



## Awards: time to reveal all

Martin  
Bayfield  
hosts the  
night of  
the year

**GOING LOCAL**  
Xavier  
Urbain  
07



**AUTOMATION**  
Rise of the robots



New logistics challenges are opening up opportunities to use automation. **37**

**FORKLIFTS**  
Narrow-minded



The growth of online retail is helping drive the market for narrow aisle trucks. **43**

## INTRODUCTION



A delighted British Gas team celebrate winning the overall award.

# Absolutely delighted

British Gas faces the massive challenge of putting smart meters to every home in the UK - and its strategy has made it overall winner in the European Supply Chain Excellence Awards. No wonder the team was absolutely delighted. Report by **Nick Allen** and **Alex Whiteman**.



Johnathon Marshall, partner at PwC Consulting.

**B**ritish Gas took the overall Award at 2014 European Supply Chain Excellence Awards for the way its supply chain has responded to the challenge of putting smart meters into every home in the UK by the end of the decade. The Awards were presented in front of some 600 guests at a gala dinner at the Park Lane Hilton in London.

Dave Long, senior project manager at Centrica, said: "The British Gas team were extremely pleased to have won the two sector Awards, but are absolutely delighted to also have been named overall winner.

"The government have mandated for every UK household to be able to have a smart gas/electricity meter by the end of the decade. Winning these prestigious Awards is a great testament and recognition of the efforts everyone in the team have put in to give us an industry leading supply chain solution that will enable British Gas to scale to deliver for our customers and the UK, on this massive undertaking." The British Gas team was presented with the Overall Award by Johnathon Marshall, partner at PwC.

The awards were hosted by Martin Bayfield, the former England rugby player, who at 6ft 10in, is one of the tallest players ever to take the field.

The Individual Award went to chairman of The London Ambulance Service, Richard Hunt CBE. "I

am rarely surprised," said Hunt. "But this has truly surprised me, catching me off guard. It is a humbling experience."

John Lewis in partnership with Knapp won two Awards: Retail and E-tail, and Warehouse Initiative. John Munnely, head of operations at Magna Park, said: "It is a pleasure to achieve the double win," said Munnely. "I am picking this Award up on behalf of a fantastic team at John Lewis, and for the strong collaborative effort alongside Knapp."

**“I am picking this Award up on behalf of a fantastic team at John Lewis, and for the strong collaborative effort alongside Knapp.”**

**John Munnely of John Lewis, double winner, Retail and E-tail, and Warehouse Initiative**

The Awards are organised by *Supply Chain Standard* in association with PwC, and are unique in the depth of analysis involved in the judging process, which in turn makes them uniquely worth winning. A total of 72 organisations made it to the final stage of the Awards this year.

"Four years ago, the supply chain team of Sky D embarked on its journey - tonight we received the European Supply Chain Excellence Award," said Sebastian Hauptmann, collecting the Hi Tech,

## WHAT DOES IT TAKE TO WIN?

Winning a European Supply Chain Excellence Award can be a gruelling experience. Entrants are asked to provide us with a lot of information. In some cases where the judges feel they don't have enough information, they go back and ask for more.

Those entrants that make it through to the shortlist are invited to make a presentation to the judges and answer questions. We have a team of more than 40 judges made up of specialists from PwC, the team at *Supply Chain Standard*, and leading supply chain professionals.

In the process the judges look for five common characteristics of high performing supply chains – the five core disciplines. These are:

1. Does your supply chain help to deliver competitive advantage to your company – or is it a cost of doing business?

2. Are your processes and systems streamlined and integrated across the end-to-end supply chain – or are they

complex and fragmented?

3. Is the supply chain organisation structured and staffed for success – or is it an admin function staffed with the dead weights?

4. Have you built a collaborative operating model with a clear understanding of your core competencies – or are you a jack of all trades and a master of none?

5. Have you a clear understanding of how to measure success and is the organisation incentivised to deliver it – or do you measure everything and do nothing with it?

If the entry was for a special category – for example Sourcing and Procurement, or Customer Service there is less emphasis given to the core disciplines and more emphasis to the relative performance and achievement of each of the finalists. In addition, the judges give special attention to the demonstration of innovation and the commitment, passion and enthusiasm of entrants.



Host for the evening:  
Martin Bayfield.



“It is a huge honour for all the soldiers... They made it a reality with their tireless, hard work in Afghanistan.”

Major Lucy Anderson of the RLC, winner of Team of the Year

“I am rarely surprised. But this has truly surprised me, catching me off guard. It is a humbling experience.”

Richard Hunt, winner of the Individual Award

Communications & Electronics Award on behalf of Sky Deutschland. “It's a great honour for the whole supply chain team of Sky Deutschland to have won this Award and motivates us to continue our quest for excellence to the benefit of our customers, our shareholders and the employees of Sky Deutschland,” he added.

Accepting the Environmental Improvement Award on the behalf of The Co-operative Food, national transport support manager Justin Kirkhope said the win was the result of collaboration of the various teams involved. A sentiment echoed by Allport Cargo Services' group marketing and business development manager Clyde Buntrock.

“In accepting the Award for Logistics and Distribution, I have to acknowledge the collaborative effort involved,” said Buntrock. “We are absolutely delighted, and it is a testament to our solutions teams' hard work.”

Nisa with DHL was recognised for Training and Professional Development. Kristian Latham, DHL vice president of operations, said: “This is astonishing. A fantastic achievement and a commendation for our drivers and the work we've done.”

Team of the Year was the 27th Regiment of the Royal Logistics Corps which was tasked with getting the British army home from Afghanistan. Accepting

the Award, Major Lucy Anderson said the win had come as a total surprise. “It is a huge honour for all the soldiers, and it is on their behalf that we collect this. They made it a reality with their tireless, hard work in Afghanistan.”

The SME Award went to the fast rising Tangle Teezer, the speed of the company's ascent noted by web order co-ordinator Austin Lindsey as he collected the Award: “This is a great win for the team. We started off small. We are getting bigger.”

“It's a great honour for the whole supply chain team of Sky Deutschland to have won this Award and motivates us to continue our quest for excellence.”

Sebastian Hauptmann, Sky Deutschland, winner of Hi Tech, Communications & Electronics Award

And we will continue to grow, spurred on by the recognition this Award has provided.”

The Award for Third Party Logistics Provider of the Year went to Kuhne+Nagel. Bill Thatcher, Kuehne + Nagel Whitbread contract general manager, said it has been a pleasure working alongside Whitbread. “It's exciting to work with a company of Whitbread's quality and its brand reputation. And it's been an honour and pleasure being the facilitator of Whitbread's growth.”

## Charitable Partner

Teenage Cancer Trust is the only UK charity dedicated to improving the quality of life and chances of survival for young people with cancer aged between 13 and 24. It funds and builds specialist units in NHS hospitals and provides dedicated staff, bringing young people together so they can be treated by teenage cancer experts in the best place for them. It also educates young people in schools about cancer to help improve the speed and quality of diagnosis.

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**OVERALL WINNER** sponsored by PwC

# British Gas

**winner**► **British Gas****shortlisted**

- British Gas
- Infineon Technologies
- Kimberley Clark with Unipart Logistics
- Sky Deutschland
- John Lewis plc with KNAPP AG
- World Food Programme

**Picture:** The British Gas team fills the stage to accept the overall winner's Award. Johnathon Marshall of PwC, left, presented the award. Host Martin Bayfield is at the back on the right. This was British Gas's third win of the night - it won the Public Sector & Utilities category, along with the Supply Chain Strategy & Design category.

**W**inning a category at the European Supply Chain Excellence Awards is quite an achievement in itself. But what does it take to win the Overall Award? In effect, what we are asking here is: what are the characteristics of a world-leading supply chain?

Over the past eighteen years of the Awards the judges have been pretty consistent in what they look for in the Overall Winner. This year was no different.

It is a combination of factors: innovative strategies, dedicated and inspirational leadership, active team engagement, exemplary change management skills, evidence of applied metrics and results, passion and enthusiasm, operational excellence and above all else a recognition of the strategic importance of the supply chain to the performance of the business.

The process for determining the Overall Winner involves the assessment and comparison of each of the six Industry Sector winners.

So shortlisted for the trophy this year were – British Gas, Infineon Technologies, Kimberley Clark with Unipart Logistics, Sky Deutschland, John Lewis plc with KNAPP AG, and World Food Programme.

By winning their Industry Sectors all were candidates for the Overall Award and consequently the judges debated their attributes at length and compared their scores across the core disciplines. However, the battle for this year's top prize was clearly between two front-runners.

The judges were impressed by the fact that with John Lewis' entry all initiatives focused on the customer proposition and the cost to serve. Service levels were accounted for in minutes, not days, and the sophisticated warehouse automation deployed provided operational efficiencies with a high level of agility.

The development of the two adjacent Magna Park distribution centres has been a major investment for the omni-channel retailer, a commitment to its rapidly expanding base of online and bricks & mortar customers.

Over the past 18 months John Lewis has focused on increasing the capacity and capability of direct to customer operations, including automation of

packing and pick to carton technology. The Magna Park facilities handle the small, 'binnable' stock that account for the majority share of the product range and unit throughput for both the shop and online offer.

"Here's an organisation that step, by step, by step has grown and succeeded – leading the way in its sector. It has brought on-board some highly technical supply chain solutions, which has enabled them to steal a march on competitors.

"This is an impressive commercial story driven by supply chain effectiveness, in a very dynamic environment," say the judges. Undoubtedly, the initiative had great merit and strong strategic credentials, but there is yet more development to come.

British Gas has embarked on an enormous logistical and technical challenge. Under a UK government requirement for smart meters to be made available to the British consumer, the utilities company is to install over 50 million meters by 2020. Collaborating closely with key suppliers – DHL, Royal Mail and Tata Consultancy Services – British Gas has re-engineered its supply chain to support a dramatic up-scaling of their capabilities, from 1200 to 3000 engineers over the next three years.

The project has driven significant cost avoidance by automating manual processes, which reduces the need to recruit significant warehouse resource to support the scale up plans, and manual processing for engineers has been reduced by providing them with a simple ordering catalogue.

**Impressed**

The judges were deeply impressed by the way the utility company had embraced the challenge, created a strategy capable of meeting that challenge, and then managed change in the business to produce the operational requirements needed to deliver on the strategy.

This was a ground breaking project, fully supported and driven by the board. The KPIs presented to the judges were impressive, inventory turns on consumables carried by installation engineers were "exceptionally good", and the strategy implemented produced the results.

They also liked the clarity of the presentation and conviction and passion of the team. But in particular, the judges liked the fact that supply chain was now recognised and embraced at board level and was clearly influencing business strategy.

Announcing the Overall Winner at the Awards Night, Johnathon Marshall, partner at PwC, said: "There was one organisation that stood out. This organisation showed how their supply chain was used to create a genuine competitive advantage and an ability to shape their market.

"They responded to regulatory change, showed resilience to step-back and reassess how to respond, built a platform with the potential to collaborate with others, embraced new technologies to allow them to help their people be successful and serve their customers, and where now, they have a genuine seat at the top table... The Overall Winner of the European Supply Chain Excellence Awards 2014 is... British Gas."

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**RETAIL & E-TAIL** sponsored by Yearsley Logistics

# John Lewis plc with KNAPP AG

**winner**

► **John Lewis plc with KNAPP AG**

**shortlisted**

- House of Fraser with Norbert Dentressangle
- John Lewis plc with KNAPP AG
- Morrisons with Bibby Distribution
- Morrisons with Cinram
- Tesco with Damco

*Picture: From left: Harry Yearsley of Yearsley Logistics; head of operations at Magna Park Campus of John Lewis, John Munnelly; operations director at John Lewis, Dino Roccos; executive vice president of Knapp, Heimo Robosch; and host Martin Bayfield.*

**S**upply chain is absolutely critical to the commercial success of a retail organisation and for that reason, every year this is one of the most hotly contested categories.

The scope of the entry from Tesco with Damco was the implementation of a global supply chain for the launch of the Tesco Hudl. Damco managed the international air movement of the tablet, collaborating closely with all parties to ensure availability when it was needed. The device sold more in two days than any other brand of tablet over the busiest week of Christmas 2013.

Achieving success meant dynamic route management through multiple transit gateways across Europe, all set against an air freight market that had other major hi-tech launches underway, such as the PS4 and Xbox One, iPhone, iPad Mini, along with others. The judges liked the tight control of the logistics operation and the close collaboration required to achieve the objective. However, there was one clear winner in this category and that was John Lewis plc with Knapp AG.

Sustained growth in traditional department stores, coupled with direct to customer sales and the successful launch of the smaller footprint 'At Home' stores has led John Lewis plc to think very differently about how they operate as an omni-channel business. Over the last three years the company has invested heavily in automation at the company's two sites at Magna Park, working closely with Knapp AG to achieve a customer focussed



strategy for fulfilment to stores and directly to customers across a range of 120,000 skus. The judges were impressed by the service levels focused on minutes not days – and the agility achieved with the automation.

The benefits to the business were clearly evident, with year-on-year reductions in inventory, tighter control of stock and a subsequent increase in shop floor selling space. They liked the end-to-end internal collaboration and the way the retailer and automation supplier worked in unison to create a distribution operation that was geared to delivering results. This was an entry that was highly applauded by the judges and consequently the decision was taken to award the trophy for Retail & e-Tail to John Lewis plc with Knapp AG.

**CONSUMER PRODUCTS** sponsored by DACHSER

# Kimberly-Clark with UTL

**winner**

► **Kimberly-Clark with UTL**

**shortlisted**

- Canon Europe with E2open
- Henkel AG & Co. KGaA
- Kellogg's with Voiteq
- Tangle Teezer
- Whitbread with Kuehne + Nagel
- Kimberly Clark with Unipart Logistics

*Picture: From left: Nick Lowe of Dachser; Mark Wells, European supply chain director at Kimberly Clark (holding the trophy); Stuart Thomas, account director at UTL; and host Martin Bayfield.*

**T**wo years ago the winner of this category, Danone Baby Nutrition, also took the Overall Award; so standards are high in the Consumer Products sector. This year the competition was certainly strong again with plenty of high scores. But the two top runners were Whitbread with Kuehne + Nagel and Kimberley Clark with Unipart Logistics.

For Whitbread, Kuehne + Nagel delivers 44 million cases, 364 ½ days a year to 2,879 delivery locations – with 44 per cent of the volume arriving 'just-in-time'. The partnership has tackled the full integration of Costa International, while delivering year-on-year SLA improvements, a continued positive reduction in stock loss, alongside double digit percentage growth for both Premier Inn and Costa. In particular, two key initiatives impressed the judges, the efficient bringing online of a second DC in the UK and the running of 1200 Costa outlets in 35 countries from Wellingborough. The entry from Whitbread demonstrated strong collaboration, clear processes and sound backing from the top. But, one other entry that just had the edge.

The entry from Kimberly Clark with Unipart Logistics centred on a very specific challenge the consumer products company was facing in its Italian network. Due to a strategic decision to exit a number of European product markets, some manufacturing sites were to close, putting pressure on others to deliver increased capacity. In Italy the restructuring of the network required the merging of two warehouses. Kimberly Clark tapped into



Unipart Logistics' expertise in 'lean' transformation to deliver significant results. The judges thought highly of the methodical and well planned approach to taking costs out of the operation, trimming significant amounts through examining site processes and improving productivity, embedding a continuous improvement culture, increasing adherence to booking slots by 51 per cent, devising a way of creating 4,000 new pallet locations, and using collaborative problem solving to synchronise the warehouse with manufacturing.

The judges felt that the transformation was clearly exemplary and deserved the category trophy – "this was a compelling story, with full engagement from the workforce." So the prize went to Kimberly Clark with Unipart Logistics.



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## Infineon Technologies

**winner**▶ **Infineon Technologies****highly commended**▶ Edwards Vacuum with  
LCP Consulting**shortlisted**

- ▶ British Airways with DHL
- ▶ Edwards Vacuum with LCP Consulting
- ▶ Infineon Technologies

*Picture:* From left: Timothy Welch, managing director of Demand Solutions; Katharina Specht, Infineon supply chain manager automotive; Tony Smyth, Infineon executive director Infineon Ireland; Magdalena Dziwak, Infineon customer logistics manager Europe; Thomas Ponsignon, Infineon senior staff expert supply chain & Nominated for Rising Star Award; Thomas Kaufmann, Infineon vice president of supply chain automotive & former project leader of BEAR Project; Zarah Saboor, Infineon customer logistics manager Europe; Rainer Baumann, Infineon senior director customer logistics management Europe; Christine Wuka, Infineon supply chain manager automotive; Ian Byrne – Infineon customer logistics manager Europe; Paul Blome, Infineon project manager BEAR Warstein; Martin Bayfield, host.

Last year this category produced the overall winner with an entry from Jaguar Land Rover with Unipart Logistics. But would it do so again in 2014? The scores were good and were reasonably close – particularly so between Infineon Technologies and Edwards Vacuum with LCP Consulting.

Edwards manufactures vacuum products for specialist industrial applications, such as semiconductor production and scientific instruments. The judges were impressed by the way Edwards had changed the culture and enhanced collaboration, both internally and within the supply chain. Clearly, significant improvements had been made, and the scores were high, but for the judges, the Infineon Technologies entry had the edge. The judges Highly Commended Edwards Vacuum with LCP Consulting.

The entry from Infineon Technologies shone a light on the highly competitive world of semiconductor manufacture, where extreme volatility in the market coexists with great complexity. Infineon's supply chain spans the whole organisation, which consists of more than 20 production sites worldwide. The company recently



brought in automated, transparent and flexible production control systems into its Back End sites, to enhance line control and capacity management. The project has revolutionised the back end factory floor. With the removal of manual data handling, human quality checks, and hardcopy paper – and the addition of automated data acquisition, automated validation of tools and materials – the roles of workers in the Back End has changed dramatically. Far less micro management is involved in production and as a result, fewer managers are needed to organise the factory floor, freeing them to use their talent elsewhere.

The judges recognised the complex challenges faced in implementing such a major project across a global supply chain and for this reason awarded the prize to Infineon Technologies.

**HI TECH, COMMUNICATIONS & ELECTRONICS** sponsored by Flextronics

## Sky Deutschland

**winner**▶ **Sky Deutschland****shortlisted**

- ▶ Sky Deutschland
- ▶ Telefónica UK
- ▶ Nokia Networks
- ▶ Sky with Cinram

*Picture:* From left: Sebastian Gerber, Sky Deutschland; Mike Meades Flextronics, Daniel Zeuner, Sky Deutschland; Peter Neubauer, Sky Deutschland; Lydia Otto, Sky Deutschland; Dr Sebastian Hauptmann, Sky Deutschland; Dr Alexander Matzner, Sky Deutschland; Felix Engler-Hamm, Sky Deutschland; Henry Börnicke, Sky Deutschland; Martin Reuss, Sky Deutschland; and host Martin Bayfield.

The Hi Tech, Communications & Electronics category is traditionally one of the hardest fought and has regularly produced the Overall Winner. Although it failed to achieve that accolade this year, the scores were still high. The two front-runners for the trophy were Telefónica UK and Sky Deutschland.

Telefónica UK was last year's category winner, so Sky Deutschland was up against stiff competition.

Customer experience is central to Telefónica UK's continuous programme of transformation. This year's submission focused on the O2 Recycle service, a trading tool that underpins O2 Refresh and the company's 4G proposition on pricing. With O2 Recycle, the reach of the extended Telefónica and O2 Recycle team is huge, with over 100 stakeholder relationships being managed by its supplier, Redeem, across a myriad of functions. The result is a Digital Returns & Repairs programme that is digitising the world of after-sales.

The judges recognised the initiative's contribution to corporate social responsibility, as well as the wider benefits to the business, but it wasn't enough to take the prize.

Recognising issues regarding customer service, Sky Deutschland has, over the past five years, devoted considerable effort to transforming its supply chain to enhance the experience for customers regarding returns. Sky's rental model for Consumer Premises Equipment expects to have hardware returned two to three times during its life



cycle. But with the dramatic growth of the business, so too have returns. The company has used Stormtest Technology for automated fault diagnosis and streamlined its repairs operation, which together with a range of initiatives, has resulted in a substantially more cost-efficient operation and demonstrably higher levels of customer satisfaction.

The judges felt that this was an excellent example of supply chain working with suppliers and sales to deliver a significant turnaround. There was good evidence of strong analytics, the use of integrated data and a clear vision of where the business wanted to be. The company had used technology to put its supply chain at the leading edge of customer service. The judges were unanimous – the Award for Hi Tech, Communications & Electronics had to go to Sky Deutschland.

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## British Gas

## winner

## ▶ British Gas

## shortlisted

- ▶ Connect Education & Care with ToolsGroup UK
- ▶ North Middlesex University Hospital NHS Trust (NMUHT) with Crimson & Co
- ▶ Nottingham Trent University
- ▶ Travis Perkins Group with Crossrail

*Picture: From left: John Harvey CBE from Keswick Enterprises; David Long, senior project manager; Des Duggan, business improvement manager (holding the award); Joe McGuill, senior business change manager; Jenny Dutton, metering settlements manager; Avi Sengupta, SAP development manager; Dan Healey, head of business change; and host Martin Bayfield.*

The Public Sector & Utilities sector covers a broad area and consequently judging entries for this Award is a particularly difficult task. However, this year there was one clear winner.

But there were strong entries from North Middlesex University Hospital NHS Trust with Crimson & Co and also, Travis Perkins.

By moving transactional procurement to a shared service centre, North Middlesex University Hospital NHS Trust has enabled its staff to focus on strategic procurement projects, such as equipment procurement for a new maternity unit and an innovative income generation project. The judges could see close collaboration between five trusts in setting up the shared service centre, but unfortunately, there was a lack of hard evidence to back up the benefits.

Then there was Travis Perkins with Crossrail. Providing materials for one of the country's largest infrastructure projects was a major challenge – co-ordinating deliveries using a core fleet of over twenty specialist and compliant vehicles operated from a nucleus of ten strategically located branches. There were plenty of examples of good operational practice, but the judges wanted a little more.

The sheer scale and complexity of the challenge facing British Gas – with the UK government's requirement for every user to have a Smart Meter – made their entry compelling. Over 50 million smart meters are to be installed in homes and small businesses by 2020. A transformed supply chain supports a current national field force of 1300 engineers, with scalability to rapidly ramp-up numbers four-fold. Together with support from



DHL for warehouse management, Royal Mail for national distribution, and Tata Consultancy Services for SAP system changes, British Gas has put in place an impressive structure to deliver the required results. The project has driven significant cost avoidance by automating manual processes, which reduces the need to recruit significant warehouse resource to support the scale up plans, and manual processing for engineers has been reduced by providing them with a simple ordering catalogue.

The judges were impressed by the improvements to inventory and working capital achieved through the supply chain transformation. They also liked the clarity of the presentation and conviction of the team. But in particular, the judges liked the fact that supply chain was now recognised and embraced at board level and was clearly influencing business strategy. Without a doubt, this was the winner – the Award had to go to British Gas.

## AUSTERE ENVIRONMENTS &amp; CONTINGENCY LOGISTICS

## World Food Programme

## winner

## ▶ World Food Programme

## shortlisted

- ▶ 27 Regiment, Royal Logistic Corps
- ▶ Evolution Time Critical
- ▶ PJHQ

*Picture: from left: Stuart Beeby of Sotheby's; William Hart, deputy director government partnerships; Nils Van Wassenhove and Sergio Silva, supply chain officers; Mirjana Kavelj, chief supply chain office & logistics development, from the World Food Programme; and host Martin Bayfield.*

This new category highlighted some outstanding work, not only from the World Food Programme but also the Permanent Joint Headquarters, the Royal Logistics Corps and Evolution Time Critical.

Evolution Time Critical is a specialist in emergency logistics for the automotive industry and its entry highlighted the skills it has to offer.

The entries from Permanent Joint Headquarters and the Royal Logistics Corps both focused on the military redeployment from Afghanistan. The Permanent Joint Headquarters developed the high level plan that coalesces the activities of a wide range of defence and third party logistics and engineering providers, delivering an integrated and coherent approach across the supply chain. The Royal Logistics Corps operated the Theatre Logistics Group in Camp Bastion. During this time, the Theatre Logistics Group sustained over 10,000 military and civilian personnel by simultaneous air and surface re-supply routes, 24 hours-a-day, 7 days-a-week and in austere environmental conditions.

The United Nations World Food Programme reaches more than 80 million people with food assistance in over 75 countries every year. The World Food Programme's supply chain is paramount in fulfilling our humanitarian mandate of eradicating



hunger in all its forms. Supply chain management in the World Food Programme is an end-to-end process covering all functions and processes starting with planning, followed by sourcing, and all the way to delivery. The supply chain management functions tie into the World Food Programme's design and mobilisation of resources upstream; implementation of programmes, monitoring and evaluation downstream.

The judges said the winning organisation achieved very high targets and showed evidence of highly effective strategic processes. The award went to the World Food Programme.

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**INDIVIDUAL OF THE YEAR** sponsored by Supply Chain Standard**Richard Hunt CBE, chairman, London Ambulance Service**

## winner

► **Richard Hunt CBE, Chairman, London Ambulance Service**

**R**ichard Hunt is currently chairman of the London Ambulance Service NHS Trust – a massive logistical challenge. Not only that, he has been international president of The Chartered Institute of Logistics and Transport, having been instrumental in its creation in 1999. He is also a past chairman and president of the institute.

In the 1990s he was chief executive Europe for Exel Logistics where he was

responsible for six business units employing 25,000 people and with sales of some £800 million.

Between 2002 and 2005 he was chief executive of Aviance, the ground handling support and aviation logistics company. He also spent five years with The Highways Agency Advisory Board.

And he is an advisor to the MOD as a Colonel in the Engineer and Logistic Staff Corps RE(V) heading up the logistics group. Richard was appointed CBE for services to logistics and transport in the 2004 New Year Honours. The judges were unanimous that Richard is a worthy winner of the individual contribution Award.



From left: Managing director of Akabo Media, Stephen Brooks; Richard Hunt CBE, chairman of the London Ambulance Service; and host Martin Bayfield.

**TEAM OF THE YEAR** sponsored by KNAPP**27 Regiment, Royal Logistic Corps**

## winner

► **27 Regiment, Royal Logistic Corps**

**T**he winner of this award went to a team which demonstrated great passion and enthusiasm.

Operating in a land-locked country at the vanguard of a 4,000 mile re-supply route from the UK required the Theatre Logistic Group to be resilient, proactive and flexible at all times. Faced by fiscal constraints and the harshest of desert conditions, it was incumbent on all personnel to deliver value for money to defence on a daily basis, especially during the redeployment

phase. This required all UK assets to be returned to the home base in 'good order' by 31 December 2014 for use on future operations.

Overall, the UK redeployment mission in Afghanistan was advanced by five months during Operation HERRICK, in no small part due to the efforts of personnel in the Theatre Logistic Group. Suffering acute resource shortages, extreme summer temperatures of up to 40 degrees C, regular dust storms and a rejuvenated enemy, it is fair to say that their 'adapt and overcome' mantra was put to the test. Not surprisingly, the judges were impressed by the team spirit and judged 27 Regiment, Royal Logistic Corps worthy winners of the Team of the Year Award.



From left: Lt Col James Sunderland, CO 27 Regt RLC; David James of KNAPP; Lt Col Toni Martin, previous CO 27 Regt RLC; Maj Lucy Anderson, OC 8 Sqn, 27 Regt RLC; host Martin Bayfield.

**3PL OF THE YEAR****Kuehne + Nagel**

## winner

► **Kuehne + Nagel**

**T**he 3PL of the year award aims to recognise the benefits provided by a 3PL in improving a client's supply chain. The winner of this Award has been chosen from all of the entries on the shortlist along with nominations gathered from both judges and peers within the industry.

Kuehne-Nagel won the Whitbread business in 2008 and has been on a journey since of partnership, innovation and growth that now delivers 44 million cases to 2,879 delivery locations seven days a week, with almost half the volume being "Just in Time".

It has use its existing network to offer a competitive advantage by using the shared user warehousing within the Food Services Division. The Whitbread contract currently operates in 255,000 sq ft of warehousing. The judges were particularly impressed by the level of collaboration between K+N and Whitbread. Both parties align themselves in terms of training, for example. In terms of K&N there has been a significant investment for the future in personnel.

The senior management meet within the weekly interface to ensure day to day effectiveness and the Directors of KN Food Services and Whitbread Logistics also meet regularly to ensure that both parties are aligned.

The commitment to collaboration made a big impression on the judges and Kuehne + Nagel were worthy winners.



From left: Theo De Pencier, Freight Transport Association; Paul Twining, contract manager at Kuehne + Nagel; Steve Guy logistics operations manager at Whitbread; Bill Thatcher general manager at Kuehne-Nagel; and host Martin Bayfield.

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**SUPPLY CHAIN STRATEGY & DESIGN** sponsored by Supply Chain Standard

## British Gas

**winner**▶ **British Gas****shortlisted**

- ▶ British Gas
- ▶ Canon Europe with E2open
- ▶ Kimberley Clark with Unipart Logistics
- ▶ Travis Perkins plc

*Picture: From left: Nick Allen, contributing editor of Supply Chain Standard; David Long, senior project manager; Des Duggan, business improvement manager (holding the award); Joe McGuill – senior business change manager; Avi Sengupta, SAP development manager; and host Martin Bayfield.*

Supply chain strategy is obviously a fundamental element of an excellent supply chain, so this category gives a strong pointer to the possible overall winner. From the four shortlisted entries for the Supply Chain Strategy & Design category, two scores clearly stood out above the rest – Kimberley Clark with Unipart Logistics and British Gas.

With a strategic business decision to close a number of European manufacturing sites, Kimberley Clark faced the challenge of increasing the performance of the remaining operations. The consumer products company worked with 'lean transformation' specialists, Unipart Logistics, to restructure the Italian network and combine the operations of two warehouses into one. Detailed analysis of processes and a forward plan at the Romagano site involved a three-phase approach, looking at network, value stream mapping, and a site transformation programme.

The judges were impressed by the operational improvements that were delivered, in line with the overall strategy. Close collaboration between the various parties and a fully engaged workforce has resulted in considerable savings and a slick re-designed network. The judges were agreed that there was clear evidence of achievement, but they were up against an exceptional contender for the trophy.

Under a UK government requirement for Smart Meters to be made available to the British consumer, British Gas has embarked on an enormous logistical and technical challenge to



install over 50 million meters by 2020. Ramping-up the operation to meet the challenge has meant considerable change to systems and close integration with key suppliers – DHL for warehouse management, Royal Mail for national distribution and Tata Consultancy Services for changes to the core SAP system.

This was the winning entry for the judges. They were impressed with the sheer scale of the scheme and the strategic changes that needed to be achieved to reach the government's targets. The KPIs presented were impressive, inventory turns on consumables carried by installation engineers were exceptionally good, and the strategy implemented produced results. "They have taken the challenge and presented a compelling story", say the judges. So British Gas was awarded the trophy for Supply Chain Strategy & Design.

**E-FULFILMENT** sponsored by Route Genie

## Sky with Cinram

**winner**▶ **Sky with Cinram****shortlisted**

- ▶ House of Fraser with Norbert Dentressangle
- ▶ Shop Direct with Kewill
- ▶ Sky with Cinram

*Picture: From left: Geoff Taylor from Route Genie; Michael Siebert, head of operations, Sky Store; Dean Watkins, business development director, Cinram; Nicola Bamford, director, Sky Store; host Martin Bayfield.*

In recent years E-fulfilment has grown dramatically in importance, as most organisations now look to the internet for an ever increasing proportion of their sales. But the challenges of picking in singles, rather than cases, and the necessity to pursue the highest levels of accuracy and service, has made this one of the most interesting categories for the judges.

Two front-runners emerged: Shop Direct with Kewill and Sky with Cinram. As a multi-brand digital retailer, Shop Direct delivers 46 million products every year to millions of active customers, generating £1.7bn in annual sales through well known brands such as Very.co.uk, isme.com and Littlewoods.com – and via catalogue orders.

This entry with Kewill centred on Shop Direct's dropship operation where 7.7 million items are dispatched from 275 suppliers. Here the company wished to make orders fulfilled via drop ship indistinguishable from orders fulfilled via their distribution centres, and at the same time, greatly increase the range of products available to customers. Benefits included: real-time stock availability, enriched collation opportunities across the supplier base and fewer cancelled orders. All in all, this was a good entry.

Sky with Cinram's entry was seen as an industry first. Here a platform has been developed where Sky Store customers are offered a dual proposition, to



order a movie just using their remote control and receive both a digital copy on their set top box and the physical DVD in the post just a few days later. The judges liked the level of collaboration between the parties. KPIs were also exceeding targets.

The judges said, "This is transformational for the business. The fact that they got the digital and physical elements working as a single channel is exemplary. Most organisations have to create separate supply chain models, which creates complexity. They have changed the way they operate, and are clearly getting the benefits from it." So the Award for E-fulfilment went to Sky with Cinram.

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## SOURCING &amp; PROCUREMENT

## Matrix APA

## winner

## ▶ Matrix APA

## highly commended

## ▶ Liberty Global/Telenet &amp; BVC Spot Buy center

## shortlisted

- ▶ Liberty Global (T.A. Telenet NV)
- ▶ Matrix APA
- ▶ North Middlesex University Hospital NHS Trust (NMUHT) with Crimson & Co
- ▶ Sky Deutschland
- ▶ Vodafone

*Picture: From left: Harry Zalk, sales director; Chris Sturman, FSDF; Wendy Kent, chief operating officer; Danielle Nodwell, head of marketing; Amanda Lockley, head of corporate social responsibility; Martin Bayfield.*

The two top contenders for the Sourcing & Procurement Award were Liberty Global (TA Telenet NV) and Matrix APA.

Telenet, the largest provider of cable broadband services in Belgium, wanted to concentrate on core spend but found that the tail was consuming too much time. Through outsourcing the tail, Telenet has been able to maximise savings and minimise the total cost of procurement, coordinate and aggregate purchases across the organisation, reduce maverick "off-contract" spending, decrease the supply base and move almost every supplier to digital invoicing. Major savings have been achieved and procurement managers no longer need to spend time on small, insignificant purchases. The results demonstrated to the judges showed that the initiative had created value for the organisation and had allowed time to be freed up for managers to focus on important contracts. The judges liked the approach taken and the way it was executed and for this reason decided to Highly Commend Telenet.

Matrix APA is achieving significant change in a notoriously challenging space, that of social and ethical sourcing. Matrix is making strides to bridge the gap and align buying practices with its sourcing and ethical strategy. In addition, it is focused on raising awareness internally and to its clients, as to the impact that their buying decisions have on the workers making the products.

The judges were impressed by this SME's



dedication to checking compliance through their own China-based team of full time auditors, but also, its objectivity in striving for transparency and driving change through education and training. As a member of the Ethical Trading Initiative, the company sets social and ethical KPIs to help its merchandisers consider CSR as part of the critical path, while at the same time managing and educating the buyers. The judges recognised the difficulties that many companies have in ensuring social and ethical compliance in the factories from which they source and were therefore impressed by the standards set and the effort being made by an SME in this space. So the Award for Sourcing & Procurement went to Matrix APA.

## CUSTOMER SERVICE &amp; SUPPORT

## Starbucks with Gist

## winner

## ▶ Starbucks with Gist

## shortlisted

- ▶ IBM ISC
- ▶ Sky Deutschland
- ▶ Starbucks with Gist

*Picture: From left: Malory Davies, editor of Supply Chain Standard; John Ackroyd and Mike Flynn of Gist, Tom Shahbazi and Steve Belke of Starbucks; and host Martin Bayfield.*

When it comes to excellence in supply chain management, what matters more than customer service? Well, not a lot. That's why the judges are always particularly keen to seek out and recognise 'best practice' examples in this category.

Sky Deutschland offers over 70 TV channels and has 3.7 million subscribers in Germany and Austria. However, in 2009 the company embarked on a major restructuring programme to transform and radically improve its customer service offering. A corner stone of this initiative was a supply chain turnaround as 80 per cent of tasks for the technical field service team were fixing problems, rather than installing new customers (most self-install). As these customers were likely to be disgruntled, the key was to turn this moment of truth from an "ouch" into a "wow". Through a series of initiatives, volumes of work orders were dramatically increased, the number of partners in the network was consolidated to a tenth of its original size and through a focus on performance management and regular training, productivity nearly doubled. Since 2011, customer satisfaction has risen significantly. This was all impressive stuff.

However, the judges could not ignore the attention to detail and impressive way in which Starbucks, in partnership with Gist, has approached customer service. Every Starbucks store is fully replenished with just one delivery, leaving Starbucks employees ready to trade when they arrive each morning. Changes to the supply chain includes a



new consolidated transport and warehouse operation bringing together dairy, ambient non-food, fresh chill and pastry products (unique globally for Starbucks) – reducing store deliveries from up to 20, from a number of suppliers throughout the day, to just seven per week. As the single delivery is made off-peak and over-night, distractions and preparation time for Starbucks employees have been dramatically reduced. In addition, Gist drivers place all products directly into the required locations – chilled products straight into fridges, ambient products into backroom storage and frozen products into store freezers. Drivers then remove excess delivery equipment and re-secure the store.

The judges liked the low impact that the replenishment of stores now had on the customer experience. The trophy went to Starbucks with Gist.



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## SUPPLY CHAIN OPERATIONS sponsored by E2open

## FitFlop

## winner

## ► FitFlop

## highly commended

## ► Tangle Teezer

## shortlisted

- FitFlop
- Henkel AG & Co KGaA
- Morrisons with Cinram
- Nokia Networks
- Telefonica with DHL
- Tangle Teezer

*Picture:* From left: Michael Lindner of E2Open; FitFlop supply chain manager Letitia Meadows; FitFlop operations director Gary Cann; FitFlop operations manager (Asia) Toby McCarthy; and host Martin Bayfield.

Supply Chain Operations is a category where the judges expect large companies to perform well. But, this year, they were particularly impressed by two small entrepreneurial enterprises that had quickly identified the importance of a high performance supply chain in developing the business - Tangle Teezer and FitFlop.

The presentation from the detangling hairbrush maker, Tangle Teezer, outlined how the fast growing business had used disruptive technology to its advantage. In the first six months of this year alone the organisation experienced 91 per cent growth year-on-year.

Through analysis the company realised it needed parallel supply chains to accommodate the high volumes of its standard product portfolio throughput and an increasing array of high variation – low demand SKUs dictated by customer import/receipt criteria. By implementing strategic purchasing, guide metrics and consolidated procurement, along with additional tooling, the company was able to afford increased production capacity. The judges Highly Commended Tangle Teezer.

The shoemaker, FitFlop, was established just seven years ago with a handful of employees. Today, 24 million pairs of shoes later, the company has 200 employees, a diverse supply base from eight factories in four countries in the Far East and a distributor network stretching across 50 countries worldwide. Again, aligning the supply chain to rapid



growth has been the challenge.

Drawing inspiration from a slip streaming technique used in cycling races, FitFlop implemented Project Peloton, a business wide, critical path planning process, endorsing a culture of on-time delivery for every aspect of sourcing, design, production and delivery of an excellent product within a required margin range and selling period.

The judges were impressed by the way the company had embraced supply chain and placed it at the heart of the enterprise to take the business on to the next level. In addition, there were plenty of metrics to prove the benefits.

So the Award for Supply Chain Operations went to FitFlop.

## ENVIRONMENTAL IMPROVEMENT

## The Co-operative Food

## winner

## ► The Co-operative Food

## shortlisted

- Henkel AG & Co KGaA
- HMV with Cinram
- Off Piste Wines with Uniserve Drinks Logistics
- The Co-operative Food

*Picture:* From left: Brodie McMillan of Whitbread; The Co-operative Food's Mark Leonard and Justin Kirkhope; and host Martin Bayfield.

The Environmental Improvement category is always one of the most hotly contested categories in the European Supply Chain Excellence Awards. Most organisations are now fully aware of the importance environmental performance plays in both building brand value and achieving strong competitive positioning.

Henkel presented an interesting case outlining a number of sound initiatives. But the judges felt it was early days and therefore would be interested to see what their results would look like next year.

Off Piste Wines with Uniserve Drinks Logistics was a compelling story. The industry's switch to bulk wine imports has greatly reduced the number of sea freight containers to the UK. By re-engineering the supply chain, UK road miles per load have been reduced by 88.8 per cent. As a consequence, costs have been reduced. But they were up against a very strong candidate - The Co-operative Food.

The Co-operative Food's logistics carbon reduction programme and store waste backhaul initiative have made a significant impact on the company's carbon footprint and use of landfill. In 2013 alone fuel consumption decreased by 1.2 million litres and emissions reduced by 3,826 tonnes CO<sub>2</sub>e. Compared with 2006, emissions from food distribution have decreased by 31 per cent, and 32 million fewer miles were driven in 2013. Last year the company's waste backhaul initiative was rolled out to all sites, involving in-store segregation of waste into four streams and the return of waste to



DCs. The judges were impressed by the scale of the project – covering over 2,800 food stores, 12 distribution centres and the entire road distribution fleet. Vehicle engine improvement played their part, but savings have mainly been achieved through investment in logistics planning software, fuel-efficient driver training and retrofitting 195 vehicles with aerodynamic improvements.

The Co-operative Food had delivered and quantified the results, and there was a qualitative narrative. This was a major change programme for the retailer's logistics operations – “it was in a league of its own”. The judges thought the team was “professional, knowledgeable and committed”. The 2014 Award for Environmental Improvement went to The Co-operative Food.

Shortlisted for



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**LOGISTICS & DISTRIBUTION** sponsored by Cinram

# Sainsbury's with Allport Cargo Services

**winner**

- ▶ **Sainsbury's with Allport Cargo Services**

**highly commended**

- ▶ Whitbread with Kuehne + Nagel

**shortlisted**

- ▶ Gatwick Airport with DHL
- ▶ Sainsbury's with Allport Cargo Services
- ▶ Starbucks with Gist
- ▶ Tesco with Damco
- ▶ Whitbread with Kuehne + Nagel

*Picture:* From left: Iain Bartholomew, Sainsbury's, Sophie Kennedy, Cinram; Vijay Madlani, Sainsbury's; Fiona McKay, ACS; Clyde Buntrock, ACS; Matthew Buttery, ACS; Phil Sugden, ACS; Jeannine Chapman, ACS; Martin Bayfield, host.

**A**s expected, the Logistics & Distribution category received a great number of entries again this year – and hence, the shortlist was long, making the judges' task that much harder.

Good practical examples of sound process improvements were evident from all the entries, and all were noteworthy and commendable. Three received very similar scores, but two stood out – Whitbread with Kuehne + Nagel and Sainsbury's with Allport Cargo Services.

The entry from Whitbread with Kuehne + Nagel outlined the close collaboration between the two organisations, with Kuehne + Nagel's network providing two DCs, six multi-user cross docking facilities, and a fleet of 200 multi-temperature vehicles to service the needs of six Whitbread brands. The logistics service provider manages around £360 million worth of inventory ordering a year for Whitbread and now delivers internationally to 35 locations worldwide across Europe, Africa and Asia. The judges highly commended Whitbread with Kuehne + Nagel.

Close collaboration was also central to the entry from Sainsbury's with Allport Cargo Services. Here the focus was on Sainsbury's origin pick programme, which has revolutionised the retailer's flow of general merchandise product into the UK from overseas sourcing locations. Added-value origin operations now provide 100 per cent availability of sale stock in every domestic store. This was a matter of integrating the systems of both



parties on a global scale to deliver a single stock view from overseas factories through to UK stores.

The result is a seamless flow of product and milestone information, providing financial benefits that are clear to see. The judges said: "This is an impressive aspect of globalisation – a forwarder that has taken lessons from the textile trade and applied them to retail". They liked the way the solution leverages local strengths and offers flexibility, along with high accuracy. There was evidence of excellent co-operation, innovative thinking and great pragmatism – all achieved through shared objectives and working as one team. For the judges, this was the winner. So the 2014 trophy for Logistics & Distribution went to Sainsbury's with Allport Cargo Services.

**WAREHOUSE INITIATIVE** sponsored by IntraLogisteX

# John Lewis plc with KNAPP AG

**winner**

- ▶ **John Lewis plc with Knapp AG**

**shortlisted**

- ▶ Diamantis Masoutis S.A with Business Concept Supply Chain
- ▶ John Lewis plc with Knapp AG
- ▶ Morrisons with Bibby Distribution
- ▶ Supergroup with Clipper

*Picture:* From left: Tony Kaminski of IntraLogisteX; executive vice president of Knapp AG, Heimo Robosch; operations director at John Lewis, Dino Rocos; head of operations at Magna Park Campus of John Lewis, John Munnely; and host Martin Bayfield.

**G**one are the days when warehouses just stored things. They are now well-oiled machines, geared to the efficient fulfilment of customer orders. This makes the Warehouse Initiative category a fascinating one to observe.

This year the top two entries came from Diamantis Masoutis SA with Business Concept Supply Chain and John Lewis with Knapp AG.

Diamantis Masoutis has 251 stores across Greece and the Balkans, and more to come. It decided to invest in a 64,000 sq m multi-temperature facility in Thessaloniki. The design by Business Concept Supply Chain combined dry storage management, meat packing, fruit and vegetables management, and frozen products storage in one facility. The inbound operational level is segregated from the outbound level by a height of five metres. The aisles where trucks place stock to the shelves are totally independent to the aisles where the pickers operate – ensuring FIFO. In addition, an automated E-Tow under-floor chain conveyor is deployed to transport roll cages around the building. This was a good entry, excellent even, but it had tough competition with the entry from John Lewis.

Over the past three years John Lewis has transformed its store replenishment and e-fulfilment operations, investing heavily in automation at its two adjacent sites in Magna Park. The retailer's success has led to a £17m investment in expanding automation in the past 18 months – focusing on increasing the capacity and capability



for direct to customer operations, including automation of packing and pick to carton technology. The Magna Park facilities handle the small, 'binnable' stock that account for the majority share of the product range and unit throughput for both the shop and online offer. The automation includes: 52 decant stations for converting goods from cartons as received from the 3,500 suppliers to the site into a standard re-usable tote bin; 13 automatic miniloader cranes serving 224,000 locations; and 30 goods to man picking stations.

This facility has provided the retailer with a sophisticated omni-channel solution. The judges were sufficiently impressed by the service levels achieved and the agility of the operation to award John Lewis with KNAPP the 2014 Warehouse Initiative trophy.

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Lynn Blagden,  
Head of Finance, Key PL

**SME OF THE YEAR** sponsored by Norbert Dentressangle

## Tangle Teezer

**winner**▶ **Tangle Teezer****shortlisted**

- ▶ Larsson & Jennings with James and James Fulfilment
- ▶ Victory Lighting with RIF Logistics

*Picture: The Tangle Teezer team step up to collect their award. On the left is Russell Atkinson of Norbert Dentressangle. Host Martin Bayfield is on the right.*

**L**arsson and Jennings is a young company, which faced with a creaking order fulfilment system for its on-line sales, made the brave move to a new e-fulfilment approach based on a real-time, cloud-based architecture using James and James Fulfilment.

Victory Lighting, an SME provider of infra-red lamp technology, brought in RIF Logistics for provision of 3PL services resulting in savings and efficiency improvements.

Tangle Teezer, the biggest-selling detangling hairbrush in the world, used disruptive technology which has transformed a moribund consumer hairbrush industry



category that had changed little in 50 years. It has experienced dramatic growth. To manage this it has adopted by supply chain wide continuous flow strategy to counter what was an exponential demand in its standard product portfolio. It has achieved best

performance/cost ratio, inventory of finished product, regular schedule of fixed SKUs, high inventory turnover, shorter lead times for customers and the ability to 'insert' High variation – Low demand SKUs into the production cycle with little or no disruption.

The judges were impressed by Tangle Teezer's innovative organisation full of enthusiasm, demonstrating strong financial performance enabled by the developments they have made in their supply chain. They have a clear strategy and strong growth enabled by solid planning and question and answer processes. The winner had to be Tangle Teezer.

**TECHNOLOGY** sponsored by Logistics Manager

## British American Tobacco

**winner**▶ **British American Tobacco****shortlisted**

- ▶ British Airways with DHL
- ▶ Kellogg's with Voiteq
- ▶ Telefónica UK

*Picture: From left: Mark Judd, Logistics Manager; James Vening of Concentra; Ben Scott-Knight of Concentra; Tom Moore of BAT; Alan Coster of BAT; Zafar Aslam Khan of BAT; Christine McNeill of Sword Consulting; Andy Birtwistle of Concentra; Martin Bayfield; Leanne Lynch of BAT.*

**A** number of strong entries made this a tough category to judge. The British Airways with DHL entry focused on improving the visibility of food and beverage consumption on flights. A new Automated Stock Consumption tool developed by DHL Supply Chain for British Airways provides valuable insight, enabling BA to stop flying product unnecessarily around the world and help predict procurement

requirements. The Kellogg's with Voiteq entry focused on an innovative solution combining Voice-Directed picking with volumetric, weight



and layer size master data. The benefits are that customers can receive their orders stacked to their own requirements and built to protect the product and shorten their breakdown times. The Telefónica entry covered its UK programme, 'Digital Returns & Repairs' a programme which required the engagement of its key

sales channels.

BAT's Supply Chain Improvement Project spans 180 markets around the world and 50 factories. The project team developed the Supply Chain Diagnostic Tool to manage and handle the 'Big Data'

problem. It took two years to design, prototype and build and it now is live in the business providing global visibility of the above supply chain information. The business has set out its approach to reducing bullwhip and variability in the supply chain planning process. The award went to British American Tobacco.

**TRAINING & PROFESSIONAL DEVELOPMENT** sponsored by Unipart Logistics

## Nisa with DHL

**winner**▶ **Nisa with DHL****shortlisted**

- ▶ NOVUS
- ▶ Sky Deutschland
- ▶ The Supply Chain Sustainability School
- ▶ Unilever
- ▶ Vodafone

*Picture: From left: Bernard Molloy of Unipart; supply chain director of Nisa, Jon Stowe; logistics manager of Nisa, Lee Vickers; contract manager of DHL, Michelle Thomas; and VP of operations at DHL, Kristian Latham.*

**T**his category was hard fought with some outstanding entries. NOVUS is a new supply chain degree scheme that involves 26 leading companies and guarantees graduates a job at the end of the course. The overarching aim of The Supply Chain Sustainability School is to develop the sustainability skills of the UK Construction supply chain. Sky Deutschland's continuous improvement programme for supply chain has played an

important part enabling the business to grow. In less than three years Unilever



implemented a step change in its skills development programme. Vodafone's SCM academy has trained some 700 SCM people across 18 locations.

The Nisa with DHL entry focused on driver training – the final stage in perfecting the Nisa service. The drivers for Nisa are ambassadors for the business. This training

programme of creating safe and efficient deliveries, customers for life and personal relationships has led to a large cultural shift within the business. In the two months since the training was rolled out, the customer service and member support teams saw the number of driver complaints drop by 33 per cent. However, the number of emails from members praising drivers increased by 25 per cent.

Ultimately, the choice came down NOVUS or Nisa with DHL. The judges were impressed with NOVUS but felt it was still at an early stage, whereas Nisa had some impressive measures of success. The award went to Nisa with DHL.



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**RISING STAR** sponsored by Allport Cargo Services

# Rhiannon Stone, UTL

**winner**► **Rhiannon Stone, UTL****shortlisted**

- Jenny Franco, Barry-Callebaut
- Mehmet Kizilkaya, Colgate Palmolive
- Matthew Cain, Francis Kirk Group
- Zvi Schreiber, Freightos
- Jamie Clark, Hotel Chocolat
- Thomas Ponsignon, Infineon
- Claire Vipond, Steatite Ltd
- Agnieszka Izydorczyk, Travis Perkins Group

**R**hiannon Stone has worked for UTL since joining the graduate programme in 2010. Since then she has demonstrated a strong understanding of the wider supply chain, through undertaking both operational roles and as an integral part of the Solutions Design team. In the latter role, she has proven that she can build supply chain solutions that would not only deliver operationally, but also meet the wider needs of the client's business. Most recently, she has been leading a piece of consultancy work with a client, managing a UTL and client team through a value stream mapping process, and out of this understanding the opportunities to make a step change in the customer experience. The judges felt Rhiannon was someone who truly understands clients' needs and concerns and she has already made a strong impression in her organisation.

*Picture: From left: Group Marketing & Business Development Director of Allport Cargo Services Clyde Buntrock and Rhiannon Stone, UTL.*



## SPONSORS

► **PwC** | PwC is delighted to partner with Akabo Media once again this year, to bring the European Supply Chain Excellence Awards to the supply chain marketplace. PwC has been a long-standing partner in these Awards. We have worked hard with the Akabo team over the past few months to refresh the industry and special categories for this year's Awards, making them clearer and easier to enter and we hope to attract a broader range of even higher quality entrants as a result. As supply chains continue to become more global and companies in all industries increasingly seek to gain competitive advantage from them, we in PwC greatly value engaging with those companies at the forefront of developments.

► **Allport Cargo Services** | Founded in 1963 Allport Cargo Services operate in 30 countries, across EMEA, America, Asia and Oceania. A values driven business, our objective is to be the supply chain partner of choice, by creating value for our customers. We are so pleased to sponsor the 'Rising Star' category, recognising those that set the supply chain world alight.

► **Cinram** | Cinram is one of the world's largest providers of fast, flexible and profitable supply chain services to some of the most exciting brands in the home & leisure industry. Our mature distribution network ships every day to all UK retailers including major grocers and high street, online and specialist stores. We provide you with a proven world-class solution.

► **Dachser** | DACHSER Ltd in the UK is part of the Dachser group, a major, privately-owned international logistics provider which in the year ending 31 December 2013 generated total sales worth EUR 4.99 billion. 24,900 staff working in 471 locations worldwide handled 69.6 million

consignments comprising 32.9 million tonnes. Dachser aims to be the supplier of choice for European logistics and value-added services.

► **Demand Solutions** | Demand Solutions is in business to do one thing: help you produce goods more efficiently. We don't stop at the traditional supply chain. We enable companies like yours to build online ecosystems – social environments – where you can share expertise and information with your stakeholders to keep inventory moving forward.

► **E2open** | E2open (NASDAQ: EOPN) is the leading provider of cloud-based, on-demand software solutions enabling enterprises to procure, manufacture, sell, and distribute products more efficiently through collaborative planning and execution. More than 39,000 trading partners and 130,000 unique registered users currently participate in the E2open Business Network.

► **Flextronics** | At Flextronics, impossible is where breakthrough begins. As a socially-responsible, global leader in design, manufacturing, distribution and aftermarket services, Flextronics is unique in its ability to provide end-to-end solutions through its innovative and proprietary systems. Working across four business groups and several business units, Flextronics is able to unleash the full potential of the world's most valuable brands.

► **KNAPP AG** | KNAPP is a leading global supplier of warehouse automation solutions, with particular expertise in e-commerce, retail, fashion, food and pharmaceuticals. Customers in the U.K. include Alliance Boots, AAH/Celesio, British Gas, Clarks, John Lewis Partnership, Marks & Spencer, Next, Ocado,

Phoenix Healthcare, Sainsbury's, Tesco, and The Co-operative Pharmacy.

► **Norbert Dentressangle** | For over 30 years, Norbert Dentressangle has experienced continuous and controlled growth. It has invested in new services and areas of expertise, our growth has been based on the objectives of keeping our customers satisfied, optimising our solutions every day, improving performance, achieving objectives and winning new markets.

► **Route Genie** | Route Genie is an advanced carrier routing software application powered by the iForce Group, coming to the UK market following ten years of development, multi million pound investment, and the robustness that comes from routing millions of parcels a year for clients like Waitrose Cellar, Paperchase, Cath Kidston and Fortnum & Mason.

► **Unipart Logistics** | What sets Unipart Logistics apart is our strong corporate philosophy, 'The Unipart Way'. It's attracted a diverse, global client-base that extends from retail to technology and automotive. We manage end-to-end supply chain solutions for our customers as well as providing individual services such as warehousing, fulfilment and reverse logistics.

► **Yearsley Logistics** | As the largest frozen food logistics service provider in the UK, we can offer customers large and small, day one for day two, 7 days a week into major retailers, as well as an unrivalled food service distribution network. Use our 13 sites in strategic locations, we can also offer importers innovative and extremely competitive end to end supply chain solutions.