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Thursday 15th October 2020

CONFERENCE programme

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WELCOME

Amidst a global pandemic, today's iteration of The Logistics Conference looks somewhat different from last year's in-person event. However, one of the positives to come from 2020 is a display of people's ability to learn new things and share ideas virtually. The Logistics Conference is no different, and we're pleased to be able to offer as strong a speaker line-up as ever.

Please take the opportunity to ask your questions – our panel members have invaluable expertise which they're happy to share. Across two different discussions, we're going to be exploring how to achieve more sustainable operations using technology, and throughout 'the last mile.'

I'd like to thank our speakers who have taken the time to present today, our headline sponsor Prologis, and our brochure sponsor WCS.

Finally, I'd like to thank delegates for taking the time out of their busy operations to join us. We look forward to your questions and comments.



James Burman, SHD Logistics

 **We're pleased to be able to offer as strong a speaker line-up as ever** 



The SHD Logistics Conference is organised by Informa Markets, 15th Floor, 240 Blackfriars Rd, London SE1 8BF.

shdconference@informa.com



SUPPORTING RETAIL

JOSHILA MAKAN, CEO at WCS, discusses how the company's retail partners are adapting to 'the new normal' through strong partnerships and the use of technology.

James Burman (JB): WCS has a close relationship with its retail partners. What challenges have you watched them tackle in 2020?

Joshila Makan (JM): The COVID-19 pandemic has without a doubt, been the biggest challenge our customers globally have ever had to face. They are constantly now in a state of preparedness for what may come in the future, as distributors of essential goods they of course have the responsibility of keeping supplies flowing to consumers.

Distribution centres faced record high volumes and abnormal operational business patterns were flexed and challenged by the COVID-19 pandemic. They had to work 24/7 to support their supply chain to feed and supply essential goods to stores. They were the nations heroes.

They had to ensure proper health and safety measures were in place for their workforce – not only to avoid outbreaks amongst their staff, but to make sure they were still able to continue to meet the increasing demand. This meant restructuring their DC's to ensure social distancing measures were adhered to, whilst also meeting the personal needs of employees with PPE.

Demand began to immediately increase at the outset of the

lockdown, and they were faced with the inability to forecast accurately due to the high volatility - as they faced 40% higher than Christmas volumes for an extended period of time. Stock apportionment across customer bases was also challenging, should suppliers not meet demand, in some cases 30% in the early days out of stock item were experienced.

We asked our customers to give us some insight into the key challenges they faced during the period. When we asked a leading food and grocery retailer, they said that the key challenge for them has been the ability to service massively increased demand as a result of COVID-19. Order volumes have increased by 30-50% in most weeks from the forecast (and depot capacity's) and the ability to rapidly change ways of working to meet this demand has been very challenging.

Also, staff challenges due to quarantining and COVID-19 have hugely impacted the whole performance of the supply chain this year. Supplier availability has also impacted this, with suppliers experiencing the same issues as us as a wholesaler, in regard to being able to supply stock into our business to meet our increased partner demand.

JB: Do you have any other examples from different customers?

JM: Of course. When we spoke to a leading

building wholesaler, they claimed that the biggest challenge for them has been supply chain disruption due to COVID-19. Several suppliers have compromised fill rates and lead times that are stretched, coupled with aggressive demand growth from their customers in many categories. Therefore, maintaining a strong in-stock position for customers has been a challenge. It has also put stress on their distribution centre and the ability to "keep up" due to increased volumes along with fragmented deliveries from many suppliers.

A healthcare group in the food & drug sector faced similar challenges to most in that they've had to adapt to the demands for the DC and retail stores, due to the changes that COVID-19 brought about. They said that trying to get COVID-19 related products to store on time has also been very challenging for them

JB: What does the future of retail look like?

JM: We thought it would be pertinent to ask our customers what they thought on this too.

The food and grocery retailer said their customers are seeing an increased demand in retailer stores for contactless and 'customer not present' payment types, in order to meet social distancing and home delivery needs - that have increased significantly during the period.

They saw that self-checkout usage to reduce the interaction between retailers and consumers has also increased massively, and where retailers have in the past been hesitant



to adopt these new technologies they are now seeing the benefits of these solutions and have been accepted as the “new normal” way of doing business for the future.

The building wholesaler said that its industry is one that has seen an increase over the last few months. Reduced travel and working from home have put emphasis in home improvement. It expects that the continuing shift to on-line shopping will accelerate even faster. This will definitely see a speed up of investment and adoption of automation, AI and cutting-edge technology into distribution centres.

Lastly, the healthcare group suggested they'll definitely see a higher focus on online sales, as well as more tools for agile adaptability and a reliance on suppliers to adjust with the times.

JB: How is technology going to support these retailers as they re-invent themselves for the 'new normal'?

JM: For the food and grocery retailer new technologies that improve the possibilities for social distancing - such as home shopping/delivery and new payment methods will be key in the future.

For the building wholesaler, the “just-in-time” inventory model does not have the lustre it once had. Increasing inventory to support customer demand seems to be

a focus but a capital intensive one. We need technology to help us determine the right inventory levels and/or help us speed up the throughput of our supply chain.

The healthcare group is accelerating the adoption of digital solutions and embracing automation – something that was always at the forefront in terms of planning, but the COVID-19 pandemic has hastened the pace. They want to ensure that our technology will be easily adapted to continue to meet the ever-changing demands.

JB: How is WCS supporting its partners?

JM: WCS has worked closely with its customers during this time to provide quick wins and tips to manage the increased volumes and resulting pressure. We've worked in partnership to support the gaps within retailer's business - with our own team working long hours to support them. Once the initial pressure dissipated, we started to get a grip on the areas that need further enhancement and dynamic reactions.

JB: Please can you provide an example?

JM: We are enhancing our solution to increase safety, and using innovative technology to enforce social

distancing measures within the picking process by modifying the picking strategy.

We're working with a number of customers to speed up the implementation of automation and AI projects which is key to them right now.

Primarily, automation is being reviewed particularly for high security items, as well as split pack items and singles, and slow moving items to remove the dedicated pick face slots in the DC - as retailers are achieving a rate of 650-750 picks per hour compared to normal picking of 180 picks per hour. This is being planned in a phased approach, in a more modular manner.

JB: How has WCS changed how it operates in the current climate?

JM: We have had to move our engagement with our customers remotely, strengthen our capability to support go-live remotely. We recently performed a full design workshop, which is normally done onsite with customers, remotely. Our customers play a key role in capturing the site and process flow via video clips and photos, that can be shared. Feedback from customers has been very positive, and found the remote engagement was much better than expected plus of course has offered significant financial savings as well as time efficiencies.

JB: What can we expect from WCS in 2021 and beyond?

JM: We're going to work closely with our customers to support their move to more automation, so we'll be working hard in developing that integration further. We'll also expand our offering to create solutions that will support omni-channel as this continues to be under pressure, as well as technology that creates strategies and solutions for maintaining social distancing in the warehouses and DC's.



TODAY'S AGENDA

10:30 - 10:35.



WELCOME AND OPENING COMMENTS

JAMES BURMAN, *Deputy Editor, SHD Logistics*

10:35 - 10:55.



KEYNOTE: *The Future of the Last Mile Ecosystem*

RICHA SAHAY, *Community Curator, Automotive, Supply Chain Transport and Emerging Markets - World Economic Forum*

Without effective intervention, urban last-mile delivery emissions and traffic congestion are on track to increase by 36% in the top 100 cities globally. The Future of the Last-Mile Ecosystem analyses 24 interventions that can reduce emissions, congestion and delivery costs for the urban last-mile, which has become increasingly important with the surge in ecommerce as a result of COVID-19. With the ecosystem-wide change, interventions could reduce emissions and traffic congestion by 30%, and delivery cost by 25%, compared to the "do-nothing" scenario. Richa Sahay, one of the authors of the report The Future of the Last-Mile Ecosystem, will look in particular at the UK logistics sector and how technologies such as drones, droids and camera-based object tracking can help to play a part.

10:55 - 11:15



SPONSOR KEYNOTE: *The Shape of Things to Come: is the Urban Logistics Sector Missing Out?*



ROBIN WOODBRIDGE, *Head of Capital Deployment, Prologis UK*

The unprecedented boost in ecommerce sales earlier this year highlighted the importance of logistics in our everyday lives. However, a new white paper from the government suggests that urban logistics facilities will lose out in favour of building more residential properties. During this session, Robin Woodbridge will explain what this white paper means for logistics operators as well as stressing the need for efficient last-mile logistics in big cities.



11:15 - 11:35

***Departing the EU: what impacts should the logistics sector expect?*****PETER WARD, CEO, UKWA**

At 11 pm on 31 December 2020 the transition period with the EU will end, and the UK will operate a full external border as a sovereign nation. This means that controls will be placed on the movement goods between Great Britain and the EU, generating a new set of risks and opportunities for the logistics sector. Representing UKWA members and the wider logistics sector, Peter Ward, Chief Executive of UKWA, has been involved since the referendum in the government's various steering and consultation groups, and in this session Peter will outline the latest policy and procedures, shining a light on key areas that will require preparation by the logistics sector over the coming weeks and months.

11:35 - 11:50

BREAK

11:50 - 12:10

KEYNOTE: The Changing Ecommerce Landscape**LOUISA HOSEGOOD, Digital & Strategy Director, Bis Henderson Consulting**

Retail logistics is morphing its shape again, with trends and changes highlighted and accelerated by COVID-19. Join Louisa Hosegood, Digital and Strategy Director for Bis Henderson Consulting, as she shares some of the key challenges and opportunities faced by retailers, and explores solutions and new technologies out there ready to be embraced by this logistics sector.

12:10 - 12:30

PANEL: The Green Last Mile**SANDRA ROLING, Program Director for EV100, The Climate Group****PETER WARD, CEO, UKWA****ROBIN WOODBRIDGE, Head of Capital Deployment, Prologis UK****LOUISA HOSEGOOD, Digital & Strategy Director, Bis Henderson Consulting**

£350 million of funding promised by the UK government is expected to drive forward progress on the net zero carbon target by 2050, by helping businesses to cut emissions across sectors including transport. This panel will discuss the progress made so far in decarbonising last mile logistics and provide insight into how to achieve sustainability goals.

12:30 - 13:00

LUNCH

13:00 - 13:20

Thought Leadership and Digital Transformation in Logistics**MICHELLE RAVEN**, *Head of Programme Development and Integration, Leidos*

Leidos has gained a unique and deep insight into both the operational and technological aspects of the MOD supply chain through the delivery of the Logistics Commodity and Services Transformation Programme (LCST). In the presentation, Michelle explains how Leidos is using the experience gained from transforming the MOD supply-chain as part of its thought leadership and digital innovation agenda.

13:20 - 13:40

Sustainable wine packaging innovation that supports increasingly complex global supply chains**AMELIA DALES**, *Commercial Director, Garcon Wines*

Wine is produced, transported and enjoyed right across the globe, through increasingly complex, customer-centric supply chains. COVID-19 has only accelerated developments for online wine platforms and logistics and yet the dominant wine packaging format - the glass bottle - has not been suitably upgraded in the last two centuries to keep up with these demands. Wine packaging 'hardware' is no longer fit for purpose in a 21st century world that's faced with rapidly-developing software technology, changing consumer behaviours and, most importantly, the effects of our climate crisis.

13:40 - 14:00

Prioritising Sustainability for the Future Workforce**KEITH BRUCE**, *Chartered Institute of Logistics & Transport*

The next generation of logisticians are coming of age at a time when the climate emergency has never been more apparent. In order to attract new talent to the supply chain, it is imperative that companies invest in sustainable technology. Combining his academic background with his experiences working with Argos, Keith Bruce explores young professionals' perception of the supply chain and what they value in the workplace.



14:00 - 14:25



PANEL: *Rethinking Sustainable Technology*  AutoStore

MICHELLE RAVEN, *Head of Programme Development and Integration, Leidos*



SANTIAGO NAVARRO, *CEO, Garçon Wines*



KEITH BRUCE, *Chartered Institute of Logistics & Transport*



JAMES SMITH, *Managing Director, Autostore*

Many logistics companies are expediting automation plans as a result of restrictions caused by coronavirus. Investing in new technology is not a short-term solution, and careful decisions need to be made to ensure economic and ecological sustainability. This panel will cover case studies of sustainable technology and predict the warehouse of the future.

14:25 - 14:30



CLOSING REMARKS

JAMES BURMAN, *Deputy Editor, SHD Logistics*

NEW DATE
ANNOUNCED
3 MARCH 2021

THE
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3 March 2021

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