

SHOWCASING
CONNECTING
INFORMING
EDUCATING

COMMUNITY

CONNECTION

December **2021**



PROFESSIONALISING SUPPLY CHAINS



TABLE OF CONTENTS

4	Foreword by SAPICS president	30	Mounting challenges for manufacturers
5	SAPICS sponsors in 2021	32	Achieving value from supply chain digitalisation
6	The vast value of SAPICS membership	34	Mr. Supply Chain shares his insights
8	Supply Chain Now	35	SAPICS Corporate Partners
10	The “new normal” supply chain	36	SAPICS Affiliate Partners 2021
11	SAPICS Authorised Education Partners	37	The word from world renowned supply chain experts
12	Meet the teams	38	Financially empowering the unbanked in supply chains
13	Build supply chain resilience	40	Young Professional and Student Conference
14	Creating a nature-positive economy	43	2022 SAPICS Conference in Cape Town
15	SAPICS events in 2021	44	Exhibitors at SAPICS 2021
16	Tackling youth unemployment	45	Fleet offering bolstered
18	Supply chain support for SMMEs	46	Developing supply chain infrastructure and solutions
20	Remember the riots and looting?	47	SAPICS Media Partners 2021
21	Level up your demand planning	48	Benefits of electric forklifts
22	Play games to build supply chain skills	49	Optimising supply chains with the right machine for the job
24	Reverse logistics in the spotlight		
26	The woman behind the logistics and supply of COVID-19 vaccines		
28	43rd annual SAPICS Conference		



SAPICS event management and business administration **professionally powered** by Upavon Management since 1996.



It is a challenging time for supply chain practitioners all over the world and **well done** to you all!



WHAT A YEAR!

The VUCA world in which we are living right now has thrown Supply Chain Management into the spotlight across the world. Supply chain agility and transparency have become critical to ensure our customers are served!

Many countries have had to manage issues and challenges that compromised their economies. The impact of the COVID-19 pandemic will be felt for a long time. Organisations like SAPICS are well positioned to tackle these challenges and draw from the expertise of our diverse membership as we professionalise supply chain management across the continent.

SAPICS is an extraordinary organisation made up of individuals who are genuinely passionate about supply chain management and have seen firsthand how the contribution of all supply chain professionals can truly save lives and change the world. Many of our members volunteered to support businesses through the disruption of the pandemic which shows how dedicated SAPICS is to keeping the supply chain community strong!

The SAPICS board has a wonderful mix of professionals who are excited to drive SAPICS's future successes while ensuring that we stay with the changing times so that our members are always well supported.

SAPICS has had a year full of fantastic virtual events that have brought the supply chain community closer together. The 43rd SAPICS Conference was a great success with excellent speakers and good attendance. The SAPICS Young Professional and Student Conference was interactive, informative and underpinned by a mentoring programme kick-off. SAPICS understands the importance of supporting our young professionals and looks forward to seeing the outcomes of the mentorships that have started. The professionalisation of supply chain management is well on the way and we look forward to the first designations being awarded soon!

The SAPICS staff have shown resilience and creativity in managing uncertainties and I would like to thank them on behalf of the Board and the SAPICS community.

Digital savvy is critical. End to end communication skills are vital. Excellence in leadership is crucial. Efficient and reliable Supply Chain Management is **ESSENTIAL**.

I hope that you enjoy this issue of our year-end ezine, SAPICS Community Connection, and wish you a safe and peaceful festive season.

MJ Schoemaker
SAPICS President

SAPICS SPONSORS IN 2021

PRINCIPAL SPONSOR



DIAMOND SPONSORS



GOLD SPONSORS



SILVER SPONSORS



THE VAST VALUE OF SAPICS MEMBERSHIP

Professionalism, networking, training, career advancement and advocacy are among the benefits of belonging to a professional organisation. In difficult times like the COVID-19 crisis, membership of a professional body is especially important, offering members a platform to connect, to discuss challenges and share knowledge and learnings, as well as crucial support, stability and a sense of community through the uncertainty.

“The COVID-19 crisis put supply chain management in the spotlight and highlighted the increasingly vital role played by SAPICS in building supply chain management excellence and developing individuals and enterprises through education, training and events, comprehensive resources, and networking opportunities with a community of accomplished industry professionals,” says SAPICS business development executive Tonya Lamb. She notes that for young professionals starting their careers, it is especially important to be a member of a professional organisation.



Top right: Professionalism, networking, training, career advancement and advocacy are among the benefits of belonging to a professional organisation like SAPICS. **Bottom right:** Attending events enables SAPICS members to grow their networks.

“

“When you are first starting out in the field, belonging to a professional organisation helps to establish legitimacy. While you may not yet be part of a well-known company, being a member of SAPICS adds to your professional brand and credibility when applying for jobs. It gives you access to a network of seasoned industry professionals from diverse backgrounds, including potential mentors. Their experience, expertise and guidance will help you to expand your knowledge and advance in your career.”

”

Networking and skills development

The networking and skills development opportunities provided by membership of a professional body are important for businesses and for individuals at every stage of their career. “This is especially true in a dynamic, ever-changing field like supply chain management, where cutting edge technologies – including AI (artificial intelligence), blockchain, robots and drones - are increasingly being leveraged to optimise supply chains and logistics. The training and education provided by SAPICS is geared towards addressing the specific needs of members and advancing the profession. The annual SAPICS Conference is the leading education, knowledge sharing and networking event in Africa for supply chain professionals. Attending events enables SAPICS members to grow their networks beyond their own organisation and their colleagues. They have opportunities to interact with competitors, to build relationships across a diverse range of industries and discuss trends and innovations. Connecting with like-minded members of a professional organisation can open doors to new career opportunities,” Tonya says.



SAPICS business development executive **Tonya Lamb**.

SAPICS’s collaborative partnerships with associates across Africa and around the globe deliver enormous value for members. SAPICS connects its members with the global supply chain community. As a Coalition member of “People that Deliver”, a global initiative, SAPICS is striving to improve health outcomes by promoting sustainable workforce excellence in health supply chain management. SAPICS represents the international Association for Supply Chain Management (ASCM) as its premier elite channel partner in Sub-Saharan Africa. “This collaboration with ASCM, which has existed for over 50 years, supports our drive to build a vital community of educated supply chain professionals in Africa and beyond,” explains Tonya. The partnership between SAPICS and the International Association of Public Health Logisticians (IAPHL) was established to promote professionalism and community in South African public health supply chains with the objective of improving the availability of healthcare supplies and live-saving medicines, including the COVID-19 vaccine.

Advocacy is another important function of a professional organisation. SAPICS is at the forefront of the drive to professionalise the supply chain management profession in Africa. “By professionally designating individuals, SAPICS will increase supply chain management competence, knowledge and skills, and industry professionals will have prescribed values and ethics to uphold. Until now, the supply chain field has been unregulated in terms of levels of competence, skills and ethics. The ongoing professional development required to maintain designations will ensure that African supply chain management keeps pace with global best practice, so that optimised supply chains can drive the competitiveness and growth of African businesses and economies,” Tonya concludes.

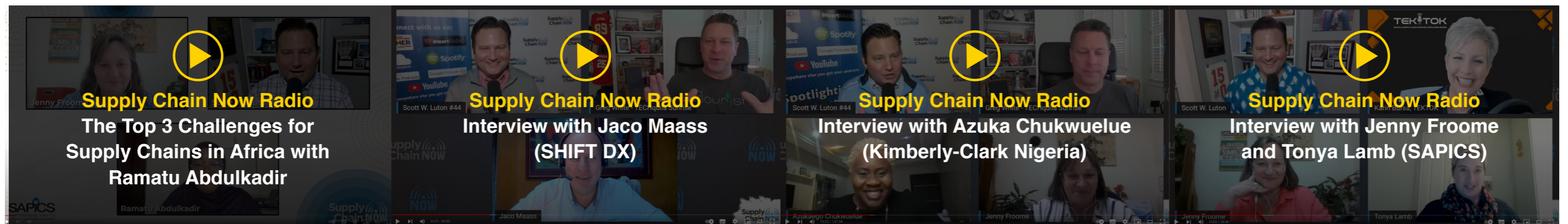
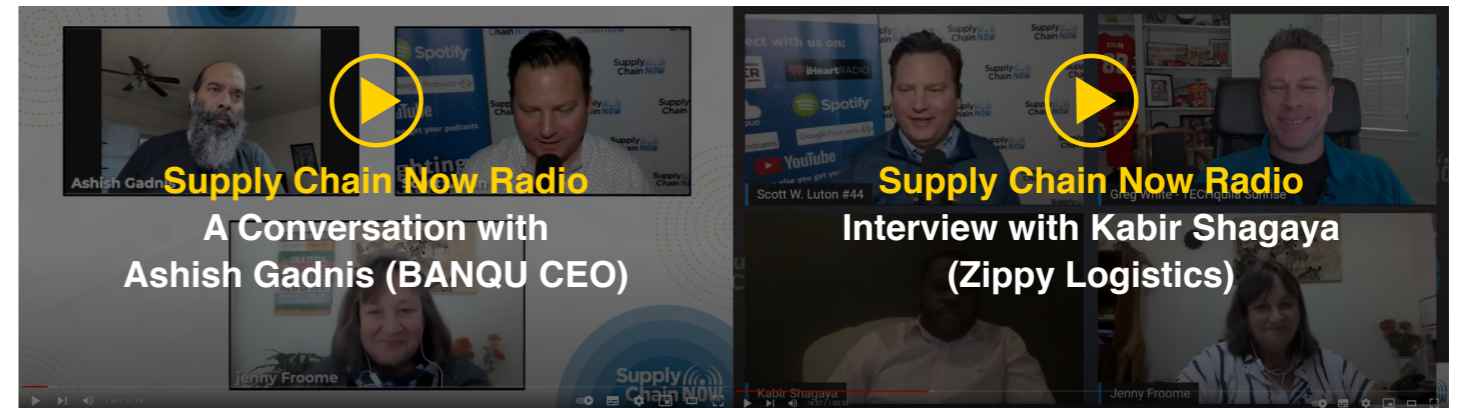
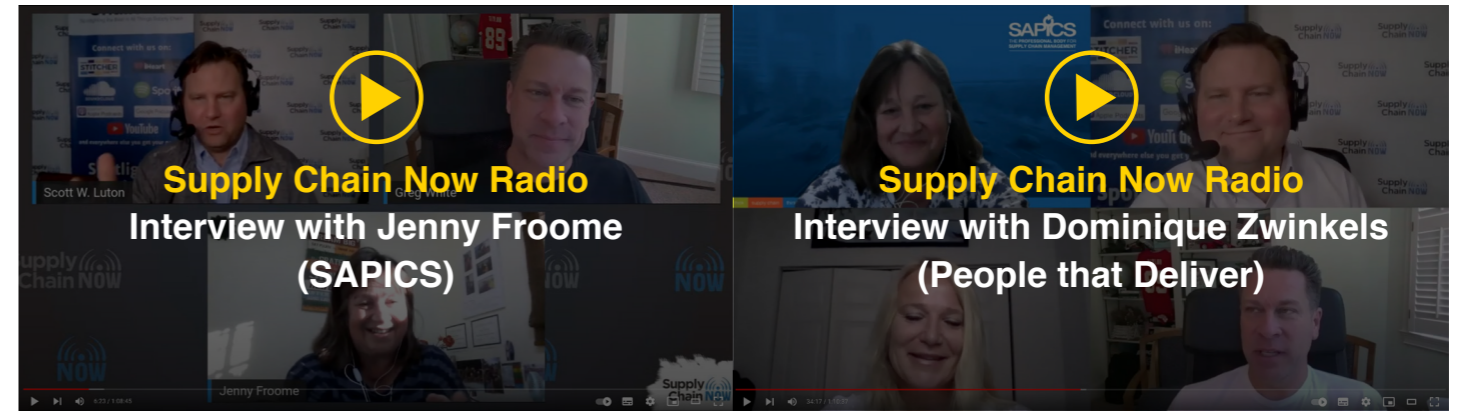


SUPPLY CHAIN NOW

2021 has seen the exciting addition of the “Supply Chain Leadership across Africa Series” with Supply Chain Now. The dynamic hosts Scott Luton and Greg White interview a guest from Africa in collaboration with SAPICS. We are so grateful for this amazing opportunity to talk about the incredible supply chain talent we have on the continent.

Here are the links to the live stream sessions that have taken place to date and we look forward to the exciting guests still to come!

There are some outstanding opportunities to have your own video podcast, sponsor a series or in fact sponsor the entire Africa Leaders series! If you are interested, please email tonya@sapics.org.za.



THE “NEW NORMAL” SUPPLY CHAIN CAN ONLY SURVIVE ON THE CLOUD

If COVID-19 has taught us one thing, it's that we can't simply optimise for what the new normal is. If a supply chain is to survive, it has to be anti-fragile so it can continuously evolve to respond effectively to whatever's thrown at it. Anti-fragile is what most are branding as resilience 2.0. It refers to a system's ability to not just be resilient to change, but be strengthened by the change. Cloud allows this. It opens up myriad possibilities for the supply chain and enables leaders to manage service levels and cost, build resilience and ensure responsible operations.

In light of the recent happenings in South Africa, companies need to be more meticulous about how they operate their supply chains to ensure accessibility, affordability, and stability over time. Cloud saves companies money but adopting cloud is about more than just a cost-saving. The cloud has become critical to every supply chain. Cloud provides technologies that allow companies to process huge amounts of data – from virtually unlimited sources across the entire supply chain – at speeds and volumes never before possible. Companies using the cloud gain the flexibility to quickly adjust the amount of computing resources as needed, reduce the time and cost to develop and deploy new applications, and benefit from visibility across operations and the entire value chain for faster, more-informed decision-making.



Cloud enables companies to deeply analyse data to generate critical business insights that can vastly improve decision making, and reconfigure how they work to gain the agility to deal with the consequences of whatever the data says. In the supply chain, cloud plays a key role in responsibility and sustainability. Efficient data computing helps accelerate companies' adoption of emerging technologies to reduce the supply chain's environmental footprint and improve resource efficiency, while increasing regulatory compliance and improving risk mitigation.

By fully embracing the cloud, supply chain executives will be able to influence all dimensions of the supply chain from engineering (product), planning, procurement, manufacturing, fulfilment and service. This will create a supply chain that is interconnected across the ecosystem, intelligent through digitisation, analytics and automation, and innovative to replace a one-size-fits-all strategy with a tailored supply chain strategy.

At Accenture, we have identified possible starting points and solutions for supply chain transformation in the cloud. Our world today is truly different from what it was only 18 months ago. Success will largely hinge on the supply chain and its ability to concurrently handle fluctuating demand, the need for resilience, the pressure to manage costs and calls for greater responsibility for society and the environment.

By **Yashwin Bhoola**, Managing Director Supply Chain and Operations Accenture in Africa

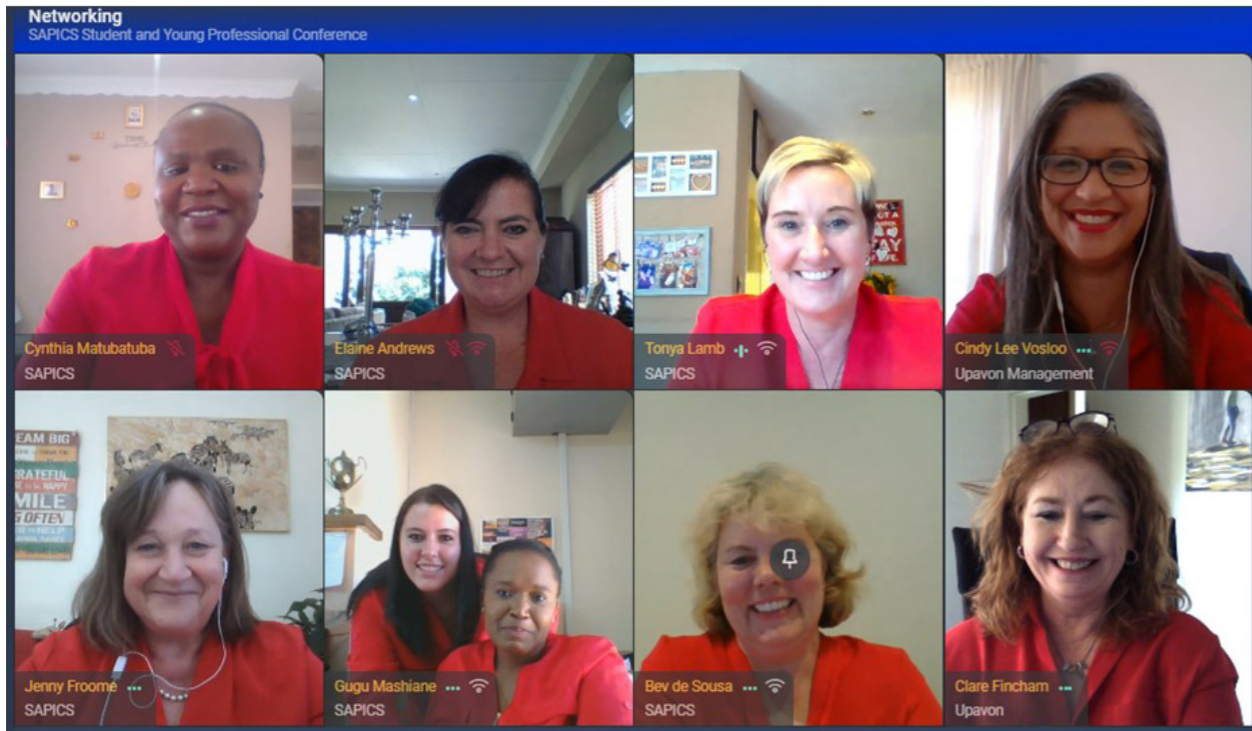
SAPICS AUTHORISED EDUCATION PARTNERS

Through the SAPICS network of carefully selected authorised education partners, SAPICS is able to offer not only a wide variety of internationally recognised certifications but also local training programmes of exceptional quality.

SAPICS continues to work diligently to develop a vibrant community of educated supply chain professionals. Visit our website at [SAPICS | Education & Courses](#) to find out more information about which courses our authorised education partners can offer you.



HERE ARE THE SAPICS AND UPAVON TEAMS



(Left to Right) Top: Cynthia Matubatuba, Elaine Andrews, Tonya Lamb, Cindy Lee Vosloo. **Bottom:** Jenny Froome, Caidan Makin, Gugu Mashiane, Bev de Sousa, Clare Fincham.

THANK YOU

SAPICS MEMBERS

Members are the life blood of an Association and SAPICS members have shown their support and commitment to the community in 2021; by registering for events, attending and then by engaging in the discussion and posing questions. The challenges this year proved how important it is to belong to a relevant professional organisation and have the support and resources needed to navigate crises and keep growing and developing professionally.

Community is what powers us through challenging times and in 2021, the SAPICS community has worked hard to stay connected, to learn, share knowledge and support each other.

Thank you for renewing your membership in 2021 and we look forward to continuing our relationship in 2022. If you are not a member then sign up now!

CLOUD INTEGRATION HELPS BUILD SUPPLY CHAIN RESILIENCE



Companies have started to accelerate their adoption of cloud-based services.

This year has delivered numerous disruptions to supply chains around the world; from COVID-19 to the blockage of the Suez Canal and the ransomware attack on the US East Coast Colonial Pipeline. Companies are having to rethink their supply chain operations to ensure the uninterrupted supply of goods, and many are accelerating their investments in new digital transformation initiatives, says JP Hansen, field marketing manager: Africa at OpenText, which was a proud sponsor of the 2021 SAPICS Conference.

“Companies must improve their ‘digital resilience’,” he asserts. “This means ensuring that their IT infrastructure is fit for purpose and can withstand any form of disruption that could take place. To this end, companies have started to accelerate their adoption of cloud-based services, and these are helping to underpin digital transformation strategies around the world. For a supply chain, it is important to be able to seamlessly integrate with the external supply chain and internal business systems, something that OpenText refers to as ‘Business to Anything Integration’,” JP explains.

“Cloud based integration can essentially help companies introduce a digital backbone that can connect an external community of trading partners to internal business systems such as ERP and transport management systems,” he expands. “Cloud integration offers four key characteristics that can help companies build

opentext™

increased resilience around their business ecosystem.

“Firstly, it offers flexibility. Cloud based business environments allow employees and external stakeholders to get access to enterprise information anytime, anyplace or anywhere. This allows companies to adapt their business to a ‘source anywhere, manufacture anywhere’ strategy.

“Secondly, it offers collaboration. Having all stakeholders using the same cloud-based environment means improved collaboration and business continuity. For example, it means an organisation will be able to see which trading partners have been impacted by a disaster and potentially implement a dual sourcing strategy. Improved collaboration also helps to accelerate post-disruption recovery which can provide a significant competitive advantage.

“Cloud integration offers visibility, enabling companies to see exactly what is going on in their supply chain in real time. Where is my shipment? When will my container arrive? What is the condition of the goods being transported? All these questions need to be answered in an efficient manner.”

Insight is the fourth feature offered by cloud integration. “With so much information being exchanged across today’s supply chains, it is important to be able to mine this data, derive insights and then use these to make decisions and optimise business processes,” he states.

“It is important for companies to rethink their digital ecosystem now, before the next major disruption hits,” concludes JP, who can be contacted for more information by emailing hansenj@opentext.com



A Brambles Company

CREATING A NATURE-POSITIVE ECONOMY

As an organization with sustainability in the DNA of the business, CHEP is committed to becoming a regenerative company that puts back more into the environment than it takes out. CHEP's commitment to sustainability is embedded in its business model.

CHEP helps move more goods to more people, in more places than any other organization on earth. Its pallets, crates and containers form the invisible backbone of the global supply chain and the world's biggest brands trust CHEP to help them transport their goods more efficiently, sustainably, and safely. As pioneers of the sharing economy, CHEP created one of the world's most sustainable logistics businesses through the share and reuse of its platforms under a model known as 'pooling'. CHEP primarily serves the fast-moving consumer goods (e.g., dry food, grocery, and health and personal care), fresh produce, beverage, retail, and general manufacturing industries.

CHEP is working to help create a nature-positive economy with re-use, resilience, and regeneration at its core. It's how the company can create more natural and social value than it takes, while bringing emissions down to zero as soon as possible. CHEP is setting the ambition to truly pioneer regenerative supply chains. This means breaking the link between consumption and harm to the environment and society. It also means moving from degenerative systems that waste resources to regenerative models that restore nature and strengthen society. By reaching zero impact and beyond, CHEP will be a company delivering the supply chains the world needs for the future.

CHEP will have an opportunity to show this commitment practically, during a tree-planting initiative at Christel House South Africa, a non-profit school that transforms the lives of impoverished children around the world, in partnership with SAPICS and Food & Trees for Africa.

CHEP's circular business model facilitates the "share and reuse" of the world's largest pool of reusable pallets and containers. This enables CHEP to serve its customers while minimizing the impact on the environment and improving the efficiency and safety of global supply chains. School tree-planting initiatives such as the Christel House event bring circular-economy principles home to young people and emphasize their wider relevance.

"We are proud to partner with Food & Trees for Africa on this tree-planting initiative," says Hermann Haupt, CHEP Sub-Saharan Africa Vice President. "They are one of our trusted national beneficiary partners and their goals of addressing food security, environmental sustainability and greening are an ideal fit for the CHEP purpose of delivering life's essentials every day in a nature positive way."

CHEP's Planet Positive targets are part of a three-pronged approach to meeting our 2025 sustainability goals. The targets also include Business Positive goals of pioneering regenerative supply chains through our circular model and increasing the environmental benefits in customers' supply chains; and a Communities Positive program to build resilient connections between society, the economy and nature.



SAPICS EVENT SUMMARY 2021

SAPICS is proud of the events that it has hosted during 2021. Feedback from our members is that the variety of events on offer is meeting the needs of the community.

SAPICS is pleased to partner with other like-minded associations and organisations to co-host events. All events have been online this year, but we look forward to an exciting calendar of in-person and virtual gatherings in 2022.

2021 Events List	
Event Type	No of Events
43rd Annual Conference	1
Africa Supply Chain in Action (ASCA) Conference	1
Young Professional & Student Conference	1
Community Connect	7
Education Courses (days)	38
New member events	4
Partner events	9
Quiz	3
SMME courses	6
Webinars on a vast array of Supply Chain Topics	7
Young Professional & Students Webinars	9
TOTAL	86

TACKLING YOUTH UNEMPLOYMENT AND GROWING YOUNG TALENT



The youth development programme launched by SAPICS aims to address youth unemployment in South Africa, the skills deficit in the supply chain field and to ensure that young professionals are industry-ready for job opportunities in the dynamic and increasingly critical supply chain management profession.

“South Africa is currently facing a youth unemployment crisis, while at the same time experiencing a deepening supply chain skills shortage across many sectors,” comments Kholofelo Mabila, who is heading up the SAPICS Young Professional Committee that is driving the programme.

Kholofelo is a third-year student at UNISA. He accepted the challenge of chairing the committee to “give back and make a meaningful contribution to the SAPICS supply chain community”.

“Since I joined SAPICS last year, I have gained access to local and international expertise and insights that have not only helped me to expand my knowledge, but also to map out my potential career path. I also got involved in the SAPICS Youth Programme because I saw it as a unique opportunity to connect and network with other like-minded university students pursuing a career in the field.”

Despite all the media coverage and attention focused on the supply chain profession

because of the COVID-19 crisis, Kholofelo asserts that it is still not getting the interest that it deserves from school leavers and graduates. “This is one of the main reasons for the SAPICS Youth Programme; to ignite interest in the profession among the youth,” he states.

“The aim of the programme is to connect with university students, graduates and young professionals by inviting them to join a community that will help shape and align their career values with what the industry expects from supply chain professionals. Our goal is to establish a flourishing community of accomplished young professionals that will hopefully become the next generation of seasoned industry professionals, leaders and mentors at SAPICS.

A community of experts

“I think the programme is important because it affords university students the rare opportunity to be a part of the industry before even graduating and officially



Left: Delegates at the SAPICS Young Professional & Student Conference. **Right:** Supply chain management offers young people a diverse career path with many specialisations.

entering the workplace. It offers them valuable exposure to a community of experts and professionals in the industry working in diverse areas and different levels of the supply chain profession.”

Kholofelo says that he would recommend supply chain management as a career for other young people because it offers a diverse career path with many specialisations that can cater to most people’s interests, desires and goals. “As someone with a lifelong learning mind-set, it is a perfect fit for me because it offers many options and directions that a practitioner can pursue, even as one’s interests and goals change over time,” he enthuses. Through the SAPICS Youth Programme, scholars, graduates and young professionals can join the association for just R250 for 12 months. They regularly receive articles and information pertinent to them and enjoy other membership benefits, including free attendance of SAPICS

webinars and the annual SAPICS Young Professional Conference. They can attend SAPICS partner events at a discounted rate. They also have access to the SAPICS career portal, through which youth members can upload their CVs and pursue advertised job opportunities at no cost to them.

Mentoring is an important element of the SAPICS Youth Programme. Several mentors from the SAPICS community are working with the association’s young professionals.



Kholofelo Mabila, who has headed up the SAPICS Youth Development Programme.

SUPPLY CHAIN SUPPORT FOR SMALL BUSINESSES

SAPICS has reinforced its commitment to the development of Small, Medium and Micro Enterprises (SMMEs) with a training and support programme geared towards boosting SMMEs by building their skills in the important area of supply chain management.



Chanti Wilson, chairperson of the SAPICS SMME task team.

When it comes to reaping the benefits of supply chain optimisation – including efficiency enhancements and cost savings – SMMEs are being left behind because they lack the necessary skills and resources, according to SAPICS.

consider, that the critical supply chain function is often overlooked. But it can make or break the business and is increasingly important in today's complex and volatile business environment," she expands.

Accredited skills development

SAPICS has a dedicated team working with both SMMEs and the large corporates that they supply, as well as SAPICS's network of authorised education providers, to offer accredited skills development opportunities that will deliver mutual benefits and enable job creation.

In addition to contributing to the growth, success and sustainability of small businesses through the provision of education and training, SAPICS aims to be the conduit for big corporates to support SMMEs and participate in the development of their suppliers.

"SMMEs have a crucial role to play in the national economy as major sources of employment and drivers of inclusive economic growth. However, they are not supported, and their growth is hampered by a lack of capital and limited access to skills development. A major contributor to the growth and development of SMMEs is an understanding of operations and supply chain management best practices," comments Chanti Wilson, chairperson of the SAPICS SMME task group.

"Small businesses have so many responsibilities, and so many things to

"A SAPICS SMME Support Line enables small business owners to get advice and assistance."

SAPICS's SMME Programme includes accredited training for entrepreneurs covering all aspects of business management with a strong focus on operations management. Warehouse control; inventory replenishment principles; operational planning and scheduling; lean manufacturing principles; and supply chain and materials management are among the certifications offered. The programme also includes webinars covering supply chain

management, demand planning and sales and operations planning. Case studies and success stories are shared, and the programme offers insights from business leaders and supply chain experts. A SAPICS SMME Support Line enables small business owners to get advice and assistance.

Below: The SAPICS community offers an abundance of networking opportunities.



SUPPLY CHAINS INTERRUPTED

Remember the grave concerns about supply chain disruptions and shortages in the wake of the riots and looting that rocked parts of South Africa this year? It feels like it was so long ago now, but it is worth looking back on what we achieved during this devastating disruption to our supply chains in South Africa.

As The Professional Body for Supply Chain Management, SAPICS and president MJ Schoemaker, were called on to comment on the situation by numerous media outlets. It was a proud moment for SAPICS, and we were honoured to share our experience and insights and help to reassure a panicked public.

MJ urged consumers to trust in the skills and expertise of our supply chain managers and the risk mitigation strategies that many organisations have in place.

“While the situation is extremely grave, all is not lost. I am confident that the exceptional supply chain managers who got us through the challenges of the first lockdown as a result of the COVID-19 crisis will come to the fore now,” MJ said in a widely published article after the riots and looting.

We are so grateful to SAPICS President MJ Schoemaker for being available to talk to the media on various occasions throughout the year. A silver lining of COVID has been that supply chains and the people who manage them are firmly in the spotlight. SAPICS has been extremely well represented by MJ. You can hear some of her interviews here:



South African unrest July 2021

Our thanks to the Sunday Times and Arena Publishing for the opportunity for SAPICS to work with a variety of partners to contribute to the excellent Supply Chain and Manufacturing supplements published this year. It is very exciting to see so many thought leadership articles on supply chain management being published. See these publications here:



Manufacturing October 2021
Edition by SundayTimesZA - issuu



ST Supply Chain Management
2021 by SundayTimesZA - issuu

SAPICS commends and thanks all the supply chain professionals who worked so hard during and after the riots and looting; who helped businesses to pick up the pieces, ensured that essential goods reached consumers again, and helped to drive the recovery of our economy after this devastating disruption to our supply chains in South Africa.

LEVEL UP YOUR DEMAND PLANNING WITH SAS



The global pandemic has disrupted virtually every industry sector. However, the supply chain has felt it most keenly with retailers, consumer good firms, and manufacturers having to reinvent themselves for new operating conditions. As more people turn to digital channels for fulfilment, their expectations for service delivery have increased. This means accurate demand planning and forecasting are essential if businesses are to differentiate themselves.

In this transformed world, anticipatory analytics allow planners to predict demand especially when there is no precedent such as the current environment. At a fundamental level, this requires intelligent demand planning which uses machine learning that delivers artificial intelligence-driven insights for real-time decisioning.

The four stages to reach improved demand planning are as follows:

Stage 1 – Trusting your gut

In this stage, demand is estimated based on experience and what has typically happened in the past. However, future events cannot be accurately modelled with planners relying on best guesses and judgement.

Stage 2 – Past learnings

During Stage 2, demand planning is more formalised. It is based on existing shipment transactions typically captured in an enterprise resource planning system. Unfortunately, this means that planning is supply-centric and not consumer-centric making it difficult to cope with “black swan” events like the pandemic.

Stage 3 – Beginning automation

Here things are starting to change. The planning process is more efficient and sees much of the analytical process being automated. Forecasting becomes more flexible and there is greater accuracy due to the incorporate of predictive planning models.

Stage 4 – It is a matter of science

This is the ideal future state that any business in the supply chain should be striving towards. Here, all types of planning are generated through an integrated platform. Cloud-native demand planning solutions support continual optimisation and multi-team collaboration. More importantly, data scientists work alongside demand planners to assist them in extracting more insight resulting in more advanced decision-making than was previously possible.

If businesses are to remain relevant in this dynamic, agile market, they must move away from a reliance on old data. In a real-time world, decisions cannot be based on information that is two weeks old. By embracing this automated, intelligent demand planning approach, businesses ensure they future-proof operations to mitigate against any future disruptive factors.

For more insights into the above outlined 4 stages, download our free [e-book](#), and to find out more on transitioning to analytic-driven demand planning, [click here](#).

By **Melissa Jantjies**, Business Solutions Manager: Advanced Analytics and Artificial Intelligence for SAS in South Africa

PLAYING GAMES AT WORK TO BUILD SUPPLY CHAIN SKILLS

In response to the growing demand for skilled, knowledgeable supply chain professionals, some South Africans in the field have been playing games at work.



Aerosud placed 12th overall out of 29 teams in the global final.

These games are a serious business, however, says Tonya Lamb, business development executive at SAPICS. She explains that *“The Fresh Connection Challenge”* is an innovative business simulation game that is delivering big benefits for companies around the world.

Developed in the Netherlands nine years ago, The Fresh Connection was launched in South Africa in 2010 by SAPICS. Six South African teams from the retail, logistics

and aerospace industries pitted their skills against the best in the world in the 2021 Fresh Connection Global PRO Challenge.

“For optimal performance, a supply chain needs the collaboration of team members from across the organisation,” Tonya expands. *“Breaking down silos and creating the right cross-functional mindset, however, can be a major challenge. The Fresh Connection is a unique supply chain management training tool designed to*

equip participants with the skills to rise to this challenge. In the ‘game’, company and individual teams, each comprising four members, participate in web-based challenges and compete against other international teams. They must make the best strategic and tactical choices to save a virtual company, The Fresh Connection, from financial ruin. Each function – including supply chain management, sales, purchasing and operations - can make a limited number of decisions and they must work together closely to positively impact return on investment. What makes the game even more interesting is that supply chain risks are randomly activated and can seriously harm the company if not mitigated against.”

Teams from South Africa, France and Singapore

Fresh Connection trainer Ken Titmuss has worked with teams from South Africa, France and Singapore over more than 10 years. His company, Kent Outsourcing Services, is a SAPICS Corporate Partner and an Authorised Education Partner. *“The Fresh Connection allows participants to understand how and why they need to*

collaborate in their organisations in making tactical and strategic decisions to improve the business. It is a risk-free environment to try out different approaches,” he explains.

With the importance – and vulnerabilities – of supply chains highlighted by the COVID-19 crisis, it was fitting that this year’s edition of The Fresh Connection Global PRO Challenge focused on the theme of *“Supply Chain Resilience”*. Teams were challenged to manage a supply chain to ensure that it was prepared for the unexpected. They had to mitigate black swans – or unforeseen events - under time pressure and strive to be the fastest to recover and get back to a stable situation.

The Fresh Connection Global Pro saw 500+ teams, of which 150 teams ended up in the Challenge rounds, 29 made it to Global Final with our own South African team Aerosud amongst them, who ended up 12th overall. Congratulations Team Aerosud for a fantastic result.

Learn more about The Fresh Connection and discover the power of experiential learning and how business games offer a life-like experience based on corporate best practices.

“The Fresh Connection is a unique, powerful supply chain management training tool.”

CANNED FOOD RECALL PUT THE SPOTLIGHT ON OFTEN-OVERLOOKED REVERSE LOGISTICS COMPETENCE

SOME OF OUR CANS ARE NOT WORTHY OF OUR NAME.

Tiger Brands recalls **SOME** KOO and Hugo's defective cans due to a side weld seam issue that may cause the cans to leak. All products listed below manufactured from 1 May 2019 to 5 May 2021 are affected.



The announcement of a recall by Tiger Brands of some of its canned vegetable products put the spotlight on reverse logistics this year. This is an often-neglected aspect of supply chain management.

Tiger Brands recalled certain canned vegetable products in the KOO and Hugo's brands due to a small number of defective cans from a packaging supplier.

Product recalls are a nightmare for organisations and supply chains. This latest food recall in South Africa should have prompted all organisations, including manufacturers, retailers and logistics service providers, to examine their reverse logistics plans and skills.

It was reported that around 20-million canned products were recalled by Tiger Brands. Imagine the logistics involved in getting 20 million items back from consumers and retailers around the country! Having efficient, tried and tested recall plans and effective reverse logistics programmes in place is essential for manufacturers, retailers and everyone in the end-to-end supply chain. These can mitigate the potential damage and turmoil associated

with a recall, including ensuring the health and safety of consumers, maintaining good relationships with suppliers and customers, preserving brand reputation, retaining the trust of consumers, and reducing the potentially enormous costs associated with a recall.

What is reverse logistics?

Reverse logistics encompasses all the activities associated with a returned product or product components that are effectively moving backwards through the supply chain. It includes recalled goods and parts of products that are reused or recycled; like the oxygen cylinders that have been vital in the supply of medical oxygen during the COVID-19 crisis. It comes to the fore in addressing returns and oversupply and in the recycling and reuse of packaging. Reverse logistics is often forgotten because

most companies' primary focus is on the forward supply chain, or forward logistics, which gets products to market and has the greatest impact on a business's bottom line. However, organisations ignoring the reverse supply chain and the need for reverse logistics planning and competency do so at their peril.

Reverse logistics is especially demanding in the pharmaceutical industry. Audit trails are important in every supply chain. In the pharmaceutical industry, however, they are especially crucial, and lives may depend on them. Returns in this industry may necessitate a constant cold chain throughout the transportation. Blockchain is increasingly being leveraged for its track and trace capabilities in pharmaceutical supply chains in particular, so that organisations have full visibility of products – including essential medicines – at all times as they move through both forward and backward supply chains. This allows for an



Having efficient, tried and tested recall plans and effective reverse logistics programmes in place is essential!

in-depth understanding of the journey the product has taken, in order to review the quality of all returns.

Recognising the importance of reverse logistics, it was one of the topics on the agenda at the 2021 SAPICS Conference. Reverse logistics was examined as an essential, but often forgotten part of the supply chain, including its role in waste management, recycling, the circular economy and the journey to zero landfill.

Top: A canned food recall put the spotlight on reverse logistics this year.



MEET THE INSPIRING WOMAN BEHIND THE LOGISTICS AND SUPPLY OF COVID-19 VACCINES

Bridget Barnard is Pfizer's Supply Chain Director for Sub-Saharan Africa. Her most recent success story was facilitating the logistics and supply of the COVID-19 vaccine into Sub-Saharan Africa. SAPICS is proud to have Bridget as a member of the SAPICS supply chain community and a member of the South African chapter of the International Association of Public Health Logisticians (IAPHL), which SAPICS has partnered with. We are honoured to have the opportunity to share her story here.

Reflecting on her role in the vaccine roll out, Bridget told us: "The key to success was one team, a clear strategy and an aligned, focused vision. That vision is bringing breakthroughs to patients' lives. It was a new learning for a cross functional team in a complex matrix environment to work collaboratively and with speed to ensure efficient supply on time. While the challenges were many, the outcome is so fulfilling - to impact and make a difference in patients' lives. Individual agility, organisational agility and communication has been a core capability change that I have experienced."



Bridget Barnard, Pfizer's Supply Chain Director for Sub-Saharan Africa.

Looking back to the start of her career path, Bridget revealed that she started out in the supply chain field as a Kardex Clerk with a steel company in 1993. "I was young and naïve about industries and my career. All I did in my first position was manually capture stock coming in and stock going out on a card. The most innovative application in this job was using different colours; red for outgoing stock and green for incoming stock. Times have certainly changed and today there are applications, software, and infrastructure to support this and more in the supply chain management area. As I navigated my work experiences with other companies, my passion for supply

chain management grew, and I decided to complete my post graduate degree in Supply Chain Management. I haven't looked back since."

Her first job in the pharmaceutical industry was an inventory controller. Bridget then moved to logistics and customer service management. "This brought new responsibilities to ensure the efficient inbound and outbound movement of stock for the private and public sectors. Later I moved to demand planning and started managing multiple portfolios, including innovative medicines, consumer health, animal health, and nutrition. Working in demand planning was really my comfort zone and still is today, because of the stakeholder engagement. I would say demand planning is a real passion of mine. I then stepped into a role as a Market Lead for Southern Africa, or the position more commonly known as a Supply Chain Manager. I was responsible for demand planning and logistics in this role. Finally, I took up my current role as Supply Chain Director for Sub-Saharan Africa, where I am responsible for some 43 countries in Africa with a multitude of complexities and diversity. I am responsible for all the logistics, customer service and demand planning activities in my organisation. I know I am fulfilling my purpose, so it is not just a job. I thoroughly enjoy my role due to the diversity and variety I must manage on a day-to-day basis."

Changes in the supply chain profession

Bridget has seen some significant changes in the supply chain profession over the

years, from its increasing importance and recognition as a strategic business function to more women being employed in the profession. "At the start of my career, supply chain management was accepted as an operational function. Today, supply chain issues play a key role in informing sound business decisions. Today, particularly in the pharmaceutical industry, the supply chain function is a key contributor to shaping organisational direction, impact and success, and supply chain executives sit at the leadership table.

"Over the past decade, Pfizer has actively ensured that women are well-represented in its employee pool. Presently, of the more than 200 people employed by Pfizer South Africa, 149 are female; so women constitute 67% of the total workforce. Pfizer South Africa has ensured that women are well-represented at the executive management level. To date, of the 15 executive managers at Pfizer South Africa, 10 are women, so we also have 67% female representation among executives."

Bridget is optimistic about the future of supply chains and the profession beyond the COVID-19 crisis. "We have already adapted to an environment where we needed to review our network for risks that became more evident due to the many constraints we saw, such as trade restrictions, shortages of medicines, switches in the medicines needed and the slowdown of economies. Resilience is and will continue to be a key focus area for supply chains in the future. We may see our supply chains getting shorter or we may need to move from a single sourcing strategy to a multisource strategy, to ensure supply."

43RD ANNUAL SAPICS CONFERENCE WAS ONE OF THE MOST IMPORTANT EVER

Amid the COVID-19 crisis and the unprecedented pressure on supply chains, the 2021 SAPICS Conference was one of the most important ever. This year's 43rd annual SAPICS Conference saw hundreds of supply chain professionals from Africa and around the world come together online to learn, share knowledge and network.

The SAPICS Conference, Africa's leading event for supply chain professionals, has gone from strength to strength since the very first conference was organised for 35 delegates in 1975.

This year's conference was a virtual one due to the ongoing pandemic; but that did not detract from its importance and the value of the powerful presentations from 85 local and international speakers. In addition to the conference, the event featured an exhibition where multiple exhibitors showcased products and services. The state-of-the-

art conference platform used by SAPICS enabled delegates to spend time with the exhibitors and to connect with like-minded professionals in the networking lounge.

The principal sponsor of this year's SAPICS Conference was global technology consulting firm Accenture. The event's Diamond sponsors were OpenText, Eazi Access and SAS Institute. Fleet and asset tracking specialist Locus and Imperial supported the conference as Gold sponsors, while the 2021 Silver sponsors were CHEP, Goscor and Demand Driven Technologies.



Women speakers at the 43rd Annual SAPICS conference.



Supply chains to keep the world turning

We are enormously grateful to our sponsors whose support enabled us to bring the supply chain community together at this critical time to share knowledge and experience, and to learn from each other to ensure that global supply chains are perpetually resilient and able to keep the world turning. This year's SAPICS Conference proved that online does not have to be boring. In addition to the learning and networking, there were fun activities, competitions and quizzes. A selfie competition was sponsored by Goscor Lift Trucks. OpenText arranged a caricaturist. CHEP used the event as an opportunity to give back to those less fortunate. The company donated 500 fruit trees to a school for underprivileged children.

The Brain of the ASCA Nation Quiz was won by Brad Davies, who received a complimentary registration to the 2021 Smart Procurement World Indaba, registration for the Africa Supply Chain in Action (ASCA) 2021 event and a free EQ (Emotional Quotient) Assessment from People Shop.

The conference got a unanimous nod of approval from delegates. Business transformation expert and author Sean Culey commented: "Well done Team SAPICS! Smashed it out of the park once again! "

Amazing event!

"This year was really amazing," said Annette Naude, general manager, Pharmaceuticals & Healthcare at DSV Panalpina.

This year's virtual event made it possible for some delegates who may not have been able to travel to an in-person conference to benefit from an exceptional programme. This was a COVID silver lining for some delegates. Content wise, we believe this was one of the strongest programmes that SAPICS has ever put together.

The topics covered included digital transformation, supply chain risk and resiliency, leadership development, sustainability and the circular economy, healthcare, public sector supply chains, transformation and gender diversity.

We are planning an in person or "warm" event for the 2022 SAPICS Conference, which will take place from 12 to 15 June, at Century City, Cape Town. There will be some online engagement available as well.

SUPPLY CHAIN MANAGEMENT IS CRITICAL AMID MOUNTING CHALLENGES FACING MANUFACTURERS

Supply chain disruptions are widely regarded as one of the greatest risks facing manufacturers, and in today's testing times, they are being faced with disruptions almost daily, while navigating a business environment that is more complex, volatile and customer focused than ever before. An agile supply chain has never been more critical. In a recent Gartner survey, 76% of supply chain executives indicated that compared to three years ago, their company today is facing more frequent disruptions in their supply chain.



Supply chain management is critical amid mounting challenges facing manufacturers.

Products are more varied and complicated to produce than ever before. Manufacturers must manage numerous suppliers contributing to the development, production and distribution of their products. Technology is playing a more significant role in the production process. Consumers' outlook and behavior

has changed, demanding fast, flexible order fulfilment, anytime, anywhere. This can make or break a manufacturing business," comments SAPICS president MJ Schoemaker.

"In addition to these challenges, the COVID-19 crisis brought unprecedented

More organisations understand the importance of supply chain visibility and exception management in their end-to-end supply chain.

supply chain disruptions, exposing the vulnerabilities in many organisations' manufacturing, production strategies and their supply chains. Among others, the pandemic resulted in shortages of computer chips, protective masks for healthcare workers and critical pharmaceutical materials for active ingredients in medicines. Certain pharmaceutical packaging such as tubes and ampoules were also in short supply.

Supply chain risk management

"A COVID silver lining is that the importance of supply chain risk management planning has been brought to the forefront. This includes other recent issues, like the blockage of the Suez Canal, the riots and unrest in parts of South Africa and the issues at the Port of Durban," MJ contends. "However, new challenges are emerging almost daily, like the COVID-induced global supply chain crisis for container shipping and the power crisis across Asia and Europe, which is expected to result in supply shortages ranging from textiles and electronics to machine parts. While supply chain risk control is something that has been spoken about for some time and SAPICS provided numerous learning opportunities for supply chain professionals in the past, until the pandemic, only a handful of industries really embraced supply chain risk management. That is changing. "There is a growing recognition of the need

for all businesses to build robust monitoring systems to evaluate and assess all types of risk. These assessments must include the detailed mapping of supply chains and suppliers. It is now clear to many organisations that they cannot rely on tier one suppliers to control and manage their risk and ensure stability from tier two, three and four suppliers. To mitigate the risk of supply chain disruptions, businesses' strategy must include an alternative supplier network and flexible batch sizes. Cost can no longer be the overriding factor in setting up supply chains, and it is evident that geographical risk is also very important to continuity of supply.

"More organisations understand the importance of supply chain visibility and exception management in their end-to-end supply chain; insight that they can trust. There is more emphasis on identifying the right partners; building win-win relationships with all suppliers; and on collaborative planning and execution with supply chain partners and service providers. This is how organisations will mitigate their risks and weather any future chaotic supply chain disruptions."

MJ says that the growing number of manufacturers that are members of SAPICS is testament to the burgeoning recognition of the vital role that supply chain management plays in the manufacturing industry. These members produce commodities ranging from pharmaceuticals and chemicals to paper products.

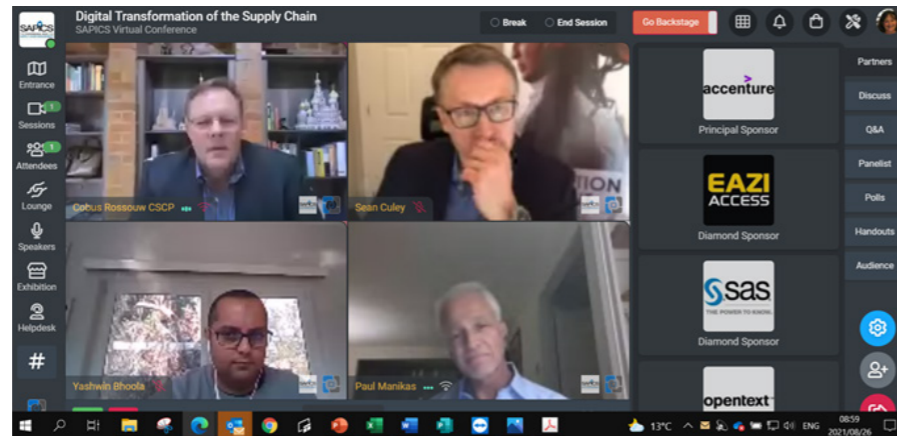
THE PROMISE AND PITFALLS OF SUPPLY CHAIN DIGITALISATION

A panel of experts explored the hot topic of supply chain digitalisation at the 2021 SAPICS Conference. They revealed that there is a host of reasons why many companies are failing to achieve real value from their digital transformation initiatives.

Cobus Rossouw, Executive Vice President:

Digital & Information Technology at Imperial, South Africa, facilitated this panel discussion at the 43rd annual SAPICS Conference, Africa's leading event for the supply chain profession. The guest panellists who shared their insights were Sean Culey, who is a world-renowned, UK-based transformational change specialist and author of "Transition Point"; Yashwin Bhoola, Managing Director of Accenture, South Africa; and Paul Manikas, Senior Manufacturing Industry Architect at Microsoft in the USA.

Paul outlined how many digital transformation initiatives fail to deliver results because they find themselves in "pilot purgatory", a term that was coined by McKinsey. "It came out of a study that looked at digital transformation happening in manufacturing. The results were quite startling, revealing that over 80 percent of the pilot projects underway have been going on for well over a year yet less than 30 percent of the projects ever went to scale," he explained.



SAPICS 2021 Panel discussion on the digital transformation of supply chains.

Too many pilot projects

One of the problems contributing to this, Paul contends, is that companies are embarking on too many pilot projects, many of which are focussed on technology, like the Internet of Things, as opposed to the business outcome that the project should achieve. "These pilots are a great way of testing the technology and learning about whether or not they would have the right impact for you; but make sure that you are starting with an end in mind," he urged delegates at the virtual 2021 SAPICS Conference. "As opposed to picking many pilot projects, pick one or two that can really impact the business. Then, before you start those pilots, make sure you are doing so



with a plan in terms of how you are going to scale it once it's done," he urged.

Yashwin Bhoola, South African Managing Director of global technology consulting firm Accenture, which was the principal sponsor of the 2021 SAPICS Conference, echoed Paul's advice. "Accenture's latest research shows that only 65 percent of proofs of concept achieve scale, and about a third of these still do not deliver business value. To avoid this situation, the challenge is to be really deliberate and clear about the portfolio of digital initiatives that you are driving. Make sure that you are working to solve the right problems and building the solutions with the end user or customer in mind," he recommended. "Since supply chains are connected, it is vital in supply chain digitalisation initiatives to consider the value being created across the entire supply chain."

Investment in supply chain digitalisation

Yashwin cited the example of companies that have sensors on all of their vehicles but do not have the aggregation layer and the intelligence layer to do much with them. "This means that your part of the investment in supply chain digitalisation is not really achieving benefits in the end-to-end supply chain. Similarly, there are cases of chief procurement officers who put in new procurement platforms with incredible analytics on sourcing but are unable to do vendor reconciliation, so they do not know

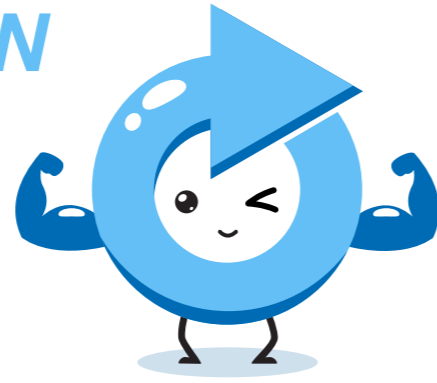
whether the savings that they are locking in are actually being realised. It is vital to look at these investments in terms of the end-to-end supply chain value being achieved," he stressed.

Having the right skills sets is another challenge for businesses striving to realise the value of digital transformation projects. "Many organisations are setting up analytics centres of excellence to fuel their digital transformation. I think that it is important for organisations to think about what skills they need, and whether to build them or partner with them. Undertaking a digital transformation journey without the right capabilities is a recipe for failure," he told SAPICS Conference delegates.

World leading futurist, author and globally recognised business transformation expert Sean Culey noted that there are legacy skills in organisations that are hindering digital transformation strategies. "Many people in our organisations still have analogue mindsets in the digital world. We believed that our experience, that we have built up over the last 20 to 30 years, gives us credibility and value moving forward. In many cases, however, it is now being proved quite redundant. Leadership and culture can also work against businesses working towards digital transformation," he said.

Like Yashwin, Sean stressed the need for organisations to have a long-term vision of what they are aiming to achieve with all the digital tools at their disposal. "We need to be clear about what our customers value, too. When going into the innovation labs or looking at pilots, organisations must view the projects with clarity around how every initiative aligns to the delivery of customer value," he asserted.

MR. SUPPLY CHAIN DANIEL STANTON AT 2021 SAPICS CONFERENCE



Daniel Stanton is the well-known author of *“Supply Chain Management For Dummies”*. He is a supply chain executive, entrepreneur, and educator popularly known as *“Mr. Supply Chain”*. We were delighted to have Daniel on the programme for the 2021 SAPICS Conference, where he shared his insights with African supply chain professionals.



“Mr. Supply Chain” Daniel Stanton.

Since his book was published in 2017, Daniel has received numerous commendations for helping people to grasp a complex field. Supply and Demand Chain Executive honoured him as a *“Pro to Know”* again in 2021. It was the fourth consecutive year that he won this award.

Daniel is a professor at Bradley University in the United States, a doctoral researcher at Cranfield University in the United Kingdom, and the creator of several online courses for LinkedIn Learning. He says that his focus in recent years has been on educating the whole world about supply chain management. *“Part of that is explaining what*

supply chains are to people that don't know. Another aspect of it is helping supply chain professionals pick up the skills and the insights that they need to do their jobs better and to advance their careers,” he explained in an article in Supply and Demand Chain Executive after his recognition as a Pro to Know.

Far reaching consequences

“For me, supply chains are complex systems. What that means is the decisions that you make in one place can have far reaching consequences. The more that people understand about what supply



chains are and how they work, the better job all of us can do with balancing those trade-offs. The better that we understand the tools, the rules and the jargon of supply chain management, the better job that we can do of communicating with our suppliers and with our customers. At the end of the day, that means education is really a critical part of running supply chains efficiently and of adapting to changes when we need to, which is critical when we see a challenge.”

In the recently published second edition of his bestselling book, *Supply Chain Management For Dummies*, Daniel included technology advances and changes in trends in supply chain, and there is a greater focus on risk management and resilience.

“There has never been a time in history when supply chain management is more important for society than right now. Professionals in the supply chain industry do great work every single day to help make modern life possible, and this has never been more apparent than during the COVID-19 crisis,” he says.

CORPORATE PARTNERS



SAPICS AFFILIATE PARTNERS 2021



WORLD RENOWNED SUPPLY CHAIN EXPERTS



Two of the biggest names in the global supply chain community, Carol Ptak and Richard (Dick) Ling, who is widely regarded as the “father” of Sales and Operations Planning (S&OP), shared their deep experience with South African supply chain professionals at the 2021 SAPICS Conference.



Left: Richard (Dick) Ling, Right: Carol Ptak.

We were honoured to have two supply chain legends speaking at the 43rd SAPICS Conference. Dick Ling is recognised as the creator of Sales and Operations Planning and is a world-renowned educator, speaker and consultant. He co-authored the first book on S&OP. He has helped businesses all over the world to maximise S&OP’s potential to generate more cash and increase return on investment. Carol Ptak is a partner with the Demand Driven Institute, a global organisation that was founded in 2011 to advance and proliferate Demand Driven strategies and practices. She has written and co-authored numerous articles and books on Demand Driven principles, finance and information and planning systems.

Dick is currently collaborating with the Demand Driven Institute to develop the next generation of Sales and Operations Planning leveraging the Demand Driven Adaptive Enterprise (DDAE) model. “Demand Driven Material Requirements Planning (DDMRP)

and S&OP make a perfect marriage,” he contends. “Not only do DDMRP & S&OP fit together, they need to be implemented together. DDMRP requires a process to provide it with changes to the operating environment. S&OP, properly implemented, is what DDMRP needs. S&OP, as it matures, develops an integrated reconciliation process which provides the appropriate bi-directional linkage that improves S&OP’s effectiveness. The integrated reconciliation process in S&OP is the perfect, bi-directional linkage that is needed by DDMRP for sustainability.

“When DDMRP and S&OP are properly linked with an integrated reconciliation team, the company will achieve effective communications and shared values in addition to sustained positive return on investment,” Dick says. “I predict a promising future for these two operating processes working together,” he asserts.

ENDING POVERTY AND CONNECTING THE UNBANKED TO GLOBAL SUPPLY CHAINS

It is hard to imagine living without a bank account; particularly in today's increasingly digital world.



Ashish with a rural farmer who is essentially invisible in the supply chain.



Ashish Gadnis tells these informal reclaimers about the BanQu system.

How would you pay for things? How would you be paid? Where would you keep your cash safely? Could you start and develop a successful business selling goods or services to consumers or organisations?

According to the World Bank, 1.7 billion adults are “unbanked”. Many of them are farmers, recyclers, waste pickers and street vendors in developing countries. They are effectively locked out of the global economy and locked into poverty because they are unable to open a bank account and are essentially invisible in the supply chain.

Inspired to find a solution

Ashish Gadnis, co-founder of technology startup BanQu, was inspired to find a solution to this after trying to help a Congolese farmer to open a bank account and develop her business. “She provided for her family by working her small plot of land, growing essential global resources out of the ground. She lived with abuse, inequality and unsanitary conditions because she was a woman in poverty. But even in the face of many tragedies, she had hope,” Ashish reveals. “For years, she'd sold her goods into big brands' supply chains. but now,



standing in front of the banker, she had nothing to show for her hard work. He would not accept her paper receipts from the broker as proof. No one up the supply chain knew her. The banker said that he could not bank her.” Ashish walked out with an idea and a vision to help bank billions and lift them out of poverty.

We were thrilled to have Ashish and the inspiring BanQu story on the programme at the 2021 SAPICS Conference. He also told delegates about his partnership with Coca-Cola to roll out a payment platform to financially empower informal waste reclaimers and buyback centres in South Africa.

“BanQu is the first ever blockchain-enabled economic identity technology solution that enables a secure and immutable platform for creating economic opportunities for unbanked people around the world, including refugees and those living in extreme poverty. The BanQu platform uses a proprietary, patent pending method to create a mashup of selfie plus other key human characteristics for people with no access to technology or banking,” Ashish explains.

Technology platform

“Our technology provides a platform where refugees, the displaced, and the world's poorest can maintain a free, secure online profile that provides them with a universal fiscal ID and allows them to begin tracking

their relationships and transactions. Over time, they build a recognisable, vetted identity, which is the base prerequisite to participating in any form of ownership or transactions in the global economy.

“BanQu's online automated supply chain tracking and payment system uses blockchain technology to track and trace materials across the value chain, providing transparency for both buyers and sellers in any supply chain. Global brands source raw materials and finished goods every day from hundreds of millions of people living in extreme poverty. Coffee, cacao, cobalt, jeans and shoes are made by people who lack a transaction identity and a history of their work in a global supply chain. BanQu's mission is to end extreme poverty entirely by giving originators a record of their work history.

“If an originator like the Congo farmer, or a recycler on the streets of Johannesburg was bankable, they'd be able to move out of extreme poverty. With credentials or a credit history — like BanQu's digital ledger — they'd become an equal part of their supply chain. They would become visible in the global economy. They would be seen,” Ashish stresses, noting that they don't require expensive smart phones as the BanQu system sends an SMS when a payment is processed.

BanQu has launched in more than 40 countries.

SAPICS YOUNG PROFESSIONAL AND STUDENT CONFERENCE

Reflecting its commitment to building and supporting a pipeline of talent in the vital supply chain management profession, and to increasing awareness of supply chain management as an exciting and dynamic career for students and new graduates, SAPICS hosted the 7th annual Young Professional and Student Conference.

Due to the COVID-19 pandemic, this was a virtual event. The outstanding programme and compelling speakers were commended by the youth who attended the free conference. “It was an amazing experience. If it was held monthly, I would be the first one to register,” commented Kutupi Mogashoa from Tshwane University of Technology. Kamogelo Berend, an honours student at Stellenbosch University, said that he enjoyed networking with fellow supply chain management professionals.

In her opening address, SAPICS president MJ Schoemaker recognised the challenges that supply chain professionals have faced during the COVID-19 crisis. “It is very important for all of us to stick together, even if we are on a virtual platform,” she said, noting that for the youth, many of whom have been studying online at home, things have been especially difficult. She urged anyone needing emotional support to not hesitate in getting it. “Mental health should not be stigmatised, and it should never be ignored,” she told the young delegates.

Agility and transparency

With supply chain management thrust into the spotlight, and the agility and transparency of supply chains becoming more critical, MJ said that SAPICS strives to help supply chain professionals tackle current and future challenges. Through its Youth Programme, which includes the annual Young Professional and Student Conference, SAPICS is ensuring that graduates and young professionals can

access the skills, resources and experience they need to capitalise on opportunities in the supply chain management profession and contribute to strong, resilient supply chains that are catalysts for economic growth and transformation. MJ discussed the importance of the mentorship aspect of the youth programme and urged young delegates at the conference to get involved. “A mentor can guide you, ask you challenging questions to make you think and help you to figure out where you need to be and how to find your way as you navigate your career.” SAPICS’s mentorship initiative connects young professionals with experienced mentors from the SAPICS community.

The 2021 Young Professional and Student Conference’s keynote speaker, Zinola Moodley, echoed MJ’s recommendations on mentorship. Zinola, who is originally from South Africa, is the Demand Planning Capability Lead at Mondelēz International in Singapore. In her presentation, she offered the young delegates advice on making holistic career and life choices and she praised her own mentor. “My mentor has been a huge help to me and a huge support for me in my career journey,” she said, and encouraged attendees to join the SAPICS Mentorship Programme and become a member of SAPICS as she herself did at the outset of her career. Zinola advised the young professionals to take a considered, measured approach in order to find career satisfaction. “It can be easy to jump from job to job and from company to company looking for the next best role. It can be easy to follow the money and the titles. It might

move you along the corporate ladder, but if you want to build a meaningful career, you should look for the right job, rather than just a pay cheque,” she stressed.

Data, analytics and artificial intelligence

The broad range of topics on the conference’s programme included supply chain digitalisation, supply chain planning, sustainable supply chains, data, analytics and artificial intelligence. Important general topics like gender consciousness, successful CVs and money management were also covered. “There is growing recognition of the importance of both technical and ‘soft’ skills in supply chain managers,” according to Tonya Lamb, SAPICS business development executive. In a recent survey, high-level executives ranked the most important skills for young professionals to have in supply chain jobs. Analytical skills were one of the top three must-have skills cited by 94% of respondents. People skills followed with 61% of the vote, while communication skills were rated as very important by 50% of respondents. Only 11% of the executives surveyed said that having a degree in supply chain management was a top qualifier,” Tonya reveals.

“A motivational keynote presentation discussing courage and authenticity in a time of transition was therefore a fitting ending to the outstanding 2021 SAPICS Young Professional and Student Conference,” she says.



Left: Zinola Moodley, Right: Garth Mahlangu.

“The journey into corporate leadership as a black female mother has also had its challenges and required mentorship to help shape my choices.”

Taelo Mojapelo, Chief Operating Office and Vice President of BP South Africa

Inspiring presentation

Taelo Mojapelo, Chief Operating Officer of bp South Africa and Vice President at bp, shared her insights in this inspiring presentation. “Our lives are filled with various moments of transition, from the time we are born right through to our sunset years. My personal journey is one of many transitions, and I have had to be courageous while remaining authentic as I navigated through those transitions,” she said. Like Moodley, Mojapelo, a long time SAPICS member, credited her mentors with helping to shape her career path, success and fulfilment. “The journey into corporate leadership as a black female mother has also had its challenges and required mentorship to help shape my choices. The presence of different mentors throughout my life has always been valuable as they have guided me on clarity of purpose, blind spot awareness and the importance of creating credible networks.”

Many Universities and Higher Education Training Institutions encouraged students to attend the 2021 SAPICS Young Professional and Student Conference. Because it was an online event, it offered young future professionals an opportunity to network with people from other countries in Africa and around the world. In his presentation, Garth Mhlangu from BMW highlighted how important this is. He told the young attendees that his initial application to BMW was given extra attention because he was a member of SAPICS.

The 2021 SAPICS Young Professional and Student Conference was sponsored by [Accenture](#), [OpenText](#), [Imperial](#), [Eazi Access](#) and [SAS Institute](#).



SAPICS 44TH CONFERENCE

12-15 JUNE 2022

Save the date!

The Call for Speakers for the 44th SAPICS Conference is now open!

This conference will be hosted at Century City Conference Centre, Cape Town, South Africa from the 12th to 15th June 2022 and we have every hope it will be an in person event! We will include some online elements.

We invite you to share your best practices, learnings, solutions, case studies and to deliver your thought leadership presentations and white papers to the delegates at the SAPICS Conference.

practical experiences for 44 years. The content and thought leadership created from these conferences is exceptional.


Please read below for submission criteria. Submissions will be open until 31 March 2022.

The SAPICS conference has provided an excellent platform for supply chain management professionals in Southern Africa to exchange knowledge and

 **ANSWER THE CALL HERE**

12-15 JUNE 2022

44th ANNUAL
CONFERENCE (HYBRID)

 **PURPOSE DRIVEN SUPPLY CHAINS**

CENTURY CITY
CONFERENCE CENTRE
CAPE TOWN, SOUTH AFRICA

SAPICS
THE PROFESSIONAL BODY FOR
SUPPLY CHAIN MANAGEMENT

THE LEADING EVENT IN AFRICA FOR SUPPLY CHAIN PROFESSIONALS

EXHIBITORS AT SAPICS 2021



USING THE RIGHT MACHINE FOR THE JOB CONTRIBUTES TO SUPPLY CHAIN OPTIMISATION

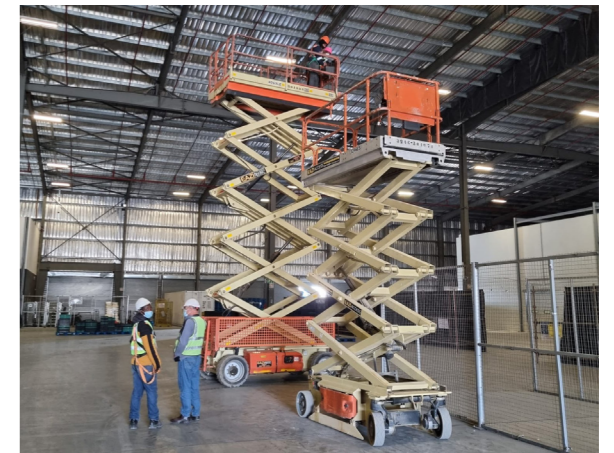


Supply chains are a complex network of organisations, people, processes and technology. While state-of-the-art technology solutions often make headlines, the robust, hardworking machines that are used in manufacturing, warehousing, distribution and transport are equally important to keep supply chains moving.

Using the right machine for the job – whether on a production line, in a warehouse, at a port or distribution centre – will deliver efficiency enhancements, safety benefits, time savings and cost reductions. At this year's 43rd annual SAPICS Conference, materials handling equipment leader Eazi Access showcased its latest solutions and was a proud sponsor of the event.

Eazi Access's journey to becoming Africa's market leader in the rental, sales, servicing and training of work-at-height and material handling solutions has seen the company partner with world leading equipment manufacturers. The proudly South African company was founded in 2003. "Safety is always a priority in everything that we do. We offer our customers a quality one-stop solution that gives them access to all our major OEM brands," states Louis Fourie, Business Development Manager: Heavy Industry at Eazi Access.

He notes that scissor lifts and work-at-height machines have replaced dangerous push ladders and cumbersome scaffolding. Eazi Access is South Africa's sole distributor of renowned JLG manufacturing lifting equipment, which includes boom lifts, scissor lifts, telescopic material handlers and low-level access lifts.



Scissor lifts and work-at-height machines have replaced dangerous push ladders and cumbersome scaffolding.

Fourie reveals that Eazi Access has added new premium models to its JLG Electric Scissor Lift Range, and was proud to present these to supply chain professionals at this year's virtual SAPICS Conference.

"We have added eight new models to our range. While the standard features of our Electric Scissor Lifts have always included a hydraulic drive offering value, serviceability and durability, the new ES models offer an electric drive with premium productivity and reliability.

"The new machines include two outstanding lightweight scissor lifts: the JLG ES1530L, which is a one-person unit with a 230kg capacity, and the JLG ES1330L, which is a two-person machine with a 230kg capacity. These units have an electric drive and are CE Compliant. At 900kg, they are lightweight, compact and offer a zero turning radius which is an industry exclusive for JLG," expands Fourie.

"Another excellent feature of these models is their superior service of greaseless components and simple PHP with less components. We look forward to our customers in the light industrial sector enjoying these convenient and cost-efficient machines."

THERE IS ALWAYS A SILVER LINING TO EVERY CLOUD



Supply chains are now front of mind and critical in the development and recovery of the economy. At least one benefit of the pandemic and their disruptions.

In today's world, **Relog** is at the forefront of developing supply chain infrastructure and solutions - that make supply chains more efficient, cost-effective and sustainable.

Relog was a management buy-out of our previous companies' Cape Town office. **Relog** was an opportunity to **RE**-invent ourselves, an opportunity to ensure that sustainability was part of our work going forward.

While efficiency, sustainability and environmental focus are a big part of Relog's DNA, hence the green colour. We understand that in order to remain relevant and leaders, it is imperative to keep evolving. As supply chains move towards a more connected and digital world, businesses in this space need to consider artificial intelligence (AI) and analytical solutions that link the digital with the physical supply chain.

In order to move forward we also needed to adapt our offering to the market in dealing with a more sophisticated customer, as supply chain and logistics is now seen as core competency in companies.

Why the name Relog? What does it mean? Where does it come from? We started with "Retail Logistics" and shortened it to **Relog**, but since we didn't want to be associated with retail only – so "re-inventing, re-engineering, re-cycling, re-imagining, reviving, redefining, re-creating" and also "re-turn" logistics are all synonymous with **Relog**.

This gives **Relog** the ability to develop efficient and productive solutions and ensure everything we do is sustainable and consistent with the drive for reduced impact on our planet. Productivity and efficiency, effectively drives a sustainable solution as less equipment, energy, people and effort are needed.

Relog is focussed on providing leading edge logistics and supply chain consulting services primarily in designing and developing supply chain and logistics infrastructure. Our focus is to develop facilities that give our customers a competitive edge. Effectively, the supply chain is the link between a supplier, grower or producer and the consumer. If we can get the supply chain to be more effective, cheaper, faster or more sustainable we gain competitiveness.

Using our team's extensive experience we are able to offer strategic supply chain strategies, these lead to best in class supply chain infrastructure and operations. We have successfully executed supply chain strategies in the past for most retailers and FMCG suppliers to align their supply chains to their market expectations and business objectives. Ultimately, we strive for significant savings to the supply chain costs, improvement in service to stores and customers and ultimately increased profitability. Our strength lies in the deep understanding of supply chain, logistics processes and operations ensuring we can deliver practical real solutions.

SAPICS MEDIA PARTNERS 2021

SAPICS thanks the media partners for the great exposure they have given the Association this year. It appreciates the promotion of the Conference and highlighting the great work that has been done this year.



GLTC HELPS BELGOTEX REDUCE ITS FOOTPRINT WITH NEW ELECTRIC FORKLIFTS

In its quest to reduce its impact on people and the planet, leading carpet and artificial grass manufacturer, Belgotex, has replaced 50% of its existing LPG fleet with 15 new Doosan lithium-ion (Li-ion) electric forklifts from Goscor Lift Truck Company (GLTC).

The move to Li-ion electric forklifts enables Belgotex to reduce its Scope 1 greenhouse gas (GHG) emissions from mobile sources, as well as risks associated with the volume of LPG stored and handled on site. In addition, the company's investment in solar energy over the past six years has allowed it to self-generate up to 2,4 MW of renewable energy, thus also reducing its scope 2 GHG emissions. In fact, the 15 new Doosan Li-ion electric forklifts, charged by solar supply, will help Belgotex to reduce its CO2 emissions by 855,4 tonnes over 84 months, which is equivalent to planting a total of 14 148 trees.

GLTC was Belgotex's supplier of choice as it was one of the first-to-market with tailor-made electric solutions in the local market, and has, over the years, exhibited great understanding of the Li-ion electric forklift market. Of great consideration were price, service delivery and warranties on equipment.

The new Li-ion electric range replaces Belgotex's existing fleet of LPG forklifts. The balance of the LPG-powered equipment will be replaced over the next three years. By replacing 50% of its existing LPG forklift fleet with Li-ion electric forklifts, Belgotex has decreased the total running costs as Li-ion electric units have proven to be cheaper to run than their LPG or diesel counterparts.



In addition, Li-ion electric forklifts offer lower maintenance costs as there is no need to pay for regular engine tune-ups or the refilling of transmission oil and motor fluid. Being maintenance-free, the Li-ion battery solution gives Belgotex peace of mind for the duration of the contract, while saving money across the board.

The models include the Doosan B40X-7 (2), B25S-7 (12) and B30S-7 (1). Jonathan Rall, Area Sales Manager at GLTC, says these Doosan 4-wheel electric counterbalance forklifts provide great power, excellent performance, enhanced safety, driving comfort, outstanding serviceability and reliability.

The latest technology and innovation using AC power means the ACT System (Active Control Technology) can maximise the efficiency of the motors to provide industry leading performance and drive characteristics. The machines' twin drive axle is controlled by an integrated drive controller. The twin drive axle effectively transfers the power and torque of the drive motor to the final drive for both smooth and quiet operation.

The elimination of motor brushes and commutators means that the electric motors are maintenance-free. The machines come with maintenance-free oil-cooled disc brakes. The enclosed brake system eliminates outside contamination, significantly extending the brake life up to five times longer when compared to conventional shoe brakes. The Doosan electric forklift range are also IP 54 rated so perfect for indoor and outdoor applications.

TRACKER CONNECT HAS PARTNERED WITH LOCUS



In a move to bolster its fleet offering, Tracker Connect, the largest vehicle tracking and telematics brand in South Africa has partnered with Locus, a future-ready platform that automates supply chain decisions, to power its Planning, Optimisation and Execution Management service, Tracker Track & Dispatch IQ. The partnership leverages Tracker's telematics expertise and footprint combined with specialist software capability from Locus to provide a holistic supply chain management solution.

Telematics data from subscribed vehicles is interpreted by the technology platform supplied by Locus to provide real-time transport analytics and insights. This complements the pre-existing Tracker insight into vehicle location and driver behaviour by delivering analytics that provide full visibility at an operational level around all aspects of route planning and deliveries. It also enables a comparison between planned versus actual performance.

Easy to implement, understand, and use, Tracker Track & Dispatch IQ empowers fleet managers to make immediate decisions based on automated, real-time fleet data through the Locus platform, which is an automated routing system that helps businesses seamlessly dispatch and manage resources on the ground, whilst automating key decision-making steps with the help of proprietary adaptive algorithms. This results in increased SLA adherence and reduced time, distance and operational costs. The platform has enhanced visibility from origin to destination with a feature-rich control tower dashboard, driver application and customer-facing tracking interface. Driver analysis and scoring paired with the artificial intelligence dashcam component for driver

authorisation and in-cab monitoring further enhances compliance management.

This smart management platform further assists fleets to obtain higher asset utilisation, better driver communication and seamless interactions with shippers and warehouses. These efficiencies offer significant cost and time savings to the business.

"We are excited to partner with an innovative Software-as-a-Service (SaaS) partner like Locus to bolster our solution sets," says Kobus Visagie, Executive: Business Solutions at Tracker South Africa. "Tracker Track & Dispatch IQ is a game-changer, translating into robust analytics and advanced routing and optimisation capabilities for our fleet customers that should produce significant benefits to these businesses in the areas of cost savings, revenue generation and increased service levels."

Piyush Sharma, Vice President of Business for APAC, GCC & Africa says, *"We are extremely excited about partnering with Tracker, which is a well-known and loved technology brand in Africa. Our solutions complement each other perfectly and open up great opportunities for us to explore the African market deeply, while unlocking significantly more value for our end customers. The pandemic & other unforeseeable events have made it extremely crucial to have a resilient supply chain. End-to-end visibility with Dispatch Management & Optimisation capabilities gives organizations that boost of agility which ensures they are ahead of the game. That's where this partnership unlocks great value for our clients and potential customers."*

The **body professionalising**

supply chain management

in Africa



Your partner in Africa providing:

- Professional designations
- International certifications
- Professional development
- Networking
- Membership
- Events
- Annual Conference

SAPICS
THE PROFESSIONAL BODY FOR
SUPPLY CHAIN MANAGEMENT

info@sapics.org.za | +27 11 023 6701

www.sapics.org.za