speed and accuracy of routine operations, increase efficiency through side-by-side deployment with shopfloor staff and dramatically reduce the risk of injury when working at height.

Changing expectations are redefining industrial supply chains

Fuelled predominantly by growing consumer expectations for 24-hour order fulfilment, never has competitive pressure in the supply chain space been greater. This has been accelerated further because of Covid-19, with manual fulfilment processes on the verge of becoming unsustainable. Digitisation and automation are needed, not only to retain the bottom line and to minimise unnecessary in-person contact in historically busy goods in/out areas, but to enable industrial supply chains to better withstand any future pandemics.

Industrial robots can generate different kinds of challenges

Although process automation speeds up assembly lines by removing the need for human involvement in the selection of interchangeable components, it is becoming increasingly apparent that many industrial robots, instead of streamlining production, are serving to accentuate the situation as “more haste less speed” tactics can often be counterproductive. Super-fast production lines carried out by inexhaustible machines are driving up worker fulfilment targets, putting factory and warehouse operatives under increasing pressure to meet these challenging targets. To optimise digital production lines while ensuring compliance with health and safety rules, associated maintenance and damage detection processes must also be automated to ensure the smooth and safe running of colossal machines, such as floor to ceiling racking infrastructures, automated conveyor belts, and other assembly line systems to minimise risk and maintain a safe working environment.

The larger the facility, the more important this becomes. Current day warehouses and distribution centres comprise movable floor-to-ceiling racking and an abundance of an abundance of automated guided vehicle systems (AGVs) that are controlled via sophisticated traffic light style systems. Amidst these robots are large teams of shop floor staff, and if a racking structure, for example, is pushed out of line due to a collision causing an operational failure, structural collapse or injury, the cost in lost time or damage to goods is serious in itself, but the potential for large compensation claims can be huge.

Cellular coverage is integral to machine safety in IoT facilities

Although large industrial facilities are awash with IoT devices needed for process automation and around the clock operations, most of these buildings do not have reliable mobile phone coverage in their manufacturing, storage, and goods in-and-out handling areas. This is

because their iron and concrete structures hamper the penetration of mobile signals, particular by the higher frequency 4G and 5G ones. Apart from being a commercial inconvenience and presenting serious health and safety concerns, the obligatory rack damage detector systems, and indeed other predictive maintenance technologies, which are pivotal to sustained equipment and staff safety, often require cellular coverage to send data to the monitoring/control centre and trigger an incident. More importantly cellular is central to most M2M communications in existing IoT networks because its readily accessible (in theory at least), it's cheap, and, with encryption, it's secure.

Industry and manufacturing favour asset tracking over connectivity

Manufacturing, industrial warehousing, and large-scale distribution centres have historically favoured asset tracking technologies over reliable cellular coverage because of the perceived high costs associated with the latter. Until recently, in building coverage options were almost always limited to Distributed Antenna Systems (DAS), which was not viable in many instances, particularly in smaller and medium facilities, because of long install times, MNO involvement, high deployment costs, and the need to rip and replace existing infrastructure.

Ensuring reliable indoor mobile connectivity is no longer such an arduous task now that the rules pertaining to the use of supplementary equipment (mobile signal boosters, for example) have been relaxed by Ofcom. Facility managers can take the necessary steps to improve mobile coverage in their respective buildings using readily available equipment. The only limiting factor is that said equipment must satisfy Ofcom's mobile repeater licence exemption specification and not many do. One such system that does tick all the boxes is Cel-Fi by Nextivity and it is currently being used to provide the cellular support needed to ensure machine safety at Tracker UK Ltd.'s manufacturing facility.

Whilst 5G is gaining traction in the large facilities via the deployment of Private 5G mobile networks, universal 5G coverage is still some way off, however, because of the infrastructure overhauls needed at carrier level to enable cloud computing and data backhaul. Moreover, when it comes to ensuring reliable 5G coverage indoors, the same challenges apply, arguably even more so due to the short frequency ranges of 5G signals. In the interim, the health and safety systems operating alongside intelligent racking systems and other interconnected machines still need a reliable trigger mechanism and, for the foreseeable future, this will continue to be cellular. Ensuring reliable cellular coverage is neither difficult nor expensive.

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Colin is Vice President, Channel Sales for the EMEA region at Nextivity. He has spent more than 30 years in wireless and international telecoms industries and held senior positions with several leading companies operating in this space, including Anixter, Zinwave, Cambridge Broadband Networks and Global Network solutions (a division of L-3 Communications). He has deployed many large-scale in-building projects, including airports, convention centres, hospitals, malls, commercial buildings, sports stadia and hotels.

The Impact of Embedded Software as a Production Scaling Solution



Why Use Embedded Software?

Embedded software is at the heart of industrial automation. As part of the larger system, a single industrial unit can incorporate multiple embedded software solutions to help the unit perform different types of functions.

The software is designed to perform a specific task. For instance, modern transport vehicles contain a variety of embedded systems that help control functions such as antilock brakes, emission control, and audio system. Kiosks software development is another example of embedded software developed to offer fully automated service.

Unlike firmware solutions, which are not easy to modify, the embedded software offers flexibility and customisation options to developers. Developers purposefully make embedded software less firm so that they can add, upgrade, and modify the software to perform additional functions at any time.

Embedded Software in Production

Modern manufacturing plants and production units use a variety of embedded software to maximise efficiency, improve power, and control the process. The customised software help monitor the system in

real-time and notify the management if an error occurs. It also helps control critical functions such as line speed and fluid flow rate.

Embedded software is also designed to auto-correct and realign machinery without human interference. Metering application, loop-powered design & development, wireless applications, IoT gateway, and industrial I/O module development are some examples of industrial automation solutions that use embedded software.

Embedded Software Upside & Advantages

Embedded software has become a part of our lives. We use it in automobiles, smartphones, microwaves, traffic lights, and thousands of other things without thinking about their benefits. Here is a brief overview of why these systems are so appealing.

Ease of Management

Recent advances in semiconductor and chip technology allow software developers to embed software into tiny mechanical pieces. Embedded software development also benefits from the availability of cheap and durable electronic components. Once

the system is in place, it's relatively easy to maintain.

The newer "System on Chip" technology can incorporate all functional elements into a single chip. The ease of installation and management makes this technology a practical choice for almost any kind of machine used in a production plant.

Before deciding on a course of action to automate your manufacturing process, it's important to understand that the development of embedded software is a very specialised task. You can't just ask any software engineer to do it.

The job requires specific knowledge and experience; therefore, choose your software developer wisely. Make sure that the development team has prior experience in implementing such a system because you will need to recall the same team to make changes if the need arises.

Strong Performance

Today's embedded systems are immensely powerful. The right balance of power and performance can deliver greater efficiency and better results. You can expect a strong performance from a frugal arm-based system or a complex

system that uses AI to boost itself.

Many higher-end systems use Intel® Core™ processors. Some even use the Denverton 16-core microserver processor to deliver optimal results. The strong performance of these embedded systems is directly attributed to the new generation of processor chips. Each new chip offers more per watt than its predecessor. The result is better performance with relatively less power.

New devices such as Intel Turbo Boost Technology 2.0 actively balance power functions, current, and temperature to offer optimal performance. This balancing act ensures maximum efficiency as it offers a burst of speed when speed is needed and increases energy efficiency when heat dissipation is a concern.

Similarly, Intel SpeedStep technology provides a dynamic adjustment of processor voltage and core frequency. Using the technology, you can manage power consumption and thermal output. Since there are a lot of choices in the technology domain, experienced embedded software developers can accurately evaluate the type of the solution required to get maximum output.

Cost Effective

Embedded software is relatively cheaper than firmware solutions and full-scale computer systems. Despite the powerful features, the limited functions cost less to design and build. The lower cost is usually associated with the smaller size of the software and its components. Most components are available in the local market, which further reduces overhead.

Processors, ROM, RAM, and microchips also use less power,

which means that you're likely to save costs in the long run. Some of these devices use batteries to save energy while other components are built using cheaper and less powerful processors.

If required, you can move the entire frame and install it on a similar system in another location. Cost savings are also reflected in the speed of the system. As there are fewer elements to manage the system, it takes less time to reload compared to the traditional industrial units.

Disadvantages of Embedded Software

For software engineers, the development of embedded software is full of challenges. These challenges are mainly due to size constraints and the availability of technical expertise. The designer and the client must work together to find an optimal combination of size, performance, and power.

The complicated design relies on the expertise of the system developer. If there is a glitch in the system, you will need someone experienced to handle the problem. Since the system needs specific technical knowledge, it means that you can't train someone to fix the problem. If there is a problem, you must call the system development team to handle the problem.

Due to interconnected devices, each device needs debugging, which is a time-consuming process. It is estimated that developers spend nearly 40% of their time debugging embedded software.

The interconnection may lead to security risk. The risk is alleviated in certain industries such as healthcare, where hackers can

expect greater remuneration from cyber hacks. While hacking is not a major concern in industrial setups and production units, hackers can steal important data if the device is wirelessly connected to other sources.

The time-to-market and time-to-revenue indicators are also a concern for embedded software development. Due to the changing technology and availability of new components, your unit can quickly become obsolete and may not offer the desired outcome. It's precisely the reason why many ground-breaking embedded systems did not enter the market.

Despite these drawbacks, embedded software development makes production lines more efficient. If you can get access to a dedicated and experienced developer, you can generate massive revenues with little investment.

If you're interested in turn-key embedded software development services, Chetu's developers are well-known for creating, testing, debugging, and validating solutions for various embedded platforms and architectures.

Disclaimer: Chetu, Inc. does not affect the opinion of this article. Any mention of specific names for software, companies or individuals does not constitute an endorsement from either party unless otherwise specified.

About Chetu

Chetu was incorporated in 2000 and is headquartered in Florida. We deliver World-Class Software Development Solutions serving entrepreneurs to Fortune 500 clients. Our services include process and systems design, package implementation, custom development, business intelligence and reporting, systems integration, as well as testing, maintenance and support. Chetu's expertise spans across the entire IT spectrum.

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3

Future Industrial IoT trends manufacturers should think about now

AVNET®

Three future Industrial IoT trends manufacturers should think about now

Independent reports show that acceptance of the IoT in industrial sectors is high. That indicates most organisations now have at least some experience of what the IoT can do for them.

But digital transformation is an ongoing process. Every day, new technologies appear that fit into the IoT. These developments generally aim to make IoT easier to adopt or help deliver greater benefits.

While some of these technologies may be point solutions with lots of competitive alternatives, some are more impactful at a much higher level. These are the technologies that create trends, and trends are what drive and influence the direction of advancement.

The acceleration of these trends is fueled by the much larger topics of AI and the IoT. Here's why, in the industrial verticals where AI and IoT play, manufacturers can expect increased adoption in three areas: micromanufacturing, additive manufacturing, and digital twins.

Micromanufacturing goes mainstream

The concept behind micromanufacturing involves scaling down the production volume. This contrasts with the much longer trend established around making factories ever larger. Mega and giga factories are all about economies of scale when making the same product in huge volumes. However, there is growing evidence to show that consumer demand is shifting away from mass production and more toward customised experiences.

This points to making things in smaller volumes with shorter production runs before redesigns take effect. Smaller production volumes mean smaller facilities and specifically ones that are more agile and able to respond to

changing demands faster. It removes the issue of over-production, but because micro factories can be located closer to the end customer, some claim that it supports the move toward reshoring of manufacturing.

Micromanufacturing requires lower investment, less real estate and fewer resources. This makes it popular with new businesses, but established brands are also exploring the idea of micromanufacturing. Distributed manufacturing on a smaller scale, using local suppliers, creates a new tier in the economy that is almost entirely enabled by the new technologies found in the IoT.

It is largely dependent on technologies such as AI and advanced robotics because they are inherently reconfigurable and versatile. This allows more to be done with less machinery in a smaller physical area. In short, the Industrial IoT (IIoT) is fundamental to micromanufacturing.

Additive manufacturing supports on-demand manufacturing

Another key trend is the way additive manufacturing continues to supplement and, in some cases, displace conventional subtractive manufacturing and casting. This also supports the move toward more agile manufacturing in lower volume.

There are several advantages to additive manufacturing in a production environment. Apart from building to order, it also enables continuous improvement without wasting inventory, while also lowering the need for warehousing finished products.

As additive manufacturing equipment continues to improve, more manufacturers will be turning to this alternative approach to design and assembly. An additive methodology also makes it easier to consolidate multiple parts into a single assembly, providing further productivity gains.

Digital twins streamline supply chains

The third technology trend influencing the IIoT uses digitisation to create a virtual representation of the real world. The data provided by the IoT allows the virtual world's digital twins to operate just like the real thing. This means they react in a realistic way to both real and virtual changes controlled by an operator. The implications are huge, such as running various "what if" scenarios at high speed.

The concept behind digital twins is already established but the support needed to make it widespread is only now being rolled out. This includes a universal language to describe the built world in a way that is easy to model. For example, Microsoft's Azure Digital Twin solution is based on its Digital Twin Definition Language (DTDL), which provides a common way of describing entire systems in a way that can be modelled and manipulated.

Digital twins will work on multiple levels. They will allow changes to production environments to be trailed virtually without causing disruption. As an example, the data captured from real devices can be used in accelerated lifetime testing to predict why and how something may fail. And by modelling entire supply chains, manufacturers will

be able to see the consequences of unplanned disruptions and make contingency plans.

Partnerships make the IIoT work

All these trends are to some extent co-dependent. They rely on data, provided by the IoT, but they also build on the benefits that AI brings to the IoT. Micromanufacturing will devolve much of the control to AI systems, relying on them for scheduling, planning, resource management, and logistics. Additive manufacturing brings new possibilities for shapes and structures that are currently not part of the engineer's vocabulary. It is expected that a lot of the creativity needed to take advantage of these new possibilities will come from artificial intelligence.

The gains presented by creating a digital twin environment will be massive. Using data in an abstract way, to invoke real world activities, closes the loop on the IoT. It will redefine what we mean by cause and effect, because the cause could now be virtual while the effect will be real. And the result will also be much more predictable.

Realising the advantages of these technologies will also emphasise the importance of distribution and a robust supply chain partner. Agile micromanufacturing goes beyond just-in-time, to something like everything-on-time. Managing that supply chain becomes much simpler when everything can be monitored, modelled, and manufactured with greater resolution. This can be achieved using digital twin technology.

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Philip is a senior technology writer with Avnet. He holds a post-graduate diploma in Advanced Microelectronics for Industrialist and has over 30 years of electronics industry experience. Philip has experience both as a design engineer working on mixed signal embedded systems and as a technical journalist and editor covering the industry for several European technical magazines.

Avnet is a leading supplier of IoT solutions. Its products and services bridge the gap between hardware, software and the cloud. With over 2,000 engineers, Avnet is the one partner that can help its customers at any stage in their IoT journey and help bring everything together in a single, managed environment. Visit www.avnet.com/wps/portal/us

LOGISTICS:

The detailed organisation and implementation of a complex operation.

Logistics and Transport is now one of the world's biggest industries. Let's take a look at 10 things you need to know about this vast, exciting, and developing sector.



- ➡ **THE NUMBERS;** Estimates of the size of the global logistics industry range from \$8 trillion to \$12 trillion annually! By the end of 2023, this figure is forecasted to increase to \$15 trillion.
- ➡ **DID YOU KNOW?** The biggest lorry in the world carries 300 tons of material - *that's 43 elephants*.
- ➡ **INSIGHT;** Multichannel logistics is a trend growing in popularity in 2022 as supply chains work to find solutions to stop their operations from collapsing under certain conditions.
- ➡ **EXPERTISE;** Consolidated shipping can greatly reduce the logistics costs of a business. In a recent blog published on IoSCM's website, we found out how! www.io scm.com/blog/does-consolidated-shipping-lower-business-logistics-costs
- ➡ **FACT;** The 7 Rights of Logistics is a crucial component of effective logistics management. They are; Right product, Right customer, Right quantity, Right condition, Right place, Right time, Right cost. Download IoSCM's guide directly from the website to find out more.
- ➡ **INSIGHT;** Third-party logistics providers (3PL) are handling significantly more distribution, fulfilment, and inventory than in previous years. As a result, the 3PL market generated \$213.5 billion in gross revenue in 2018 - nearly doubling the gross revenue reported for 2009.
- ➡ **EXPERTISE;** "A third-party logistics partner can make or break your business. The right partner can help you control costs, improve efficiency, and deliver superior customer service, so it's important to find the ideal logistics partner that aligns with your brand and mission". David L Buss, CEO of freight-forwarding giants DB Schenker USA.
- ➡ **FUTURE PREDICTION;** Artificial Intelligence, Blockchain, and the Internet of Things will eventually become the backbone of logistics-related enterprises.
- ➡ **EVENT;** *Multimodal Air, Sea and Road* is taking place 21st - 25th November in the East Midlands. The event has leading brands from across the sector, decision-makers, seminars, and much more. Book your place online by searching Multimodal.
- ➡ **MUST READ!** Changing How the World Does Business: Fedex's Incredible Journey to Success - The Inside Story by Roger Frock. *Read if you're interested in:* The growth of express shipping...and how a core group of dedicated founders can tip the scales of success and help grow a killer logistics company.



How the Logistics Management System Modernises the Supply Chain and Why You Should Implement It

Innovative software solutions in the logistics industry these days are almost indispensable for supply chain optimisation. Yet, we understood the significance of such streamlining tools only when COVID-19 started spreading, as this drastically changed the demands of the logistics sector. Therefore, companies that have integrated the Logistics Management Systems (LMS) into their workflow not only possess competitive advantages and stand out from the crowd within the market but substantially maintain their post-pandemic performance.

This article explores the details of the LMS solutions, benefits, and capabilities they deliver, as well as the integration process.

Supply Chain Renovation: Market Analysis

Due to the fact that the logistics industry keeps adopting modern solutions, its digitalisation process is expected to progress to \$23,607.06 within the following five years. Recent insights also indicate that 57% of entities have already made use of the new technologies implemented in the supply chain.

What are the great benefits of a LMS that motivate logistics companies to adopt it?

- **The workflow enhancement and maintenance.** This digital tool makes the logistics processes clear and efficient. Besides, it prolongs the facilities' serve time and streamlines the enterprise's workflow.
- **Potent safety.** The security solidity of the LMS software allows you to cut down safety-related risks as well as protect the solution from potential issues bounded up by recent and unchecked technology integration.
- **Vehicles operation.** Online refreshing that is possible via portable devices and GPS enables operating the truck. An integrated transportation management system enables monitoring their routes to enhance supply chain services and make maximal use of the available vehicles.
- **High convenience.** All the necessary features are assembled in the one full-fledged software supporting mobile devices, which is extremely handy and demanded nowadays.
- **Top-class service.** The LMS monitors the delivery process and the entire route of the driver to get rid of potential hindrances.
- **Standing out from the crowd.** The supply chain market is comprised of lots of companies striving to stand out and attract a broader audience. LMS delivers an excellent user experience and increases the satisfaction rate, which is an evident advantage.
- **Failures reduction.** The flaws within supply chain services can be detected and eliminated easily and rapidly with such software. Apart from this, it ensures the opportunity to allocate resources more wisely and cut down expenditures.

With such valuable benefits, each company that has chosen to adopt LMS software is able to accelerate business flows and beat the competition in the shortest possible time.

Continued>>



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Yuliya is a technical writer at Cleveroad. It is a web and mobile app development company in Ukraine. She is passionate about innovative technologies that make the world a better place and loves creating content that evokes vivid emotions.



SUPPLY CHAIN NEWEST TENDENCIES

Let’s look at some of the trends of supply chain modernisation. Some of these solutions will be maximally relevant to your business case to make your company highly sought-after and competitive.

Enhanced automation

Modern technologies like Artificial Intelligence (AI) and Machine Learning (ML) offer such valuable solutions. AI refers to the capability of the software to perform assignments automatically and eliminate manual involvement. The opportunities delivered by this technology are just endless and can fit any of your requirements. Its implementation allows human factor error elimination, risk reduction, and regular task automation.

ML is the first solution type that makes digital instruments highly precise at insights as well as forecast completion. The operating mechanism applies existing data for analysis and projection making. As a result, the technology ensures customer behaviour detection and analysis, trends indication, and company performance patterns.

Interactive experience

The primary diversity of Augmented and Virtual Reality lies in the fact that the first technology implies interactions with the real environment. In comparison, the second one enables interactions with the artificial world and traditionally requires special equipment.

By combining these two technologies, you create an instrument that allows drivers to build optimal routes and display them on the lens. The transports windshield can also be utilised for this aim. The need to manually look up information on the other devices is eliminated.

Inventory tracking

Robotised storage management can substantially streamline the supply chain performance. Warehouse automation is a way to complete even complex assignments, such as cross-dock deliveries, freight pickup and transferring, and many others. Nevertheless, it’s vital to operate this technology correctly to make it beneficial.



POSSIBLE FUNCTIONALITY TO COMPRISE

Let’s see what features are worth implementing in your LMS software to enhance the business performance:

Cargo operation

This feature comprises delivery directions scheduling, synchronising operational streams, and meeting cargo transportation requirements. It also eliminates damages and setbacks within the logistics processes.

Manufacturing sector

This feature allows the operation of the manufacturing flows. Why is it necessary?

- Availability monitoring and maintenance
- Performance streamlining
- Reduced risks and decreased spending
- Reasonable reserves distribution

Cargo operation section

Controlling freight processes by applying human resources is out of date. To robotise this process, you could include the feature allowing automatic invoicing, price assessment, and other useful data.

Insights generation

This functionality part is essential since it enables tracking business efficiency as a whole. The indicators should be set individually for each case to make the solution profitable for your enterprise.

Retrieval cases

The feature operates retrievals within your company’s workflow. It helps monitor returns, allows defining the reasons for the request, and detects if the supplying process has already been performed.

Designing a LMS from scratch will allow complete control over the functionality and ensure successful integration into the business workflow. Custom logistics software development also ensures highly reliable security, which is a must for the supply chain.

TIPS FOR GETTING READY FOR THE LOGISTICS SOFTWARE INTEGRATION

Let’s consider the recommendations concerning what steps to take to integrate a LMS into your performance.

Outline your needs and challenges

Drawing up your requirements from a LMS helps define its functionality. The features to implement should reflect the flaws of your supply chain business and serve as an efficient solution. Explore digital products being used across the industry to understand the pro’s and con’s of the systems in use.

Select the LMS type

The software architecture can be split into two approaches: from scratch implementation or existing available tools usage. The functionality of the first option is limited only to your as well as your team’s imagination and will comprise only necessary features.

In contrast-built instruments provide bounded opportunities. The cost of off-the-shelf software is relatively low, which is beneficial for small-scale companies. If your company is an established, large enterprise, the solutions provided by such tools likely won’t be sufficient for you.

Hire a tech partner

When selecting a software development partner to undertake LMS development process, you traditionally have the three main options:

- **Cooperation with freelancers.** You can select specialists’ services and reduce product creation costs. It’s vital to understand that you may face such challenges as insufficient soft and hard skills, project stopping after the prepayment (which is often required when employing a freelancer), time and cultural differences, etc.
- **In-house team assembling.** Often the most expensive option involves recruiting all the essential team

members to work on the project. The amount of investments is higher as you have to pay salaries regularly regardless of the scope of work being done, cover office rent, hard and software purchasing, sick leave, and any other arising expenses. In addition, you will need to conduct interviews to assess the proficiency of every potential employee and onboard them into the business.

- **Outsourcing company hiring.** This is an excellent way to cut down development expenses without affecting performance quality. This option refers to remote cooperation, where all the project-related tasks are performed by a team of proficients with proven expertise in software architecture. This approach allows investment into a specific amount of task accomplishments with no extra expenses needed.

Supporting mobile gadget

All parties engaged in your supply chain process should be able to apply the LMS software via mobile gadgets. Without a handy tool available for smartphones, lots of automating and streamlining opportunities can’t be implemented.

Select the software environment

Within the LMS creation, you can deploy the solution via the following two infrastructures:

- **Hosting on-site.** Frequent service tracking and solid software protection makes local hosting attractive to many logistics companies.
- **Cloud environment.** This option requires less financial resources and delivers data access on diverse levels for staff regardless of the gadgets the product is used with.

The LMS implementation process varies according to the complexity of the features, team composition, chosen hiring option, and, obviously, the product type (from scratch or off-the-shelf). To receive the maximally precise cost estimate, you should carefully consider the competence of the software development vendor you are hiring. Your individual demands, case, and business goals should be taken into account when calculating the costs.

IN SUMMARY

LMS software is the way to enhance your supply chain business, especially when it comes to the custom-created option. By cooperating with a competent vendor, you receive the product that meets your company’s goals and requirements, optimises and automates logistics processes, and helps generate more profit.



Drop-Shipping vs. E-Commerce Fulfillment: Which Is Best For You?

The Internet has provided vast advantages for business owners to reach a broader range of customers in global locations; no longer does a business need to have a physical location. These e-commerce companies can market products to other businesses and customers through online websites, marketplaces, and social media applications. In fact, there are more than 2 billion global digital buyers, and, in 2020, these virtual stores made \$4.89 trillion sales worldwide.

However, with the lack of a physical store location, e-commerce shops must decide how to store and ship inventory. Two common inventory storing and shipping options are drop-shipping and e-commerce fulfillment. Both offer unique advantages and disadvantages, and comparing these options may help an e-commerce business decide on the right fulfillment method for its operations.

What Is Drop-Shipping?

Drop-shipping is a fulfillment method where a manufacturer, wholesaler or supplier controls the supply chain, rather than the e-commerce business. The merchant focuses on taking the order but does not take physical possession of any inventory. Once a customer places the order, the merchant sends the order to the manufacturer or supplier, who then ships the product to the customer.

This fulfillment method works for e-commerce shops that have minimal startup costs and don't want to tie their working capital into warehouse overhead expenses. It may also be used by companies that offer customisable

products or inventory that has unique characteristics or special shipping requirements.

A disadvantage to this method is that the e-commerce business never owns the inventory, which may mean that you are unable to brand the products. Also, you may have to pay higher costs for fulfillment with the manufacturer or supplier.

Other key aspects of drop-shipping include giving control of customer service to the manufacturer or supplier and being unable to set timelines for shipping and delivery. Ultimately, you may make less profits with this method, as you are not passing your company's shipping and handling costs to the customer.

What Is E-commerce Fulfillment?

Something to keep in mind when using the phrase "e-commerce fulfillment" is that many businesses use this term as a catchphrase to encompass all supply chain operations, whether they are using drop-shipping, third-party fulfillment centers, or other methods. However, e-commerce fulfillment is a separate fulfillment option.

E-commerce fulfillment involves having physical possession of the inventory and either storing the products in your warehouses or at a warehouse or fulfillment center owned by a third-party logistical company. When a customer order is placed, you have the order picked, packed, and shipped to the destination.

One advantage of this method is that you have complete control over product branding, customer service, logistical timelines, and company marketing. You also tend to have healthier profit margins. However, you may be paying more to own or lease warehouse locations or hire third-party fulfillment services. In order to utilise e-commerce fulfillment, a company needs to have a larger initial investment in storage and shipping operations.

Which Method Should You Pick?

Every company has unique operations where one method may be more appropriate than the other. Also, some e-commerce businesses may employ several fulfillment methods based on their inventory requirements, customer vs. fulfillment locations, and budgets.

Inventory Requirements

You may have products that would be difficult to store or incur higher storage costs that are outside your budget. For example, perhaps you offer perishable items, products that require cold storage, or hazardous products that need special handling or transportation protocols. In

these instances, you may decide to select drop-shipping methods, or hire a third-party fulfillment company that offers specialised fulfillment services.

Yet, some fulfillment centers may have strict requirements where they cannot offer storage of certain products. Speaking with fulfillment centers can help you narrow down choices so you can select the right fulfillment method for your business.

Customer vs. Fulfillment Locations

The locations of your warehouses in relation to your customers' locations may play a huge role on which fulfillment process you select. If you have suppliers or manufacturers close to a large contingent of your customer base, then selecting drop-shipping options may offer the most cost-effective solution. However, if your customers are in areas that are hard to reach for suppliers, then you may want to search for a fulfillment center in that region.

Budget

Your available budget more often will dictate the type of fulfillment method your company selects when getting products to destinations. You'll need to have a realistic and transparent viewpoint of your operations; how much you charge for products; how much customers are willing to pay for shipping/handling; and your supply chain costs. Then you can decide whether you want to handle the fulfillment services yourself or allow another company to take charge of your inventory.

Drop-shipping and e-commerce fulfillment can provide your company with inventory storage and shipping advantages. Remember, too, that you are not locked into using only one method over the other. Your operations may change such that you need to switch methods or offer additional fulfillment options.



Drop-Shipping vs. E-Commerce Fulfillment:
Which Is Best For You?

Scan the QR Code to view our infographic

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10 Logistics Technology Trends to watch for in 2022

This year, IoSCM is celebrating 10 years since our official launch in the UK. Throughout 2022, you readers will see carefully selected articles, features, and exciting updates that are centred around the number 10. We are delighted to share our first expert insight, 10 Logistics Technology Trends to watch for in 2022, from guest writer Alexey Kutsenko, CMO at DDI Development, a globally recognised provider of custom web & development services.

Keeping abreast of various technical developments may be tough, especially as new technologies appear every day. Companies need to stay informed about tech trends to be successful. In this article, we will list 10 logistics technology trends to keep an eye on in 2022.

Key technology trends transforming logistics

Transportation, the internet of things (IoT), cybersecurity, and supply chain management advancements may all help you stay ahead of the competition. Because customers expect businesses to use the most recent technology, it is crucial to enhance the expertise in new technology to implement it into your business.



Cloud Based Systems

Over the past years, cloud-based technology has become an essential part of effective supply chain management. This technology is of high importance because it allows businesses to optimise many logistics-related processes. With the help of cloud-based computing, a company can streamline things such as product fabrication, packaging, and order shipment. Moreover, if you are using cloud systems, you can be sure that the company data is protected from fraud.

Cybersecurity

Most companies these days distribute their services across different cloud management systems which makes them more susceptible to cyber-attacks. Failure to protect technology leads to monetary losses, whereas cybersecurity mesh architecture (CSMA) enables multi-dimensional management of all business services in one place. Gartner claims that using CSMA can prevent 90% of security intrusions.

Transportation Management Systems (TMS)

The word TMS gets mentioned very often, especially among logistics enterprises because everyone is looking for a centralised system to manage distant activities. For instance, TMS is of great use when it comes to facilitating the means of delivery and enhancing route automation. The use of TMS allows you to track the drivers in real time, lower shipment costs, improve employee integrity, and increase customer satisfaction.

When it comes to logistics management, businesses prefer to use a TMS because it is a great way to plan and track numerous processes all in one place. In most cases, TMS is being utilised to optimise the delivery process and build optimal routes. With this technology, businesses can access their workers at any time, reducing delivery costs, creating a transparent workflow, and ensuring a better quality of customer service.

Artificial Intelligence (AI) and Robotic Process Automation (RPA)

AI-powered devices will be very useful for all businesses that utilise transportation and warehousing. Given the fact that the Covid-19 pandemic has led to social distancing and labour cuts, using AI will ensure a fast adoption to the new conditions. By using advanced technology, companies can manage social distance in the workplace, be it IoT or independent robots that supervise the employees.

Robotic process automation (RPA) will play a major role in shifting supply chains from manual work to automation. Replacing humans with robots can economise a lot of assets while improving efficiency. Although some people will be out of work, RPA will lead to an increased demand for software engineers and robot technicians.

Internet of Things

As the world's consumption of goods and services accelerates, it becomes difficult to control the processes related to manufacturing and retail. IoT is going to be the top demanded technology in the next 3 years as it helps businesses track different factors related to a product's state such as shelf life, storage conditions, and shipment status. The ability to collect real-time data will help to reduce weaknesses of customer service, allowing businesses to enhance their product specialisation strategy.

Blockchain

Since the Blockchain is built using decentralisation principles, it can allow for more transparency in the transportation industry. In this way, consumers will be able to be informed about the delivery status of their order. In addition, blockchain can be cost-saving as it reduces the need for manual paperwork. It can bring transparency into audits, protecting the customers from fraud. Finally, blockchain smart contracts help companies optimise the procurement process and eliminate human errors.

Last-mile Delivery Technology

The last-mile delivery is a service strategy that allows customers to get their orders delivered from the warehouse straight to their door. The last-mile delivery trend is gaining more popularity, and very soon it will become the new norm. Companies that want to attract more customers should keep an eye on providing free and fast delivery in 2022. Given that the pandemic boosted online shopping, investing in innovative technology for faster delivery is the right thing to do this year.

Self-Driving Vehicles and Drones

Thanks to the abilities of Artificial Intelligence, the vehicle industry is experiencing a revolution. Numerous successful test drives show that self-driving vehicles can operate without physical workers. This opens up opportunities for cheaper, faster, and safer transportation. Businesses utilise drones to solve logistically complicated problems because drones are more mobile than humans. Drones can deliver goods, transport resources and access faraway places. When physical workers can be replaced with drones, it lowers production costs and increases efficiency.

Metaverse

Metaverse has become the latest buzzword in the tech industry. A combination of augmented reality, virtual reality, 3D, and other mediums results in a virtual world that can replace most of everyday operations. For example, businesses could replace physical offices with virtual work platforms like Virbela. Travelling to other countries for business purposes can be easily substituted with a meeting in the metaverse. Metaverse will change the shopping industry because people can shop in Metaverse using cryptocurrency, which means that a vast amount of businesses can shift their focus to virtual products.

Digital Twin Technology

The leading companies in business process services rely mainly on Digital Twin technology, which is a virtual clone of a real-world situation. Digital twins may be altered and updated to uncover efficient production methods that can subsequently be adopted in real life. Companies can improve supply chain productivity to unprecedented levels by integrating AI with digital twins, giving them an edge over their competitors. Digital twin technology is a hot topic since it allows businesses to make better use of their data in order to remain flexible and adaptable.

Predictions for technology trends in logistics in 2022 and beyond

There are ever-changing trends and advancements in supply chain management that will shape the future of the business industry. They are, nevertheless, all linked by a common thread: technology. Artificial Intelligence, Blockchain, and the Internet of Things will eventually become the backbone of logistics-related enterprises.

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How to Pick a Third-Party Logistics (3PL) Partner

A third-party logistics partner can make or break your business. The right partner can help you control costs, improve efficiency, and deliver superior customer service, so it's important to find the ideal logistics partner that aligns with your brand and mission. Here are 10 considerations to support you with choosing the best third-party logistics partner for your business.



Do Your Research

Logistics providers are popping up all over, so it's important to do your research to ensure you're choosing the best partner for your business. If you're switching from a previous provider, consider what you liked and disliked, then look for a provider that satisfies those needs. If you're looking for a new provider, it's important to seek out partners with the capabilities and resources you need to succeed.

Ideally, third-party logistics providers should have the capability to integrate into your current systems or the know-how to find a solution that satisfies both of your needs and goals. It's also important to consider the provider's financial history, industry experience, and brand stability. You may want to research the provider's operating regions, owned vs. rented assets, and compliance history.

Don't stop after speaking with the provider – conduct external research to gain an understanding of the company's reputation and customer sentiment. Look for customer reviews and see how the company's past customers feel about their experience. You can also ask the company to provide references from past customers, which shouldn't be a problem if they're proud of the service they provide.

Technology Solutions

Technology is the future of the logistics industry, and you want to be sure that a logistics partner has the IT

infrastructure to help you succeed. It's important that the provider owns and operates the technology needed for their services, such as fleet tracking systems, warehouse management systems, and inventory analytics. You may want to seek out providers with additional technology solutions, such as theft or damage management and fleet tracking using RFID.

More and more technology is making its way into supply chain management and logistics. Companies who don't embrace digital transformation may be left behind, so it's vital to find a provider who shares your approach to technology.

Diverse Services

Logistics providers may have broad services or may specialise in certain services, such as industry or commodity services. The options may include transporting, shipping, sourcing, customs management, and other individual services, as well as full-service options like multi-function supply chain management. In addition, some providers may specialise in certain aspects of the supply chain, rather than end-to-end.

If you can find a provider that offers additional services, you can get a lot of value from your partnership. Some of these amenities include quality control, rush order, product kitting, reverse logistics, IT asset management, and returned material authorisation agreements. The services you want depend on your individual needs, but consider how value-added services can help your business when choosing a third-party logistics provider.

Omnichannel Experiences

The modern business world is realising the value of omnichannel retail to improve the customer experience. Third-party logistics providers should have a good understanding of omnichannel commerce and how to enhance the customer experience to ensure your business goals are met.

Search for logistics providers that have proven industry performance, in-depth understanding of your industry or business type, or repeatable business models. It may be valuable to have a provider who specialises in one aspect of the supply chain, or perhaps you need full supply chain support. Consider your options and which works best for your current and future needs.

Optimised Distribution Networks

Before you partner with a third-party logistics provider, ask about their warehousing asset ecosystem. An effective partner should have a strategic network with optimised distribution networks. Your products may need storage on domestic and international routes, and if you choose a provider who doesn't own these warehouses, your stock may be vulnerable to theft or quality control issues.

You should also learn more about the facility sizes and capabilities, their location, and the volume the provider typically handles. For example, are the warehouses close to transit stops like airports and railways? What is the typical volume per day, week, month, or year? Is the provider equipped to handle the high volume and potential delays during busy periods or port congestion?

Customisation Options

Some industries may benefit from a partnership with customisation options. An effective provider can help you with your business processes by giving you options to optimise inventory and provide rapid service to customers.

Brand Alignment

Partnerships reflect on each other. You should find a logistics partner who shares your brand values to ensure you're represented the way you want. Some things to consider include compliance history, financial stability, and a dedication to improving systems and processes according to the market shifts and trends.

You don't want to search for new logistics partners all the time, so partnering with the right one from the start ensures you'll develop a relationship you can grow into as your business scales.

Exceptional Service

Logistics providers can have a huge impact on the processes and customer service in your business. Your provider should be just as committed to your success as you are. The right logistics partner will be committed to delivering exceptional service to you and continuously improving their own systems and services.

If a new solution holds potential for better processes or systems, your logistics partner should be on board with working to find ways to improve. While not every solution is right for every business, a forward-thinking logistics partner will consider the options instead of staying stuck in the ways things have always been done.

Consider the future

When choosing a service provider it is important to consider your plans for the future. If you plan to expand your range of services, want to add new products, services or locations of sale, you need to ensure your chosen partner can support you to achieve this. During the vetting process be open with them about your strategic aims and how that could impact on the relationship with them. This should be a positive discussion as more business for you, would in turn mean more revenue for them.

Find Your 3PL Partner

Third-party logistics companies are popping up everywhere in response to the market boom, but that doesn't mean they're the best choice for your business. Not all logistics providers are created equal, and it's vital to find the right partner to help your business succeed. Be sure to do your research and thoroughly vet your possible partners to find the 3PL that offers the most promise for your business, an interest in a long-term partnership, and a commitment to success in the future.



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PORTS AND SHIPPING:

Port: where ships may take on or discharge cargo. Shipping: the transport of cargo on ships

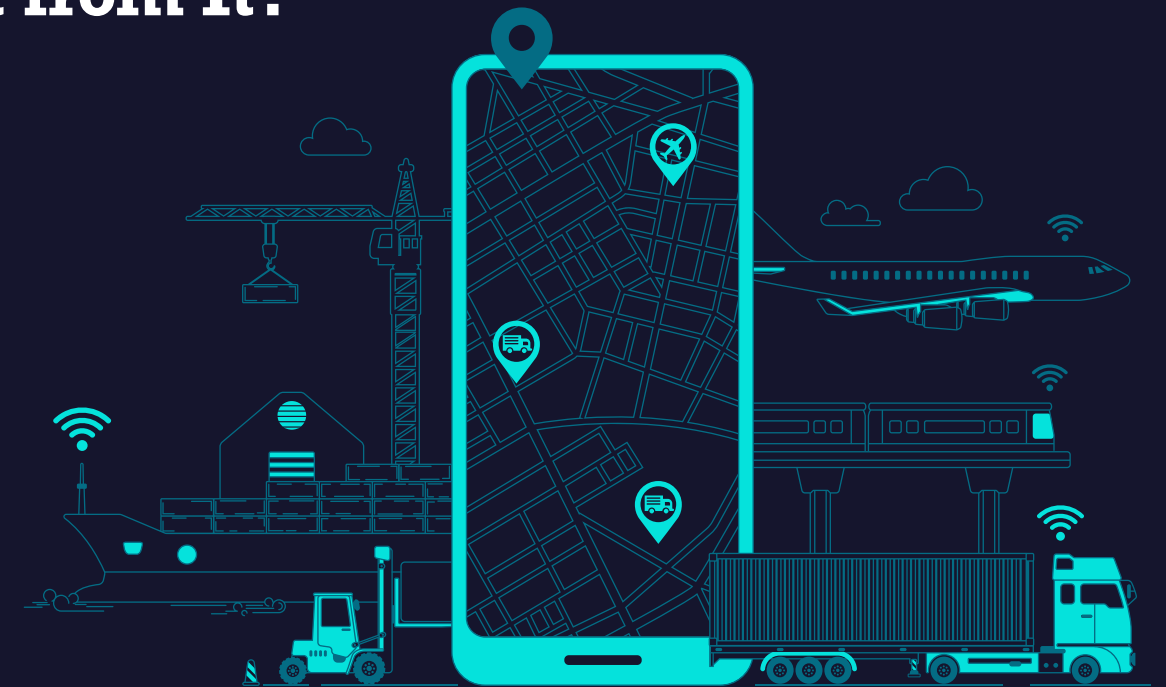
Global trade features heavily in modern business as it is now often more cost-effective to ship items from overseas than produce them on home shores.



- ➔ **FACT;** Shipping is one of the most affordable ways to transport cargo; it is also the safest. Shipping safety is regulated by the International Maritime Organisation (IMO) and the International Labour Organisation (ILO).
- ➔ **USEFUL READING;** In a recent article, entrepreneur Srividya Kannan told us everything we need to know if we want to send international shipments successfully. Head over to the IoSCM blog to read the article in full.
- ➔ **INDUSTRY INSIGHT;** Port of Felixstowe, Suffolk, is the UK busiest port dealing with 48% of the country's container trade. It happens to be Europe's eighth busiest port, handling container traffic of 3.8 million TEUs.
- ➔ **EVENT;** Every year, Multimodal is a 'not-to-be-missed' event for anyone working in ports, shipping or the wider logistics sector. The event usually takes place in June at the NEC in Birmingham.
- ➔ **GREAT BOOK;** Ninety Percent of Everything: Inside Shipping, The Invisible Industry That Puts Clothes On Your Back, Gas in Your Car and Food On Your Plate/ Deep Sea and Foreign Going, by Rose George
- ➔ **DID YOU KNOW?** It is cheaper for Scottish cod to be shipped to China (over 10,000 miles away) to be filleted and returned than for Scottish workers to be paid to do the same job!
- ➔ **MUST WATCH;** Building Resilient Port Infrastructure to Minimise Disruptions is a really insightful webinar from Port X Change, available to watch on demand from their website.
- ➔ **FUN FACT;** Almost everything aboard a ship has a different name from its shore equivalent. There are no floors, only decks. No windows, only portholes. Hatches, not doors. Overhead, not ceiling. Bulkheads, not walls. Lines, not ropes. Stanchions, not posts. Bunks, not beds
- ➔ **WHITEPAPER;** Just in Time Sailing - Reduce fuel consumption and CO2 emissions every port call. The whitepaper can be downloaded from the resources section of the IoSCM website.
- ➔ **UNUSUAL INCIDENT;** Occasionally, things do go wrong at sea! Following an incident with a cargo ship and a container, over 28,800 rubber ducks were lost at sea; they are still out there somewhere!.



What is a TMS, and How Can Businesses Profit from It?



A TMS, or transportation management system, is a digital platform that streamlines shipping processes by providing visibility into all transportation activities on one online interface. A TMS automates processes a shipper currently has in place. It also provides insights into new ways that the shipper can save time and money on future shipments. Such insights include transportation planning and execution, business intelligence, freight payment, and disaster recovery.

In this article, we'll look at the major functions of a TMS, the benefits of these systems, the challenges companies face when they lack a TMS, and the factors to consider when choosing a TMS for your business.

THE MAJOR FUNCTIONS OF A TRANSPORTATION MANAGEMENT SYSTEM

TMS systems work with all types of freight: inbound, outbound, customer pickup, international, ocean, air, full truckload, Less Than Truckload (LTL), rail, barge, parcel, flatbed, specialised equipment, and intermodal. A sophisticated transportation management system has numerous capabilities that can help shippers and carriers. Let's take a look at the major utilities of a TMS:

Optimisation

A TMS can consolidate your orders to optimise routing and scheduling, using constraint parameters like site or carrier capacity. Using the optimisation functionality, you can manage complex, multi-leg shipments, as well as LTL and Less than Container Load (LCL) shipments, in one system.

Rate Management

A rating engine is a foundational layer within a TMS. It enables you to store your contract carrier pricing and enables cost-based optimisation. It also facilitates a more efficient freight payment process by assigning your contracted rates at the time you book with the carrier.

Freight Tendering

This process enables you to automate the way you distribute freight to your contracted carriers. Freight tendering is supported by logic rules, which can include parameters such as cost, award rank, or lane percent allocation. Automated freight tendering with your route guide simplifies communication with your carrier partners across your enterprise.

Continued>>>

Bidding

Carriers can use a TMS to virtually bid, shipment by shipment. The system makes the bidding process simple and timely.

Dock Scheduling and Yard Management

TMS technology can help you optimise dock configuration, reducing congestion and extra charges. A transportation management system also provides visibility into available shipping vessels like trailers and containers. Scorecards and route information can also be updated through a TMS.

Tracking and Tracing

A TMS tracks and traces all shipments throughout their journeys so you know where your goods are and can handle exceptions that occur in real time.

Analytics and Reporting

Users of this system can receive instant responses to questions and obtain cost and service insights. This information is readily available at the business unit, shipment, and SKU levels. The analytics and reports gives shippers visibility into their operations and spend. This opens the door for improvements to be made.

Payment

It gives visibility into carrier payment processing and provides shippers customised, virtual payment options. Shippers can immediately approve or reject accessorials, rather than wait for invoices to be transmitted. You can even use the system to automate payments, which streamlines the invoicing and billing processes.

BENEFITS OF TMS

There are many moving parts to the shipping process (literally and figuratively). Transportation management systems oversee all of them to benefit users. However, there are also other ways in which a TMS improves business models.

Customer Service

Reporting and analytics capabilities give businesses visibility into which specific aspects of their supply chains are having which affects. For example, a TMS can show that selecting one carrier resulted in delayed deliveries and increased customer complaints, while using another carrier produced no delivery problems. You can use this knowledge to choose the optimal carrier, and to see where issues appear in the supply chain so you can address them. That enables you to provide better service to customers.

Efficiency

A TMS reduces time by supplying digital tools that simplify the freight management process. When less time and resources are needed to manage freight, shippers can focus on other aspects of their businesses. This is especially helpful when it comes to exception management. As special circumstances arise, you can devote full attention to getting the business back on track. Without a TMS, it is difficult to identify exceptions, let alone delegate resources to manage them in a timely fashion.

And because a TMS also reduces errors in the shipping process, you save time that would otherwise have been spent handling logistical issues.

New Ideas

A TMS makes it possible to look at the entire shipping process and find places where improvements could be made.

Save Money

Through all its capabilities, a TMS reduces the amount a business needs to spend on shipping and shipping logistics. A TMS works to reduce spend by increasing efficiency, providing optimisation ideas, improving carrier compliance, showing greater process visibility, organising consolidation efforts, reporting on analytical data, and streamlining bidding and payments.

CHALLENGES FACED WITHOUT TMS

The shipping industry is incredibly complex and has many, constantly moving parts. Without a transportation management system, it can be near impossible for businesses to function optimally. Below we describe three specific areas that can be challenging without the right system in place.

Organisation

Keeping multiple shipments organised requires a lot of time and a lot of employee effort. Details can slip through the cracks, sometimes with major, costly consequences.

With a TMS, shippers can keep all their data organised and easily accessible. The centralised location helps shippers avoid wasting time and resources, as well as making mistakes.

Tracking Shipments

Because shippers use multiple carriers to transport their large supply of goods, it's not uncommon to have many different shipments in transit across the world at the same time. Tracking all this freight can be challenging and time consuming if it must be done manually.

A TMS allows shippers to track freight and provides alerts when a shipment needs attention. A TMS can warn shippers when delays are imminent so they can plan accordingly.

Gathering Insights

It takes industry knowledge and data for shippers and carriers to receive or provide optimal service. Without help, reports on this information and analysis have to be generated by hand—a process that is incredibly time consuming and prone to errors.

With a TMS, reporting and analysis are done digitally. This information gives businesses the insights they need to choose or provide the best shipping services possible.

WHAT TO CONSIDER WHEN CHOOSING A TMS

Choosing the right TMS provider for your business is essential to lasting success. Here, we lay out three key questions to pay attention to when evaluating which transportation management system is right for you.

Does this TMS Technology Fit My Needs?

You will have specific challenges you want a TMS to address. Selecting a provider that has the capabilities your business needs is vital. Evaluate their technology, how it works, and what solutions it provides so that you know if the technology will be able to address what you want it to.

What is Implementation Like?

When selecting a TMS, ask what the implementation process is like. Who handles implementation? How long does it take? Are there educational resources available for your employees? How soon until it starts showing ROI? By asking these types of questions, you will get a good idea of what to expect from implementation.

Does the TMS Provider Have a Record of Success?

A TMS provider with proven success is more likely to be helpful to your business than a company with a spotty track record. Ask for references to get a sense of what your experience will be like.

FINAL THOUGHTS

With a wide range of capabilities, a transportation management system can help companies of all specialties and sizes optimise their supply chains and shipping logistics. The shipping industry is complex, and a TMS is a valuable solution you can use to gain visibility and simplify shipping operations. Many companies have used a TMS to provide great service and keep operational costs down, improving the bottom line.

Still have questions about how a transportation management system can work in your business? Connect with a TMS expert at C H Robinson to learn more about our solutions. Visit www.chrobinson.com/en-gb



Does Consolidated Shipping Lower Business Logistics Costs?

Yes, consolidated shipping can help you lower business logistics costs. By shipping products in bulk, businesses can take advantage of volume discounts from shipping carriers. Additionally, by streamlining the order process and consolidating shipments, companies can minimise the overall cost of shipping.

So, What Is Consolidated Shipping?

Consolidated shipping is when multiple packages from different senders are shipped together and billed as one package, saving the customer money on shipping costs.

There are some things to keep in mind when using consolidated shipping.

- First, it is essential to ensure that the shipped items are safely packed together.
- Secondly, the customer should be aware that their order may take longer to arrive than if they had chosen another shipping method.

Benefits of Consolidated Shipping

There are many advantages of consolidated shipments, and we'd like to highlight the most important ones:

Cost Savings

When multiple packages are shipped together, the customer is billed for only one package, saving them money on shipping costs.

Reduced Chance of Package Damage

The reduced chance of package damage is due to the sturdy packaging that the product arrives in. The product is placed in a thick cardboard box that is then taped shut. Depending on the product, additional support and protection may be used like bubble wrap. This type of packaging protects the contents from being jostled around during transit and provides an extra layer of protection if the shipping container is damaged.

Speed to Worldwide Markets

With the increasing demand for faster access to goods and services worldwide, it is more important than ever for businesses to have a plan for reaching global markets quickly. By utilising a streamlined process and effective marketing strategies, companies can reach new consumers and create a successful global presence.

Foreign Compliance for Shipping to International Markets

When shipping to international markets, it is essential to comply with various countries' regulations and restrictions. With international shipping consolidation through a single carrier, you can ensure that your products are shipped in compliance with all applicable laws and regulations. This can help minimise the risk of shipment delays or penalties and can help ensure that your products reach their destination safely and on time.

Challenges of Consolidated Shipping

All good things come up with challenges, and

consolidated shipping is no different. Some of the main challenges you can face during the process include:

Finding a Carrier That Offers Consolidated Shipping

Finding a carrier that can meet the tight timelines and specific requirements for shipping to global markets is indeed challenging. However, if you partner with a freight consolidation company, they could offer you a comprehensive solution that will meet all your needs.

Organisation and Planning of the Shipping

Planning and successfully executing shipment consolidation that meets all requirements for shipping to global markets within tight timelines is another challenge. What's even more difficult is finding a carrier that consolidates multiple suppliers' shipments into one shipment.

You can overcome this by partnering with a freight consolidation company and streamlining shipments' tracking and visibility. As a result, the shipment consolidation program can successfully reduce logistics costs and increase the speed of shipments to global markets.

Time Consumption Related to Consolidation

Due to all the necessary additional steps (consolidation and deconsolidation), you need to take, consolidated shipments can take a lot of time to organise.

However, partnering with a trading company, like ATI, can help solve this issue. A successful consolidated shipping process could reduce time consumption by 50% and result in significant cost savings. Furthermore, it can lead your team through developing and implementing an innovative new system for managing inventory. Finally, it could increase sales by 20%.

What Is American Trading International, and How Can We Help Companies With Consolidated Shipping?

American Trading International (ATI) is a company that helps businesses with consolidated shipping. We can help your business save money on logistics costs by shipping your products together. This way, you don't have to worry about the hassle and expense of shipping.

For information on American Trading International (ATI), visit our website. Interested in working together? Call us at +1 (310) 445-2000.

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Exporting High-Tech Spare Parts: 4 Essential Things to Determine

Exporting high-tech spare parts across international borders can be a risky and complex process. There is a labyrinth of Export Administration Regulations that control the movement of “dual-use” goods - items that have both commercial and potential military applications. That is why it is a great business practice to have a service supply chain partner who has established a solid global trade compliance program.



A well-executed trade compliance program offers OEMs controllable and predictable outcomes in a business ecosystem that significantly reduces the risk of violating trade regulations and facing major penalties. The peace of mind stemming from knowing all your details are taken care of empowers a forward-thinking mindset that drives business expansion.

One key element to a successful trade compliance program is having an automated Export Management System. In addition to monitoring and curating all country-specific rules and regulations, an EMS will also verify information against a client's Master Parts List. Before any shipment leaves a warehouse, whether it is bound for a destination here in the U.S. or a foreign land, we must be able to answer the following four questions:

1. What is the item?
2. Where is it going?
3. Who will receive it?
4. What will they do with it?

Exporting High-Tech Spare Parts: What Is the Item?

First, consider what is being exported.

Does it require a license to comply with EAR?

Its Export Control Classification Number (ECCN) on the Commerce Control List (CCL) determines the need for a license. High-tech OEMs provide up-to-date ECCN information for exporting high-tech spare parts on their Master Parts List.

Where Is it Going?

When exporting high-tech spare parts, the country of destination for export or re-export might also trigger regulatory requirements. There may be sanctions or embargoes in force against the country where the goods are being shipped.

Who Will Receive It?

Certain individuals and entities cannot legally receive U.S. exports of goods or services. There are also prohibitions on financial transactions with such parties. The government publishes and regularly updates lists of such individuals and entities. No one on the Denied Parties List or Restricted Parties List may have any part of any transaction that involves exporting high-tech spare parts, whether as a purchaser, freight forwarder/another intermediary, or the end-user.

Most countries have similar restrictions in place for the exporting of products and the receipt of them. Each Government will have a list detailing any such restrictions.

What Will They Do with It?

Some regulations prohibit certain end uses while other uses require a license. For example, there are rules that prohibit exporting items intended for use in a nuclear-related activity or in missile construction.

Flash Global Specialises in Exporting High-Tech Spare Parts

Flash Global has teams dedicated to Trade Operations and Global Trade Compliance, as well as in-region and in-country network partners, who are Exporters of Record that work in tandem with our service logistics teams to help facilitate the successful exporting of high-tech spare parts.

To learn more, make your next move and contact a Flash expert today.



Ports welcome focus on the freight sector and careers in logistics

The British Ports Association has welcomed the UK Government's new Freight Plan as well as the launch of a new campaign to encourage the next generation of workers into the sector.

The Department for Transport's Freight Plan renews focus on a sector which kept the country supplied during the pandemic.

It also highlights the critical role that ports play as well as talking up the prospects of modal shift to help meet the government's sustainability aspirations.

Also launched at Multimodal is the Generation Logistics campaign of which the British Ports Association is one of several founder trade associations. This is an initiative to shine the light on the sector and encourage more youngsters to think about working in logistics.

To mark the launch the British Ports Association, the national body for ports which represents operators that facilitate 86% of maritime trade as well as a host of other operators, published a Ports and Careers working document which includes background to the types of roles available at ports, harbour and terminal across the UK.

"We welcomed this renewed focus on the critical freight and logistic sectors. We have helped keep the county supplied and working over the last two years and will also play a critical role in enabling the government meet its global Britain and sustainability aspirations.' There is more to do to better connect UK ports both to the national transport and energy networks but this is good start to what we hope is an ongoing focus from policy makers."

COMMENTING RICHARD BALLANTYNE, CHIEF EXECUTIVE OF THE BRITISH PORTS ASSOCIATION

The brochure will be available on the BPA's new Careers Hub on its website here: www.britishports.org.uk/jobs

The Government's Future Freight Plan looks at: National Freight Network enabling the transition to net zero planning people and skills data and technology, It's production was a commitment in the government's

response to the National Infrastructure Commission's 2019 Freight Study.

To find out more about the Future Freight Plan or the great work the BPA is doing, visit their websites, where regular updates will be posted.

7 Big Mistakes In Freight Shipping That You Need To Avoid

With more companies taking part in the ecommerce craze than ever before, the world of shipping is being navigated daily. Shipping is what connects you to your customers - puts your products in their hands, and in today's digitised world, it must be prized as a remaining physical link.

However, too many companies see shipping as an unfortunate cost, and in attempting to cut corners in this area, they make big shipping mistakes. These errors are costly in the long run. Read on to discover the 7 big mistakes you can make when shipping freight.

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Madeline is a writer at Top Canadian Writers and Best Essay Writing services and a blogger at Writingpopulist. She is a freelance logistical strategist and supports growing businesses reach new markets.

Mistake #1 Miscategorisation Of Freight Class

It's natural to seek to reduce your costs when shipping freight, and one of the most obvious ways of doing this is to reclassify your freight into a lower class. Lower classes are cheaper to ship, making this strategy eminently tempting to anyone in the industry.

However, carriers pay close attention to freight moving in any class - whether you're just taking a shortcut or trying to pull the wool over carriers' eyes, it rarely pays to miscategorise your freight. Carriers will upgrade your freight, resulting in a recategorisation fee as well as any original charges you may have skipped.

Mistake #2 Overlooking Ground Transit

Smooth business operations rely on fast transit, and many people assume that shipping by air is always the fastest way. However, ground transit is not only a cheaper option than air, but can often be logistically superior. A combination of truck haulage and rail transport can often mean your freight is moving 24/7 from the start of its journey, without the added paperwork. This can often be the most efficient mode of transport for your freight.

Mistake #3 Address Inaccuracies

One of the easiest mistakes in freight to fix is also one of the most common. Taking the time to double check the recipient address is essential when shipping freight. "Even a small slip up in the address can be incredibly costly to fix, and can even result in the nightmare scenario of losing freight altogether," says Domenic Ballew, writer at Big Assignments and Simplegrad. "Ensure the zip code is correct and if you're hand-writing addresses keep your script neat and legible, otherwise you'll have late packages and ultimately bad reviews."

Mistake #4 A Faulty BOL

A Bill of Lading is a legal document that is required with any shipment of freight. It includes invoicing details as well as details of the consignment, and will tell the driver everything they need to know. The BOL needs to be accurate in every respect, otherwise you'll not only be in breach of the law but also risk mistakes during the shipping process.

Ensuring that the quantity, item description, value and packaging are all listed correctly on the BOL. Any errors can be costly to fix as you may need to reinventorise your freight to produce a new BOL.

Mistake #5 Too Few Shipping Options

Some customers will gravitate towards the cheapest shipping option, but many people are willing to pay more to have some more control over the shipping. For those with fixed working schedules, designated delivery slots may be the only thing that enables someone to purchase a product in the first place. Ensure you offer your customers multiple options for shipping.

Mistake #6 Skipping Pallets

Whilst it takes an additional investment of time and cost to palletise your freight, loose items are substantially more prone to damage in transit. "Damaged goods will lead to unhappy customers, and anything other than perfect condition will damage your reputation in the industry," says Tomiko Cupp, freight shipping expert at Viawriting and Studydemic, "and what's more, many shippers won't provide transit to unpalletised items - that means they'll pallet themselves, and charge you for the work."

Mistake #7 Skimping On Freight Insurance

A short-term cost cutting measure like skipping on freight insurance might seem like a good idea on paper - but when there's a problem with shipping, carriers pass that on to you. If you ship long distances or a great bulk of freight, the odds are against you that something is going to go wrong. Freight insurance will save you from taking the hit.

If your company is shipping freight, it's essential not to fall into these common freight mistakes. These avoidable, costly errors can add up to bring your business down. Armed with the knowledge of these common mistakes you'll be able to avoid them and seek shipping success.



WAREHOUSING:

The process of storing physical inventory for sale or distribution

The warehouse is the hub of a busy supply chain, with parts and products coming in and out constantly. Effective warehouse management should be a priority.



- ➡ **INSIGHT;** In recent years, the popularity of 'Smart Warehouses' has steadily increased as technology and machines take on tasks previously performed by humans. The Global Smart Warehousing Market size is expected to reach \$29 billion by 2028, rising at a market growth of 11. 2% CAGR during the forecast period.
- ➡ **EVENT;** Interpack Processing and Packaging, 4th – 10th May 2023, Dusseldorf. "The entire value chain at one trade fair". Tickets are available via the Interpack website.
- ➡ **FACT;** Value-Added Services Are Now More Mainstream. Reducing customer order times, simplifying return processes and increasing shipment accuracy are examples of things customers demand and are the responsibility of the warehousing team.
- ➡ **WEBINAR;** *Don't delay: future-proof your warehouse today!*, a fantastic webinar available to watch on demand. Produced by Vanderlande, a material handling and logistics automation company. Type the webinar title into YouTube to watch for free.
- ➡ **BOOK;** Excellence in Warehouse Management, How to Minimise Costs and Maximise Value, by Stuart Emmett, is a useful read for anyone working in a warehouse or with responsibilities linked to effectively running a warehouse space. Available online and in bookstores.
- ➡ **EXPERTISE;** Take Your Business' Inventory Control From Micro- to Macro-Management to support business growth. In a recent article on IoSCM's blog we found out how to better manage your inventory to boost your businesses productivity.
- ➡ **FUN FACT;** Europe's largest wine warehouse is Constellation Europe containing 57 million bottles. Laid end-to-end the bottles it houses would stretch over 9,000 miles, or all the way from the UK to Australia.
- ➡ **INDUSTRY INSIGHT;** Demand for warehouses and warehousing space has skyrocketed following COVID-19 as the popularity of eCommerce is still on the rise.
- ➡ **LEARNING;** The IoSCM Warehousing Professional Qualifications are available to support professionals at every stage of their careers. Speak with a course advisor or visit the website to find out more!
- ➡ **RESOURCE;** The DHL Supply Chain, Knowledge Hub is a great resource for warehousing professionals. They share great papers, tools and tips on topical subjects that matter.



The 3 Best Ways To Keep A Warehouse Safe For Workers

Warehouses are busy and chaotic places. They are usually a hive of activity and it can seem like an accident waiting to happen to the casual observer. In fact, there are many accidents that do happen in warehouses and many of them can be prevented.

Worker's compensation lawyers are usually busy with cases from workers that are injured at work because there are companies that aren't taking their responsibility to protect their employees seriously.

If you are a warehouse manager, then you should learn more about the process and take some steps to prevent these injuries that lead to complaints. In this article, we will go over some of the ways that you can keep your employees safe while working in your warehouse.

1. Keep things tidy

The floor and general area in a warehouse need to be kept clear and clean at all times. All too often, things are left somewhere in a rush so that they can be sorted out later.

This is a recipe for an accident as there is far too much movement in a warehouse to leave things in areas where they shouldn't be.

For instance, a forklift driver expects his route to be clear when moving pallets. He isn't expecting a box of unloaded goods to be in the middle of the aisle. Not only is he not expecting it but he likely won't see the boxes there and will end up causing an accident.

This also goes for spills or any dirt that may have accumulated on the floor. This dirt and debris can cause the most common injury in most workplaces, the slip, and falls. Make sure that you have somebody periodically walking the warehouse and looking for spills or other areas that need cleaning.

2. Supply PPE and enforce its use

Personal protective equipment can come in many forms and each warehouse will have its own specific needs to address what is required for wear. Usually, helmets are used

in warehouses where there is heavy machinery being used or the risk of falling items from the scaffold.

Whatever is necessary to keep your staff safe should be provided to them. Not only that but its use should be enforced. Some staff will not want to wear it even though it is for their own good.

3. Keep staff trained

Training shouldn't just happen for new hires. There needs to be a periodic review of safety training and make it mandatory for all to attend. This is a good opportunity to remind everybody what their responsibilities are for keeping themselves safe and how to report unsafe machinery or behaviour to the management.

If there is ever any new equipment introduced to the warehouse then the staff also needs to be trained on how to use it and maintain it so it stays in good working order. Even people who might not have to use the equipment should be trained on what it does and how to stay safe if they need to work near it.

Everything you need to know about inventory management

Whenever we hear the word “inventory”, most of us imagine huge warehouses sitting right next to a big port or a production facility. Inventory is a much bigger concept than stock and warehouses.

In this article, we'll review the meaning and purpose of inventory, different types of inventory, inventory management, LIFO (Last In First Out), and First In First Out (FIFO).



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Praveen brings 10+ years of tech expertise with him. Praveen is a wizard in software development modules like cloud ERP, procurement software, vendor management, inventory management, and sales order management, finance management, asset management, supply chain management. He is equipped with the latest technology of front-end and back-end processes. He has exemplary knowledge in database administration, server management, app development, and IT development consulting. In his previous role, he was instrumental in developing various applications and software. Praveen is the backbone of tech-development at TYASuite and is the man behind digitising decades of knowledge and experience of finance professionals in the field of business process including financial process.

So let's start by understanding what is inventory?

In simple words, inventory means a company's goods. Irrespective of whether these goods are raw materials or on the production floor or if they are ready to consume, these goods at all different stages is inventory.

Types of inventory

Let's take an example of a chocolate factory where the output is chocolate candies and bar. Roasted cocoa beans, milk and sugar is raw material inventory, once these are moved to the production floor it becomes work in progress inventory. The finished product in the form of chocolate is the finished goods inventory.

We can easily tell that inventory is a valuable asset for any company. But unless this inventory is efficiently managed it can become a liability. For example inventory sitting idle on the shop floor is a liability. Unless inventory moves from one place to another for the specific purpose, there is no significance to it.

Now let's learn more about two important accounting concepts around inventory management:

FIFO (First In First Out)

FIFO in simple words means assets or goods purchased first are sold or disposed first. For example if 100 apples are purchased at \$200 and the next day again 100 apples are purchased at \$300. FIFO would assign the cost of the first 100 apples to be sold at \$200.

LIFO (Last In First Out)

LIFO is the method in which the most recently produced items are sold first. For example if 100 bananas are purchased at \$200 and the next day again 100 bananas are purchased at \$300. LIFO would assign the cost of the first 100 bananas to be sold at \$300.

Inventory Management Process

Inventory Management Process is tracking of goods or stock as it moves from suppliers to warehouses and finally getting it delivered to customers. While it is important to keep the inventory levels stacked to meet the production requirement, inventory should not be overstocked as it may lead to business losses. Successful businesses create and implement an effective inventory management process which gives optimal Return On Investment (ROI) with minimum expense.

Let's quickly see what Inventory Management Process is from a procurement point of view:

- Goods are delivered to the warehouse from the point of origin. This point can be a shipping port or a manufacturing area where the goods are produced.
- Goods are reviewed and stored in special stock areas. Few companies adopt latest techniques like Stock Keeping Unit (SKU) or barcodes for easier tracking.
- Inventory levels are checked periodically to make sure that inventory management measures are in place. At this stage dead stocks are checked and the possible risks are reduced.
- A requisition or sales order is received by the warehouse and it is verified with original Purchase Order (PO).
- The required goods are pulled and sent to the production facility.
- Records are then updated with respect to all the relevant systems and stakeholders.

Building a Robust Inventory Management System

Most of us agree with the fact that no two companies are the same. Needless to say that the inventory management needs will also differ.

Companies have now realised that a robust inventory management will lead to business success in the long term.

Below are a few suggestions to build a robust inventory management system

1. Using the best technological tool

Companies which use cloud-based enterprise resource planning (ERP) and latest accounting software meet their financial goals easily. Latest technology help businesses make sound decisions and connect the financial dots.

2. Smart warehouse solutions

While each company has unique warehouse requirements, choosing a comprehensive warehouse management is a smart business decision. Co-ordinated efforts from a shipping corridor to the company warehouse or from the company warehouse to production floor are quite detrimental for meeting your production goals.

3. Analysis and forecasting

While most of the companies skip this step, it is important to analyse and forecast future demand and sales. Businesses that have done this have climbed the ladder of success very quickly. There are forecasting tools which are available in the market and these are customisable too, so that you can take sound decisions based on these analysis.

FUTURE TECHNOLOGIES AROUND INVENTORY MANAGEMENT

The future technologies looks very promising and it will continue to revolutionise inventory management, making them more attractive for business success.

While future technologies are making strides around inventory management, there is a different ball game and a new marketplace which is emerging and transforming the way inventory management is seen.

Here are the future technologies to look for:

i. Artificial Intelligence (AI)

AI will reduce material waste, making inventory monitoring more accurate with almost zero wastage.

ii. Internet of things (IoT)

Inventory location and status has always been a pain point, with IoT it will be a thing of the past.

iii. Blockchain and intelligent order system

Companies will benefit from improved demand forecasting and automation with intelligent order system. Blockchain will further connect disparate parties, making transactions record under a unified system.

While Inventory management is an inexhaustible topic, what's promising is the exciting future it holds and how companies are making the best use of technology to keep its expenses down and have the optimal Return on Investment. (RoI)



Are Your Loading Bay Safety System Maintenance Costs Cutting into Profit?



The loading bay is an essential part of any manufacturing company, warehouse, or distribution center. It is what allows the process of raw materials to enter and completed goods to be transported to consumers and end users. Unfortunately, the loading bay can be a hazardous environment where accidents can occur. It is estimated that 25% of all industrial accidents happen at the loading bay according to ISHN.

Organisations often invest in loading bay safety systems to mitigate the risk of accidents or injury at the loading bay. A variety of systems can be found on the market to prevent these incidents such as hook restraints, wheel chocks, blocking arms, and interlocking gladhand systems.

Organisations often invest in these systems to avoid accidental injuries at the bay and spend anywhere from thousands to millions for a corporate or site wide roll out of one of these systems. Companies expect these systems to be a one-time investment that will prevent them from incurring the costs associated with a

workplace injury or potential death.

What companies don't expect is the high recurring maintenance costs associated with some types of loading bay safety systems.

Loading bay safety systems typically fall into the categories below and can vary in maintenance costs:

Automatic Wheel Restraints: Automatic wheel restraints such as powered chocks perform in a similar way to mechanical chocks; however, they are automatic and thus require no personnel in the yard to fit them. They are also integrated with other bay equipment which ensures

that a safe process is enforced. Some systems are built in at sub ground level and therefore require significant installation effort, these can also be significantly affected by the elements. Systems that are installed above ground become an obstacle, especially in winter.

Like mechanical chocks, relatively high maintenance costs can be associated with these systems due to the number of moving parts, concrete work associated with damaged equipment, and the time associated with clearing snow/ice in harsh weather conditions.

Hook Restraints: Hook restraints can be manual or automatic systems that prevent drive aways at the loading bay. The hook restraint is installed at the bay door and when a truck is present, the hook is engaged and clamps onto the ICC bar of the vehicle to prevent the trailer from pulling away from the bay prematurely.

Hook restraint systems can require significant maintenance due to the number of moving parts, hydraulics, damage to equipment, and high forces involved in restraining the vehicle at the loading bay.

Mechanical Chocks/Wheel Restraint: Mechanical chocks build upon the principle of manual chocks, however, they typically have an additional permanent structure that they are fitted to which provides increased restraining force. If the permanent structure is higher than ground level, these can become an obstacle, especially in winter when ploughing the site. Ground level plates can also be affected by winter conditions as they become covered in snow/ice, making it difficult to fit the chock.

There can be high maintenance costs associated with these types of restraint systems due to the number of moving parts, damage to permanent structures, and the time associated with clearing snow/ice in harsh weather conditions.

Manual Chocks: Manual chocks are common, simple wedges of material that are placed closely against a vehicles wheel to prevent accidental drive aways.

Chocks can be unreliable as they can easily be lost, stolen or break. Maintenance cost for manual chocks

include complete product replacements and can vary due to the number of sets of chocks the facility owns.

Interlocking Gladhands: Gladhand devices are used to lock out the air brake of the trailer to prevent movement at the loading bay. When gladhand devices are interlocked with the bay door with fixed mounted trapped key interlock devices, they can create a sequential safety process that must be followed to load and unload the trailer that results in the prevention of drive aways at the loading bay.

Maintenance costs associated with these systems are minimal as the only maintenance required is the greasing of the gladhand coupling device once per year depending on the temperature of your facility's location.

In the below chart, common loading bay safety systems are ranked from the highest to lowest associated maintenance costs for a facility with 25 loading bays over the time period of one year:

As you can see, some safety solutions require more maintenance than others, resulting in high costs that cut into the facility's profit. If you and your facility find yourself in the position of continually having to maintain components, replaced damaged equipment, order replacements, and spend entirely too much time and money on your loading bays safety system, it is time to reconsider your existing system.

Safety at the loading shouldn't cause additional headaches, it should be simple, safe, and low maintenance. Lucky for you, there are other options than your existing solution that won't cut into your facilities profit.

Castell Safety believes everyone has the right to be safe at work. We protect people and assets within the energy, industry, and logistics sectors. Our logistics safety solution, Salvo Loading Bay Safety System, prevents accidental drive-aways at the loading bay by interlocking the trailers airbrakes with the bay door.

For more information about Salvo Loading Bay Safety Systems, speak to an expert today at sales@castell.com.



10 Best Practices For Materials Storage And Warehouse Safety

Warehouse safety is a crucial consideration for companies. It consists of protocols based on industry best practices to ensure a safe work environment and reinforce safe behaviour while on the job. Due to the high injury rate in the warehousing industry, employee health and safety should be a top priority.

A warehouse can be a hazardous workplace. With this in mind, it's critical to fully comprehend the most common dangers and hazards, as they can result in serious injuries and even death in the worst-case scenario.



1. Using And Maintaining The Racking System Correctly

A conventional Pallet Racking system is common in almost any warehouse for loading, unloading, and storing products. Pallets are supported by steel interior beams attached to the racking system's external frame.

Poor design, damage, faulty installation, and incorrect loading or unloading, to name a few, are all potential causes of racking system and pallet incidents. When managing the racking system in your warehouse, you should take into consideration the following:

- Calculate the total weight of the loads and ensure they don't exceed the maximum capacity.
- Implement a reporting system that allows employees to notify you of any possible damage to the racking system.
- Make sure that all faulty or damaged components aren't used until they've been repaired or replaced and are considered safe.
- Allow enough aisle space for forklifts to load and unload pallets safely.

Routine rack safety inspections are also important to ensure the system stays safe and functional. Consider hiring a professional to carry out regular inspections. The frequency of the inspections will depend on the specific operating conditions of your warehouse. Overloading, missing bolts or safety pins, forklift damage, and distorted steel supports, to name a few, are all things to look for during an inspection.

2. Emphasize The Importance Of Good Ergonomics

Warehouse employees tackle heavy lifting, so it's safe to provide them with training on proper lifting procedures to avoid injuries.

As part of your safety program, it should include proper ergonomics in the workplace. Generally, it involves correct lifting, proper operation of equipment, and maintaining good posture.

3. Use Of Correct Personal Protective Equipment (PPE)

Companies should provide all warehouse employees with the appropriate personal protective equipment (PPE). As an employer, it's your responsibility to provide the proper equipment, train employees to use and care for it, and maintain or replace it.

Some of the common types of PPE that warehouse employees use include hard hats, safety gloves, safety goggles or glasses, safety boots with steel toe caps, high visibility jackets, and overalls.

4. Require The Installation Of Safety Signage

A warehouse should have obligatory safety signage. The safety signs in warehouses generally covers various categories.

When it comes to danger signs, they indicate the most serious hazards. The warning signs indicate potentially hazardous areas but require less caution than the danger zones. Lastly, the caution signage indicates zones that may potentially result in minor injuries, but it's crucial to stay cautious.

5. Warehouse Employee Training And Education

Training for your warehouse employees is a requirement for companies. Each industry has different training requirements.

When deciding on the training programs to offer employees, consider looking for programs applicable to all workers and those that can help with more specific warehouse roles. A training program should include the proper handling and storage of potentially hazardous materials. Depending on the equipment present in your warehouse, employees should also undergo training on the proper use of equipment.

6. Maintain Warehouse Cleanliness

Cleanliness will always remain an important factor, even in your warehouse. Keeping the warehouse clean will help to improve overall efficiency and safety.

All aisles and walkways must be free of debris and potential trip or fall hazards. To reduce the possibility of accidents, secure or tape down any power cords or hoses scattered on the floor. The installation of anti-slip materials on the floor of the aisles can be a preventive approach.

In general, it's best to implement an efficient cleaning system to ensure that any mess is dealt with as soon as possible.

7. Proper Forklift Operation

Forklifts are critical pieces of equipment in warehouses and storage facilities. Proper operation is critical because it has the potential to cause serious harm to the operator, other employees, and products.

All forklift operators should complete a certified training program and refresher training and evaluation to ensure their safety.

8. Understanding How Conveyors Operate

Conveyors are also present in almost all warehouses and are in charge of moving products from one warehouse to another. Unfortunately, the equipment can be hazardous, particularly if an employee becomes entangled in one or struck by falling objects.

In general, install suitable safeguarding measures between the conveyor and employees to prevent entrapment of hair, clothing, or other body parts.

Furthermore, employees must be familiar with the proper lockout or tag-out procedures during maintenance and repairs.

9. Proper Handling Of Hazardous Materials

When your warehouse accommodates hazardous materials, employees will face significant hazards. Incorrect handling, storage, and disposal can put one at risk of serious warehouse injuries and even property loss.

Some of the best practices when hazardous materials are present include the following:

- Limit the use of hazardous materials
- Before handling the materials, carefully review the safety data sheet.
- All potentially hazardous materials in the workplace must be properly labelled.
- Using the appropriate personal protective equipment when working or handling hazardous materials.

10. Putting Up Safety Barriers

Safety barriers and gates can also go a long way in maintaining safety in a warehouse. The barriers are useful for directing forklift and employee traffic while effectively and efficiently organising routes. When adding barriers, go for those in bright colours, ideally neon shades, for the best visibility.

Final Thoughts

Maintaining the safety of a warehouse is a crucial consideration when managing a business. Regardless of the type of business you run, proper warehouse storage and safety must be a top priority. Considering these valuable pointers and practices in warehouse management will keep your operations efficient and productive.



Warehouse Technology Improving Safety And Security

A recent study, carried out by a reputable security firm, showed that 18% of retail shrinkage came from warehouse theft. To ensure your warehousing business is thriving and build a trusting relationship with your partners, you must invest in modern and future-proof warehouse security.

TOP TECHNOLOGIES AND PRACTICES TO IMPROVE SAFETY AND SECURITY IN YOUR WAREHOUSE

Here's our list of the top technologies and trends you need to know about to improve safety and security in your warehouse!

Touchless Access Control

Touchless access control should be at the forefront of your warehouse security. Cloud-based, touchless access control offers more convenience for your daily operations. Some options offer an open API to help you build a highly sophisticated, modern, and futureproof security system through integrations.

Touchless access control operates using digital credentials stored on your warehouse employees' mobile devices. With remote communication features, touchless access control allows your employees to enter the building seamlessly without withdrawing their mobile devices from their pockets.

Your employees must wave their hands in front of the access control reader. This will trigger remote communication with their mobile device via Bluetooth, cellular, and WiFi, and the door will unlock. Traffic will move quickly into your building, and your employees can enter the building quickly when they've got their hands full.

Your system administrators and security staff will be

able to operate the building's electromagnetic door locks remotely using a mobile application or control centre connected to the cloud. Since theft is rife in the warehousing industry, you need to know that your facility is always secure. With the cloud-based mobile application, your system administrators can check the status of your door locks to see if any doors are unlocked.

Once you have established access control in your building, you can ensure that only authorised users can enter and use the open API integration potential of cloud-based access control to expand your system.

Visitor Management Software

Visitor management software is an essential integration for access control. You should see which visitors, contractors, and interviewees have entered your building daily. In the event of a security breach, you will have an accurate list of potential suspects in an investigation.

Visitor management software provides you with an accurate picture of your daily visitors by implementing digital surveys. Each visitor must fill out a digital registration form and give their details before entering the building. Once registered, they gain temporary access keys that allow them to move throughout the building. The system automatically logs them out when they leave and withdraws their access credentials.

Video Surveillance

Video surveillance is an essential feature in warehouse security. You should have visibility of your whole building. Speak to a professional surveillance installer for advice on the optimal security camera placement.

Employee theft is, unfortunately, a consideration when it comes to warehouse security, and you need video surveillance throughout your building to discourage your employees from stealing - if they know they are being recorded, they will fear getting caught.

You can use video surveillance at your building's entrance to verify the identity of users. A video intercom system integrates access control technology and video surveillance for easier identity verification. You will gain built-in high-definition video and touchless access, and both data sets will be visible on one user-friendly interface.

With touchless access control, one of the significant vulnerabilities is the potential for misappropriated access credentials. If an intruder steals access credentials, they can access your warehouse. You can eliminate this vulnerability with identity verification at your building's entrance.

Cybersecurity Training

A cloud-based security system could become vulnerable if you don't provide basic cybersecurity training to your employees. Human error is one of the leading causes of cybersecurity breaches, so you need to educate your employees on some of the basic cybersecurity principles and best practices:

- **Spotting phishing scams** - your employees should be able to easily spot malware, phishing scams, and other attempts to gather personal information. If your employee falls victim to a phishing scam, this could compromise your whole security system.

- **Setting strong passwords** - your employees should not be using weak passwords or reusing old ones. A shocking amount of people still use passwords like 12345 for essential accounts. So, notify your staff of the importance of creating strong passwords.
- **Updates** - when you update your software, you are removing any vulnerabilities in older versions. If your employees are using personal devices on your network, you need to instruct them to update all of their software before accessing the network. A weak link could cause a devastating security breach for your business.

Wellness Verification Software

When you manage a warehousing business, you are responsible for putting your workers' health and safety first. In light of the recent pandemic, companies must ensure that their workers aren't exposed to the coronavirus at work. If there is an outbreak of the virus in your warehouse, many of your staff will need to rest and might be unable to work, leading to staffing issues. So, you must ensure that sick employees do not come to work.

You can do this using wellness verification software. Employees must fill out digital forms based on their symptoms before entering the building. If they are symptomatic, they will not be able to enter. You recommend that they take a coronavirus test, which will indicate their fitness to work.

SUMMARY

Your warehousing business needs to place security and safety at the forefront. You need to ensure your products are secure and confirm your workforce is healthy and able to work. With these technologies and practices, you can establish an effective warehousing security strategy that will prevent losses for your business and retain the trust of your stakeholders.



IoSCM in Partnership with the Defence Community

IoSCM work closely with the Armed Forces Community to provide friendly support and expert guidance

At the Institute of Supply Chain Management (IoSCM), it is our aim to support service personnel throughout their careers, working together to focus on your professional development through training, accreditation, and membership to a recognised awarding body.

IoSCM are strong advocates of the Armed Forces Service Community and understand exactly what has been sacrificed by the spouses of serving soldiers and veterans. It is our aim to provide the service person, veteran, reservist and spouse equal opportunity to succeed through service and in the commercial sector.



ARMED FORCES GUIDE

This guide has been designed to provide you with insights and information available to you through the Institute of Supply Chain Management (IoSCM). Whether you work for the MOD, are a Service Leaver, Veteran or Military spouse, partner/ or dependent, whatever your relationship with the Armed Forces and Defence Community, we have the experience and understanding to support you. From qualifications, membership, toolkits, resources and advice, IoSCM provide you with direction, support, and answers to your queries.

brochure.ioscm.com/armedforces



GOLD AWARD ASSOCIATION - SPECIAL INTEREST GROUP FOR EMPLOYER ENGAGEMENT

Hosted by Co-Chairs Martin Wing of X-Forces and Sarah Walker from the Black Country Chamber of Commerce, the Special Interest Group is a fantastic opportunity for Gold ERS holders to share best practice along with acting as a conduit to take key policy issues to the Defence Relationship Management team. During this quarter's meeting, we heard from Vicky Brindley, Navy Family Federation on the challenges of navy partner employment.



MILITARY OUTREACH

- In June, we were delighted to present information on how to utilise Standard Learning Credits throughout your military career to 124 Recovery Company REME, a very enthusiastic and dedicated group of professionals interested in developing their skillset.
- Delighted to be invited by The Rifles Regional Colonel North and Midlands, Brigadier Mark Wilson MBE to a 'Bugle Breakfast' on the 30th of June 2022 in Auckland Castle, Bishop Auckland. We enjoyed a memorable display from 8 RIFLES.
- 8 RIFLES also held a very successful 'look at life' evening on 5th July, where IoSCM team members took part in first aid training, a night vision command task followed by weapons training, with varying degrees of confidence!
- We continue to support the Finchale Group Armed Forces and Veterans Hub held in Catterick Garrison each Monday morning, hosted by IoSCM Ambassador Mark Hill MBE.
- Life Skills - Planning and Preparation for a successful civilian life

To speak with the IoSCM team about presentations and information regarding our Military packages and membership, and our Armed Forces Community outreach opportunities please contact info@ioscm.com



The IoSCM Membership Package, enhanced for our Military Members continues to grow, with positive feedback received from all sectors of the Military including partners and spouses who also benefit from our 'Dual Membership' package. For further information, please visit; www.ioscm.com/elcas-resettlement-courses-ioscm



Dave applied for IoSCM Military Membership to demonstrate the expertise he has gained throughout his military career, and has found it a huge benefit.

"I'm proud to say I'm an Expert Member of IoSCM, the Member's Hub is very informative and the Learning and Development is very enjoyable."



Dave Glennin-Wilson ESCM (Mil)
Senior Manager, Health & Safety
HM Forces



LIFE SKILLS - PLANNING AND PREPARATION FOR A SUCCESSFUL CIVILIAN LIFE

As part of our advocacy as ERS Gold holders, our CEO was asked to speak with current serving personnel about employers supportive of Reservists and Veterans.

"Life Skills are briefings implemented following Lord Ashcroft Review into Veterans' Transition. Lord Ashcroft considered education, training, employment, health, housing, welfare, finance, and information. Those who plan and prepare to leave properly, apply Life Skills guidance, are not surprisingly more likely to have a successful transition back to civilian life." Maj AH Allen YORKS SO2 Life Skills, 4 Inf Bde & HQ North East

THE MILITARY CHAIN



THE MILITARY CHAIN

Join our LinkedIn Group designed for those in military service, full time and reserves, their families, and service leavers. Providing networking opportunities, relevant events, access to resources, guidance and benefits that will help you within your military service, civilian career, and life outside of work. This group is a fantastic way to establish relationships with a global network of peers, industry experts, and potential employers while providing you with a platform to demonstrate your knowledge and experience. As a member of the group you have the opportunity to share events, benefits, services, and discounts with the other members to enable us all to work together to create a stronger future.



RESERVE FORCES' & CADETS' ASSOCIATION, ASSOCIATION MEMBER

As an elected Association Member, our CEO Jacky Stansfield Smith representing Armed Forces supportive employers attended the North East Reserve Forces Cadets Association AGM held at St Cuthbert's Keep, Newcastle upon Tyne. Jacky says, I'm honoured to be an Association Member, and to commit to my continued promotion of the six key messages of the NERFCA:

1. **Reserves:** Championing the value of Reserve service.
2. **Cadets:** Promoting the Cadet experience.
3. **Community, Civil and Defence Engagement:** Encouraging support to the Reserves and Cadets.
4. **Estate:** Providing the best place to work and train.
5. **Recruiting:** Supporting Reserves and Cadet recruiting.
6. **Veterans:** Raising awareness of the needs of ex-Service personnel and their families.



The Professional Qualification Recognised by Industry

Through Career Development

Whatever stage within your military career you are, or whether you are planning your next career, the Military Expertise available from IoSCM will ensure **YOUR** next steps are the right ones for **YOU**.

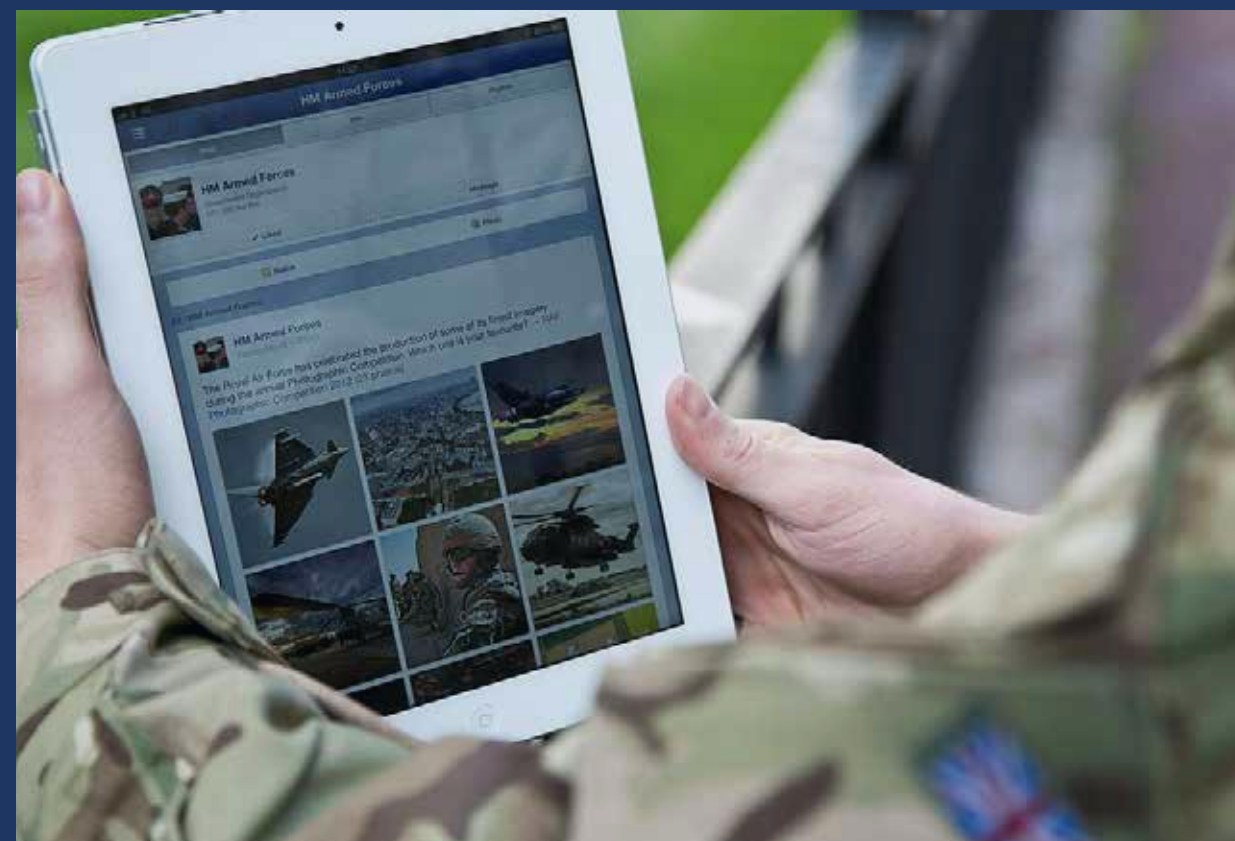


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Celebrating Reserves Day

Reservists give up their spare time to serve in the Reserve Forces, balancing their civilian life with a military career to ensure that should their country require them, they would be ready to serve as part of the military.

The Reserve Forces make up approximately one-sixth of our Armed Forces personnel and as such are integral to protecting the nation's security at home and overseas, particularly providing capability in specialist areas such as medical and cyber. Reservists are currently supporting operations worldwide. However, the contribution they make to our Armed Forces often goes unrecognised. As such, an annual Reserves Day was created to highlight and recognise the valuable contribution Reservists make to our Armed Forces. In 2022, Reserves Day was celebrated on Wednesday 22 June.

Celebrating Reserves Day

Reservists are everywhere, but you might not know it. So on Reserves Day, our Reservists wear their uniform in their civilian life! If you are out and about today and spot a military uniform, why not take the opportunity to show your support and saying thank you for the valuable work that all of our Armed Forces do?



Darren Rhodes,
Reservist, IoSCM Advisory
Council Member

To commemorate Reserves Day, IoSCM took the opportunity to discuss the benefits of being a reservist with IoSCM Advisory Council Member Darren Rhodes.

As holders of the Gold Employer Recognition Scheme, IoSCM are committed to positively encouraging the employment of those in a military reservist role and supporting other employers looking to develop their strategy toward the employment of those in the Reserve Forces. IoSCM Advisory Council member Darren Rhodes provides us with some insights on being a reservist.

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Q: Thank you for taking the time to speak with us today about your experience, can you tell me what were your reasons for choosing to become a reservist?

A: After leaving my Regular Army role on completion of 22 years and with my last job at the Territorial Army centre in my resettled town of Newton Aycliffe, it seemed a natural fit for me. I loved the camaraderie and further opportunity to serve Her Majesty at the age of 40 when I felt I was at the peak of my potential.

Q: How long have you been in the reserves?

A: I joined the reserves in 2012, so ten years now!

Q: How would you explain the commitment required from an individual to be a reservist?

A: The job is a lot slower paced and as an ex-Regular soldier it took a while to manage my expectations of how decisions take a bit longer to make because the key people have busy civilian jobs and do the Army Reserves in their spare time. Being able to add a third component to having to adjust to a new civvy street job and a redefined family life takes care and it is important to remember that you need to allow for downtime, so you don't over-commit yourself and affect your mental health.

Q: What is your day job, and how does your employer support your service?

A: I am very lucky to have been the North of England Regional Employer Engagement Director for the past four years, and as the organisation that works with Armed Forces-friendly employers, I enjoy superb support from my Senior Management. They allow me additional paid leave to carry out my Reserve duties and see great value in return from the opportunity to experience often quite complex training events that test an individual's ability to demonstrate innovation and adaptability among other things. These two skills are very relevant to civilian employers, especially after the pandemic.

Q: How are things changing in the Armed Forces?

A: The Army Reserves, which is the only Single Service I can speak for, is changing to become a key element of our UK Defence Force, taking a much more leading role in tasks that historically were delivered by our Regular counterparts.

Q: Would you encourage others to look into becoming a reservist?

A: I would and I do as frequently as I can. In fact just last week, I was taking part in the UK Challenge on the Isle of Man and spoke to at least five potential recruits who showed a keen interest. I think the mindset of those leaving college and university is becoming more accepting of serving in the reserves as an alternative (and sometimes a launchpad to moving across to a Regular role) to other volunteering roles for the most part due to the variety of opportunities.

Q: What has been your most rewarding moment as a reservist?

A: Finally, being able to walk up the steps of Old College, Royal Military Academy Sandhurst in April of this year after commissioning as a REME Reserve Officer at the age of 49, a feat I never imagined possible as a young Light Infantry Cadet from a council estate in West Yorkshire back in the mid-80s. I didn't even manage my cadet 1 Star badge back then!

Q: How important is Armed Forces Day and Reservists Day?

A: In the same way people celebrate many named 'Day' events, it is important to promote our superb Armed Forces and individually all our Reservists because without public support and affection, the job becomes just like any other, mundane. The buzz and mojo that those of us in uniform get from a cheering crowd makes all the hard work and sacrifice all worth it.

Q: How can people learn more about being a reservist?

A: There is a wealth of information now online, Army Jobs is the Google search term for my Single Service, the Royal Navy and Royal Air Force have equally brilliant resources on their websites for reservists.

For further information about the MOD Employer Recognition Scheme visit www.gov.uk/government/publications/defence-employer-recognition-scheme/defence-employer-recognition-scheme.

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THE SUSTAIN CHAIN TOOLKIT



The Sustain Chain Toolkit is the go-to place for everything you need to create a green and sustainable future both at home and in business.

With resources, news, guidance and so much more;
The Sustain Chain Toolkit is a one-stop-shop, created by sustainability experts for the members of IoSCM.



To Access the Toolkit, login to The IoSCM Hub today

If you are not already a member of IoSCM visit
www.theioscmhub.com/corporate-area/toolkits/the-sustain-chain-toolkit
to gain four weeks access to the toolkit for **FREE**.

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