

PEOPLE'S PRESS

Xolani Sithole,
BIL's newly appointed IL Director



THE DIRECTOR'S CHAIR



ROAD FREIGHT WINS BEST DIVISION AWARD



Team Road Freight, Axle Park

A big congratulations to Marcus Ellappan and the Road Freight team on winning the Best Division award for the financial year ending June 2021. Marcus tells us what his division did to perform so well.

"Better resource utilisation has played a major role in optimising our costs. Reviewing our equipment and investing in more efficient tools has enabled business to limit down time. In Road Freight, if your wheels are not turning, you are not earning. Building strong relationships with service providers to understand our business better has also improved our up time.

"Constant engagement with staff has produced unlimited benefits where ideas are shared and strategy is understood. Strategy is meaningless if it is not executed. To execute each team member has to understand our intent. The driving factor around our success has been our people. The pandemic has certainly come with a lot of challenges but through the perseverance, dedication and passion we have pulled through successfully.

"Investing in technology has certainly enabled business to gain leverage

Continued to page 2

Continued from page 1

in various areas. Diversifying our service offering has strengthened our ability to perform consistently well over the past financial year.

"We have been successful in negotiating the turbulent waters of the pandemic thanks to a focus on limiting wastage. From management down, everyone in the business has taken a 'hands-on' approach to take ownership of their tasks. The result is that aspects like loading and delivery times and payloads are always accounted for.

"There are solutions in the detail. We have looked at the low hanging fruit and gained quick wins like saving on fuel costs.

"Investing in skills was a no-brainer. The returns are exponential with a skilled workforce. We have placed a major focus on continuous engagement with clients as we need to understand their business and look for win-win scenarios.

"A lot of waste occurs in supply chains simply because of a lack of engagement. We have automated a lot of manual tasks where possible. This has created a fresh look to business and eliminates conventional methods of doing things.

"Focusing on our strengths and our drive for continuous improvement has made us into a better business, which will allow us to enjoy a fruitful and sustainable future.

"A big thank you to the RF Exco, Finance, SHERQ and Operational teams for their valued support. We also wish to thank our International Logistics, Warehouse, National Functions, Business Development, Human Resource and Information Technology colleagues for their support."

INDEX

THE DIRECTOR'S CHAIR	1
ROAD FREIGHT NEWS	4
IL NEWS	5
WAREHOUSING NEWS	5
HR CORNER	8
THE SPIRIT OF BIL IN THE LOOTING CRISIS	10
SUPPLY CHAIN UNUSUAL	14
OUR PARTNERS	17
SHEQ UPDATE	19
CSI / CHARITY / SOCIAL	20
LONG SERVICE	22
CONDOLENCES	23
HATCH	23
EDITORS	23
IT'S COMPETITION TIME	24



Road Freight KZN



Road Freight Gauteng



L-R: Preshan Moodley, Marcus Ellappan and Kevin Govender.



Road Freight Cape

INTERVIEW XOLANI SITHOLE, BIL'S NEWLY APPOINTED IL DIRECTOR



On 5 July 2021 Xolani Sithole moved into his new role of IL Director.

Do you have a new vision for IL to share with us?

We have spent the last two years building a new and stronger foundation, following the change in global agents and the economic impact of Covid-19. This has culminated in the launch last year of Siyakhula, our growth project. Our strategy is to complete all the outstanding mini projects to put the final measures in place.

How are we going to grow?

The foundation of our company is our people. By developing our people and giving them the tools with which to excel in what they do, we will ensure client retention and growth. Providing excellent service to clients requires strengthening the operational support of our business development team. We have closely examined our business processes and have started to automate and optimise as much as we can to release capacity for servicing our clients.

We are going to make Siyakhula the norm and build all our KPIs to realise our vision of growth. It is working already. We receive call reports from BD meetings with clients, which confirm how well we are servicing clients and how we have improved. We are starting to see clients not only staying with us but giving us more opportunities for extension business. Our new approach is very client-centric and is our differentiator, to give clients solutions, stay close to them and communicate proactively, and it is working.

How does it feel to be stepping into Bruce Thoresson's shoes?

I told Bruce I am probably the most spoilt IL Director because others are thrown into the deep end while I was fortunate enough to spend two years as IL Executive before taking on the mammoth task of filling Bruce's shoes. He is still here so I can pick up the phone and we talk every day. We worked closely together in incorporating Sebenza into

BIL, in addition to the change in agent to EMO Trans. Bruce is now focused on an exciting companywide strategy that will reposition BIL to unlock new opportunities while cementing itself as a strong industry leader.

You appear to be well-liked by staff. They say you are in the trenches with them.

In any senior leadership role you are as good as the people who work with and for you. Usually you want to build your own team. One of the things that makes my new role so attractive is it comes with a strong, knowledgeable team, who I have no intention of changing. Everyone is aligned, everyone has ideas and I was privileged to spend the last two years with the IL team in the trenches.

Your strategy cannot be out of touch with reality, which can only be understood by being on the ground in operations. If you look at our business, we are not capital intensive. We are in service and we are as good as our people. Clients trust us to handle their cargo because they are talking to an entry clerk, or an assistant controller, not because we are holding quarterly meetings or taking them for lunch. Loyalty happens through the day to day solving of issues, which we never find out about. That is the asset of BIL, the one that determines whether we grow or not, our people.

How has BIL's relationship with EMO Trans expanded since 2019?

EMO Trans has done a great job in handling our cargo. Their service is very good, with a lot of senior management involvement. We engage on a monthly basis and they know all our routes and major clients. Now that we have successfully implemented the transition into EMO, both parties are focused on growth. What lies ahead in this relationship is very exciting.

Where to from here?

In terms of our economic recovery from the effects of Covid and the looting, our business community is taking a lead on proposing strategies to avoid food and fuel shortages. SAAFF proposed a seven-point plan, which is being implemented by government. We continue to deal with the challenging freight market rates, which impacts our whole economy. But our country will get back on its feet.

BIL has started the 2022 financial year and we have set high standards for ourselves. We will continue to do what we do and we will make sure all 366 people in IL understand exactly what role they play, how important their roles are and where they fit in. What we dream up at IL Exco level must filter down to every person at BIL. I can't wait to travel again and engage with each of the 366 IL team members and share ideas of how to continue to grow the business and have fun while doing it!

ROAD FREIGHT NEWS



A CHAT WITH KEVIN GOVENDER, BUSINESS UNIT MANAGER, ROAD FREIGHT DIVISION.



Describe your role and responsibilities.

Reporting to Marcus Ellappan and managing a staff of 47 nationwide, I manage the Linehaul (National and Cross-Border) and distribution of various commodities for the KZN and the Western Cape regions. I also manage the cross-dock warehouse at Axle Park. I have been in this role since joining BIL in October 2019.

Where did you gain experience in transport?

I have been in the transport and logistics industry for 33 years. I started at Tanker Services where I spent seven years, followed by a year between GDI Bulk and Hultrans. I then joined Supergroup and remained there for 23 years before joining Renwood Carriers for a year. I took a break to pursue my dream of starting my own business. I was contacted by an employment agency, advising me that there was a vacancy at BIL. The interview process started, which was quite intense and detailed. A few days later I had to attend an interview with Marcus and the senior management team. A day later I was advised that I was successful.

What does a typical day look like for you?

My day begins with a walk around Axle Park to greet my colleagues. I then talk to each division about our plans for the day and any issues that have arisen from the previous day. There is a lot of planning involved on the linehaul and distribution side. Customer care, dealing with escalated issues and assisting other BIL divisions when required ensure my days are busy and fulfilling.

What gets you out of bed in the morning?

My job and my zest for life. I love my job. I love my career. When I went to university in 1987, it was to study for a Bachelor of Accounting degree, which was my passion. Sadly, my dad lost his job, so I had to leave university and start working to help with running the house. I initially started out as a receptionist at a hotel in Berea. Thereafter, a job came up for a credit controller at Tanker Services. While working there I would assist Operations in the afternoons and when a position became available for assistant controller working shifts, I applied and got the job. It became so interesting. I obtained my Road Transportation Diploma through UJ, Rand Afrikaans University then, which is a three-year diploma.

What I like about this business is that every day is different. No two days are the same.

What are your biggest achievements to date – personal or professional?

At BIL I believe my greatest success is achieving high service levels with our customers. We achieve an average of over 99% customer satisfaction on our KPIs. Customer satisfaction is critical because there are many repercussions if we do not meet SLAs. A happy workforce makes everything flow easily on a daily basis. We also have excellent drivers and operational staff who are passionate about our business. Prior to BIL, I was responsible for setting up a central tracking division which was highly successful, as well as starting a large contract for a major blue chip company in 2007.

What do you find challenging at BIL?

Every company has challenges, but there is nothing we can't resolve. We work as a team but with different opinions. Marcus is open and asks the whole team's viewpoints and we collectively find solutions after scenario planning sessions which include our Finance Manager, Preshan Moodley.

Where do you aspire to go from your current role?

I am 52 now and am 13 years away from retirement. I would like the opportunity to become a GM. What drove me to join BIL was its corporate culture and development programme. People development is a high priority and something Marcus is passionate about.

What advice would you give to new employees?

I tell them hard work pays off. When I joined Tanker Services, the job required that I work three shifts on a rotational basis and I didn't have transport. It was a challenging period of having to catch many buses or walk or sleep out and I did that for a year, after which I was promoted to controller and managed to buy a car. I started at the very bottom. When you work your way up, you have a broader view of what goes on and your experience carries you through the challenging times.

My other advice is if you have an opinion speak your mind or you will not learn. I teach my team to be upfront and honest with our customers. It is about integrity and honesty.

Where did you grow up, schooling, education, family, hobbies?

I matriculated in 1986 and was deputy head boy at Northmead Secondary in Phoenix. I participated in many sporting codes, excelling in football and volleyball. I am addicted to golf and was an official handicap of 11, but am currently playing off a handicap of 15. My parents live with me and I have been single for a while. However, I have recently met a wonderful partner and couldn't be happier.

IL NEWS



WELCOME JANNIE GOOSEN TO OUR EAST LONDON BRANCH

A warm welcome to Jannie Goosen, who has been appointed Branch Manager, East London. Jannie will be working closely with the Eastern Cape Team, focusing on our ELN operation, OEM support and growing our ELN business overall, reporting to Jen Byrne.

Jannie originally hails from Gqeberha (Port Elizabeth) and has been residing in East London for about eight years. He has extensive knowledge in supply chain/engineering, logistics, procurement and project management, having been in the automotive and logistics industry for 27 years.

Jannie worked at General Motors (GM) where he held various senior positions in Material Ordering, Supply Chain Engineering, Logistics Operations and Component Exports. He then worked for both Yanfeng and Lear in Supply Chain/Logistics Management, Purchasing Management and most recently Logistics Project Management.

Explains Jannie, "My last job as Logistics

Project Manager at Yanfeng was tied to the new automotive programme. When the project phase came to an end, I had to decide whether to stay as Regional Logistics Manager or look for an alternative career choice. I have always wanted to be in a pure logistical environment and when I saw the BIL vacancy advertised on LinkedIn I decided to apply for the position.

"I knew Bruce Thoresson and other staff from my days at GM when we awarded the regional customs brokerage contract. I know Bidvest is a strong, proudly South African company and I am so excited to be a part of helping to grow the business. It is a good time for me to join the company."

Jannie and his wife are fitness fanatics. "My wife is in the health and fitness industry as a pilates and fitness instructor and we train together, mainly running and cycling. We have completed a few Ultra events such as Ironman, the Cape Town Cycle Tour, Two



Oceans Marathon and our next target is Comrades as soon as it is up and running again. I have just turned 50 and we have two sons. Our eldest is married with a child and is a farmer in North-West Province and our youngest is finishing off final year Law at NMMU in Gqeberha."

We are looking forward to Jannie's contribution to our BIL strategy and we know he will add value to our business with his extensive background and knowledge. Jannie, welcome to the BIL family and wishing you the very best in your new role.

WAREHOUSING NEWS

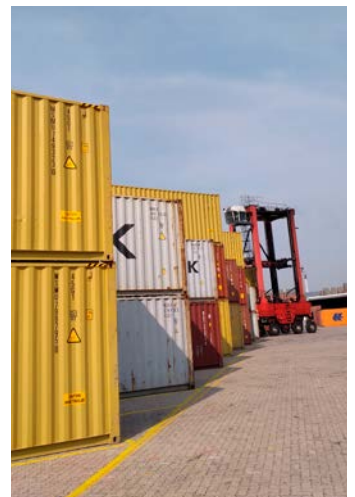


JACOBS WAREHOUSE COST-SAVING INITIATIVE

Under the distress of Covid-19 pandemic, the BIL Jacobs facility examined the cost of outsourcing versus in-house and successfully demarcated its 12 300m2 container yard.



L-R standing: Nhlanhla Mkhize, Richard Mhlongo, Clement Mbatha, Swakhile Gumede, Siyabonga Tsoanyana and Thabo Chamane.
L-R seated: Raymond Ndlovu, Eric Ngubane and Yamkela Makhala.



STANTON CROWSTER PROMOTED TO FACILITY MANAGER OF GQEBERHA (PORT ELIZABETH) WAREHOUSE

Having joined BIL as an Operations Superintendent at the Cape Town warehouse in June 2018, Stanton Crowster has enjoyed significant success in a relatively short time.

In March 2020, Stanton was promoted to the position of Operations Manager of the Cape Town warehouse and, effective 1 July 2021, Stanton has relocated from Cape Town to Gqeberha, where he has taken up the position of Facility Manager of the warehouse, following the relocation to Gauteng of Diponyane Mabiletsa.

"The Gqeberha warehouse poses very different challenges and dynamics to that which I have been accustomed to at Cape Town, as its service offering does not pertain to purely warehousing, but also includes primary and secondary distribution to clients as well as a container haulage service. The facility has a large FMCG client base and is remarkably diverse in terms of the different markets it provides service solutions to, such as Telecommunications, Chemicals and the Automotive market.

"Despite the difference in dynamics and challenges, we have a culture throughout the Warehousing Division which remains consistent from one warehouse to the next and makes it an uncomplicated process to adjust from one position to the next.

"I am looking forward to growing into my new role, which offers a lot of opportunities to enhance and develop my knowledge base in Warehousing and Distribution, based on the vastly diverse service offering to clients. I am also fortunate to have a good support structure within the Gqeberha warehouse, which will make this new journey much easier for me to adjust to.

"We are in the process of rolling out some exciting Divisional strategies such as a Transport Management System as well as Cargowise into the FMCG environment as a single Warehouse Management Platform, which allows me to be a part of some positive change driven through technology at the Gqeberha warehouse."

When asked about the adjustments Stanton and his family had to make on a personal level in terms of the relocation, he had the following to say: "It was an easy adjustment for us to make. We managed to



Outside the VW Auto Pavilion in Uitenhage.
L-R Stanton, Robyn-Lee, Gail and Ethan Crowster.

enroll our son into a very reputable school in Gqeberha for his first year of high school, he adjusted very well and is enjoying his new school. We are also very fortunate in that my wife's employer accommodates her working from home. The biggest challenge for us as a family was when we had to say goodbye to our daughter when she returned to Cape Town. She initially came to Gqeberha with us to help us settle in, but she studies in Cape Town and inevitably had to return to the Mother City. She will come and visit us as often as a break in her studies allows.

"We have settled into our new home and Gqeberha has a lot to offer - some lovely beaches and inherently friendly people. This city suits our lifestyle and the fact that we don't have the traffic congestion even remotely close to the extent we had in Cape Town, makes a massive lifestyle difference for us. Cape Town will now become a lovely holiday destination for us as well."

LANA STEYN APPOINTED FACILITY MANAGER CAPE TOWN WAREHOUSE

Lana Steyn has relocated from the BIL Runway Park Warehouse in Durban to take on the role of Facility Manager at BIL Cape Town Warehousing effective 1 July 2021. She has taken over from Stanton Crowster, who in turn has relocated to the BIL Port Elizabeth Warehouse in the position of Facility Manager.

Lana started her career with BIL (then referred to as Rennies Distribution Services) in 2007, in the position of HR assistant, from where she was promoted to the position of HR Officer. Having amassed a vast knowledge of warehousing operations in her daily dealings with employees at various operational levels in her HR position, and armed with her passion for the business, Lana embarked on a new career path in 2014, becoming actively involved in Operations Management within the Warehousing Division.

This change in her career path kicked off when she commenced with assisting in the management of a satellite warehouse, which later saw her accept the position of Operations Manager of the Jacobs Warehouse. She was then appointed as Facility Manager of the L&G Tools In-house Warehouse in Pinetown. In 2018 Lana transferred to the Umbilo Warehouse and played a pivotal role in the planning and design of the construction of the Runway Park Warehouse in Durban, from where the Umbilo Warehouse was decommissioned.

Lana continued in her role as Facility Manager at Runway Park, overcoming various challenges associated with a newly constructed facility the size of Runway Park, while also overseeing the Lucky Star account as Key Account Manager.

Having remarkable success at Runway Park with the support of the Management and Supervisory Team, Support Services and general workforce, a new opportunity presented itself in the form of the Facility Manager position in Cape Town.

"I was excited when the opportunity to relocate to Cape Town came about, as it is a

lovely part of our beautiful country. I also enjoy challenges so the opportunity to be exposed to a different part of our Warehousing Division also excited me and now that we have made the move I look forward to this new journey. In addition, the head office of Lucky Star is based in Cape Town, which allows me more opportunities for face-to-face interaction with this very important client in my role as Key Account Manager, over and above my role as Facility Manager.

"On a personal level we have already settled in well in Cape Town, especially in as far as the new schools for our 9-year-old daughter and 4-year-old son are concerned. As a business owner, my husband is in the process of relocating his business interests from KZN to Cape Town. He will initially commute between the two provinces but will join us permanently towards the end of 2021 in our new home province of the Western Cape."

Despite a busy lifestyle between her career and being a mother, Lana managed to find time to complete a Bachelor of Commerce Degree in Management. "I believe this qualification as well as my experience in HR complement my management style very well. I have 24 staff members employed at the Cape Town warehouse, who will play an especially important part in realising our ambitions for this region. I believe in empowering our staff members and encouraging them to think outside of the box, as it allows them to grow in their approach to problem solving. My approach is to manage with transparency and to form healthy working relations with all the various stakeholders in our business, built on the foundation of trust."

Lana believes her role of Facility Manager is "the most critical role in the successful performance of a warehousing facility and you need to have various competencies to ensure you deliver on the expectations of your staff, your clients and the business in general.

"Managing a warehousing facility comes with significant responsibility in terms of ensuring



all legal compliance requirements are met, all client requirements and expectations are met and the financial viability of the facility makes business sense for it to operate. A Facility Manager alone cannot achieve this and there is a high level of dependence on the successful contribution of each employee, irrespective of their position within the facility. It is on that basis that I attach a high value to healthy, transparent working relations with my staff as they will be critical to the success of our Cape Town Warehouse.

"I am very fortunate in that in the brief time I have been here, I have come to the realisation that we have an excellent workforce with loads of talent in Cape Town and this excites me in as far as realising our strategic ambition of growing our business presence in Cape Town is concerned. There is some great business potential in this part of the world and we have a burning ambition to ensure that we realise that potential and manifest that into business growth in the Western Cape."

Lana and her family enjoy relaxing outdoors and she and her husband share a passion for good wine. "My husband and I love exploring wine farms and Cape Town is well known for its beautiful landscape throughout the winelands, which made my decision to relocate much easier. The feeling of sipping on a glass of wine with a loved one, while looking at the sunset with Table Mountain as a backdrop, is wonderful and makes one appreciate this beautiful part of the world called Cape Town."

HR CORNER



MEET CLARE TONKIN, HR OFFICER

Many people at BIL will have come across our HR Officer for National Functions and IL Gauteng. Clare celebrates her 14th anniversary with this company in December 2021. Here's some insight into this dynamic lady whose flair for HR shines through in everything she does.

Background – where you grew up, school, education, qualifications.

I was born and raised by my Scottish parents and two much older sisters in Germiston, Gauteng, where I matriculated at Germiston High School in 1998. A year after finishing school I went over to the UK, for what I intended to be a two-year break and travel and perhaps to see where things took me. I ended up spending almost eight years over there, partly in London and then further up north in the Midlands. Whilst there I obtained a Diploma in Finance Management.

During my career in HR, I have completed relevant certificate courses, such as Diversity in the Workplace and Skills Development Facilitator, to name a few. I successfully completed a Women in Leadership NQF 8 through Wits Business school in 2017.

Work career to date – where did you start and how did you reach your current role?

I returned home to South Africa in November 2007 and shortly thereafter I fell through the doors of Safcor Panalpina and found myself in the Accounts Payable Department. Unfortunately Finance was not my passion and I was always looking for something different but wasn't sure at that stage what that was.

Then in 2010 an opportunity arose in Training Admin and this caught my attention.

Prior to leaving the UK, I was involved with implementing a new Finance related system and a component of that was rolling out training to users – which I absolutely loved.

I thought this could be a good start.

The role quickly evolved into general HR Admin. I moved through HR Admin and soon found that I had landed in a profession that I

wanted to pursue. In 2013 I was promoted to HR Officer, looking after Gauteng International Logistics, and I continue to look after this team.

My current role.

In September 2020 we went through an S189 process, during which the HR team was also greatly affected. There were structural changes within HR nationally and I was given the added responsibility of attending to the day to day needs of the National Functions teams, as well as the portfolio I was already supporting, Gauteng International Logistics.

This has made my role very interesting and diverse and has given me an enthusiastic boost, allowing me an opportunity to experience another component of our business, fitting all the pieces of our end-to-end supply chain together.

Your day-to-day challenges at work.

There is not one specific item that is challenging that I can think of. In general, the role is challenging, but I mean this in a good way. It keeps my mind active and seeking new ways to make things better and easier.

What do you love about your job?

Jeepers, there is so much to love about my role. I love the fact that HR is so diverse. As an HR Generalist, you are responsible for the whole employment life cycle of an employee and everything in between, including a number of projects, legislative requirements and reporting.

I really enjoy interacting with individuals at all levels and backgrounds, there is so much to learn from everyone who walks through my door. Every day is different, which keeps me stimulated and motivated.

Advice for people starting their careers.

Often, careers choose you, not the other way around and that's exactly what it felt like for me. I really could not think of doing anything else. Walk in with your eyes wide open. Grasp and truly understand the basics and foundation of your profession. It is ultimately the building blocks for a strong, successful



career.

Sometimes things don't happen and progress as quickly as we would like, but don't be despondent, as long as you are continuing to learn and grow whilst you are on the plateau. Find your passion and run with it!

Do you have any mentors or people who inspire you?

I don't necessarily have any "official" mentors, although I find I take inspiration from various individuals and sources. Perhaps 'off the record' my Manager JD is my "go-to-guy". He is a great advisor, listener and at times a shoulder to cry on. His opening greeting is, "How can I make your day better?" This opener in itself just alleviates any worries or woes.

Hobbies, passions, family.

As mentioned, I was raised by my Scottish parents and two older sisters, who I am privileged to still have with me in this crazy world in which we live. I have been married to my husband Malcolm for almost eight years. We absolutely love camping in the bush and the more remote the better.

I have an amazing 21-year-old stepdaughter, who is in her final year studying Occupational Therapy through Wits University and I am extremely proud of her!

I think that I am quite creative and have found the craft of pewter art/metal embossing to be my art of choice. It gives me the opportunity for some "Clare-time". I have also recently taken up golf again after a "sabbatical" of some 10 years, so I am still hacking my way around the golf course for now.

EQ TRAINING FOR BD TEAM

For our last session with the National BD Team, we ran a programme called 'Building your Personal Brand at work'. This intervention was designed to conclude the online Emotional Intelligence and Leadership Development Programme.

The key elements covered were:

- Understanding brands.
- We asked participants to develop their own brand logos, that would represent who they were authentically while also reflecting their vision.
- We helped them take inventory of their current brand assets – their skills, credentials, core beliefs, vision and mission.

The session ended with all participants creating their own VISION BOARDS. Here are some of the boards that participants created.

Christa Nel described her vision as follows:

- Unwind with movies, music and books
- Art – become creative
- Gardening – vegetable and herb gardens
- Holiday – bush and ocean
- Personal health – healthy eating, spa days etc
- Time with friends and family, braais, pizza nights etc- celebrate life
- Stay in contact with friends
- Coach and mentor the young ones



Christa Nel



Linda Evans



Karen Sue-Sacks

STEP 1 - BUILD YOUR FOUNDATION

- Key principle is authenticity
- "You want to find the special thing that is YOU and make your brand all about that. You can't make it up, it has to be real (though it can and probably should be a little exaggerated)."

- Pia Silva



HOW TO MAKE A VISION BOARD ?



- Create a list of goals you'd like to achieve in the next year
- Collect a bundle of old magazines with beautiful pictures
- Find pictures that represent your goals and inspire you
- Make a collage out of your photos
- Add motivational 'affirmation words' that represent how you want to FEEL
- Take a few moments to contemplate your vision board every day

THE SPIRIT OF BIL IN THE LOOTING CRISIS

RUNWAY PARK - INTERVIEW WITH LEN PATHER, GENERAL MANAGER, AND NEVESH JADHU, FACILITY MANAGER



Nevesh's team who assisted him with the clean-up:

Trudy Labistour
Sovani Marimuthu
Blessing Ngobese
Siebertsen Qalaba
Mthoko Mkhize
Ronelle Williams
JP Pretorius
Modesta Maphumulo
Ashvir Balchand
Lionel Perumal
Buse Hlalukane
Clement Hadebe

Support services staff who joined in the clean-up, including their families and friends.

In no particular order: Larna James, Nokubonga Jiyane, Sandra Govender, Pinky Fihlela, Sandile Dlamini, Maureen Subbiah, Sairsha Ramsunder, Kenshaw Iyaloo, Claudelle Diedericks

BIL's flagship warehouse Runway Park became another statistic on the night of 13 July when looting began at 21h00. The looting continued for approximately 20 hours. Sources estimate that about 5 000 people went through our facility. When the first media brief came from East Coast Radio, we sent in security guards and civilians disguised as looters to tell us what was going on.

Due to the nature of the looting, the SAPS did not have enough resources to chase the looters away. They were there but could not do anything. Multiple products were looted from Runway Park, the majority being canned fish, paint and chemical products.

Runway Park is a Major Hazard Installation, a facility storing more than 500 000 litres of hazardous commodities. Had the looters succeeded in setting the warehouse on fire like they did with other warehouses in the area, the explosion and noxious fumes would have negatively impacted on communities within a 10 km radius, causing loss of lives.

Upon chatting to neighbouring warehouse owners, we found that Beacon Sweets stores gas on site and they are two doors away. If one or both of our facilities had gone up in flames, South Coast Road would have been reduced to a crater. Although our offices were set alight, the warehouse sprinkler systems dosed the fire. Disaster management, the local fire brigade and the SAPS were all on standby.

Waal de Waal from Bidvest Protea Coin head office was mandated by Mpumi Modisa, Bidvest CEO, to take control of the situation from a security perspective. BPC ensured the site was safe before staff and the management team entered to assess the damage. A company was engaged to begin the massive task of cleaning up.

President Cyril Ramaphosa visited South Coast Road on 16 July to assess the quantum of the looting. From Thursday afternoon local communities began cleaning up the roads and helping businesses get back on their feet. We had about 120 volunteers cleaning up the street

while we started to clean up our facility.

The clean-up of the actual warehouse continued for a period of 13 days, until 25 July. Operations started up again on a very small scale on 26 July and normal operations commenced on 2 August. Various customers visited the site between 16 and 30 July to assess the damage to their stock. From a structural perspective, employees were working in unprotected offices, with no doors, windows or chairs. All the office furniture and fittings had been broken.

Together with the loss of stock, three forklifts, vehicles and other equipment were damaged. What the looters couldn't remove they damaged, including the perimeter fencing which has been repaired.

The positive out of this

The positive out of all of this is that, thanks to the incredible help and support, we were able to begin operating 10 days after the looting. People banded together and weren't afraid to get their hands dirty. Our customers even offered to assist with the clean-up. No staff members said they could not come back because they were afraid. They even arrived on the weekend. In addition to our Runway Park team, colleagues and their families arrived on Sunday 18 July to help with the clean-up.

We wish to applaud all the service providers who came on board to assist us, as well as Bidvest and Bidfreight management and all our colleagues within BIL for their support. We thank emergency services, the local community, our neighbours and our customers for supporting us through this tragic event.

It has brought our business community on the road closer together and we are looking at how we can secure and protect the road itself. We have engaged with community leaders in the surrounding areas of Lamontville, Umlazi, China Town, Navy, Moleni and Montclair.

Continued to page 11

THE SPIRIT OF BIL IN THE LOOTING CRISIS

Continued from page 10

Bidvest group showed its support by donating food parcels to Durban-based employees of Bidvest companies, as well as more than 2 000 food parcels to the local communities, mainly to children's homes, old-aged homes and hostels.

In addition BIL donated food parcels to BIL employees based in Durban, covered in a separate article.

Comment from Warehousing Director, Stephen Smith

The most amazing aspect of this unprecedented looting of our warehouse and the tragedy that unfolded in Durban and parts of Gauteng in July is the resilience of the people in our country. Our staff were no different. As the last of the looters were being chased off our Runway Park site, our staff were returning to work to start the rebuilding process. It makes me extremely proud to be part of the BIL team.

It was so heartwarming to see how individuals stepped up during this crisis and just took charge of things they have never been trained to do.

It shows such character and really displays their strong value system.

I want to thank everyone who got involved in trying to make sense of the chaos and for the roles that they played in keeping our customers informed and reassured. The list of names is extensive and I can't mention them for fear of leaving a name off, but safe to say that the list stretches from Durban to Gauteng, Port Elizabeth and Cape Town.

Len Pather deserves a special mention for his coordination with all the parties involved, including security firms, SAPS and community leaders. He made endless phone calls to ask for assistance and to alert everyone to the dangers of the store igniting. Well done team BIL, you have shown what you are made of!

And well done to the pulling together of our communities like we have not witnessed before. Communities came together and businesses stood together. We have witnessed the spirit of BIL, Bidfreight, Bidvest and the communities at large.

GQEBERHA (PE) WAREHOUSING STAFF AID KZN COLLEAGUES

Account of events submitted by Frans Crouse, General Manager.



Five hundred food parcels packed by the team and ready to go.

L-R: Maxine Brockman, Carla Peterson, Kelly Meyer, Stanton Crowster, Frans Crouse, Bruce Siebert, JP Massyn, Lantie Jacobs and Reinhardt Terblanche.

The civil/political unrest which materialized in our country in early July 2021, with its most significant impact in KZN, left this region facing various challenges in the aftermath of the riots and wide scale looting.

Availability of general food products, which we take for granted in the normality of our day-to-day lives, was massively compromised. Suddenly, driving down to the local supermarket to purchase groceries was not a foregone conclusion and, where people were fortunate enough to purchase some grocery items, they became victims of profiteering with substantial price hikes for to day-to-day essentials.

Understanding that the BIL Gqeberha warehouse has a significant food product client base, Craig Mountjoy approached Stephen Smith and Frans Crouse to ascertain what assistance could be rendered to our Durban colleagues by procuring and supplying food products for them.

The response from our clients, SGX, Lucky Star, All Joy and Dursots, was exceptionally supportive in that they gave us the go ahead to take whatever products were needed from our warehouse to support our Durban colleagues at massively reduced prices.

The BIL warehouse team proceeded to pick various food products from the warehouse and packed 500 cartons of food parcels weighing over 10 tons in one day! The cartons were shipped in two separate delivery vehicles to Durban for distribution to our KZN colleagues.



A packed parcel weighed 23 kilograms.



The content of each food parcel.



Maxine Brockman enjoying the packing process.

THE SPIRIT OF BIL IN THE LOOTING CRISIS

ROAD FREIGHT DIRECTOR MARCUS ELLAPPAN'S ACCOUNT OF AXLE PARK

Goodwood Road, Mahogany Ridge, is home to many well-known businesses that include the Distribution Centres for various blue chip companies in the FMCG/Retail space, as well as Axle Park. BIL's Roadfreight Division's main depot, Axle Park, is home to just over 90 passionate Road Freight employees and boasts a 4 000m2 distribution warehouse and 12 000m2 yard with a truck wash bay and diesel tanks.

12 July 2021 marked a day we never imagined would happen – a day when numerous businesses were looted and damaged, resulting in one of the worse cases of business interruptions experienced in decades. Goodwood Road became inaccessible and clouds of smoke appeared from buildings that were set alight. The roads were a mess. Across the road from Axle Park a well-known wholesaler was looted and then set alight. A logistics company located next door to Axle Park suffered the same fate as the wholesaler. Some vehicles were stolen to use as transit vehicles for the looted goods.

A group of people attempted to gain access to Axle Park by driving a vehicle into our fence. They cut the tarpaulin on one of our vehicles but were then addressed by a few BIL RF employees who were on site. Our passionate and dedicated employees engaged in a brief discussion with the unauthorised crowd. They eventually left our site without causing any further damage.

BIL Management is truly appreciative of the employees who bravely stood up to attempt to diffuse the situation and keep the site intact. This speaks volumes of the heart that our team has for this business. We are forever grateful for their efforts.



Damage to tautliner at Axle Park.



Entrance to Axle Park a day after the looting.



Road in front of Axle Park.



View from Axle Park a day after the looting.



Damage to a truck that was parked at Runway Park.

THE SPIRIT OF BIL IN THE LOOTING CRISIS

WHAT GOING THE EXTRA MILE LOOKS LIKE

By Ashlin Chengan, Facility Manager, Jacobs.

The unrest period in KZN left many fearing for their lives and livelihoods. Many businesses were left damaged and those employees now find themselves without jobs and are now unable to provide basic necessities for their families. The pain is close to all of us as one of our own, Runway Park, was also affected.

In this period of turmoil, I want to highlight to the business the heroic actions by a few of the Jacobs staff that contributed to our facility being untouched.



Fortune Zungu (Kalmar Operator)

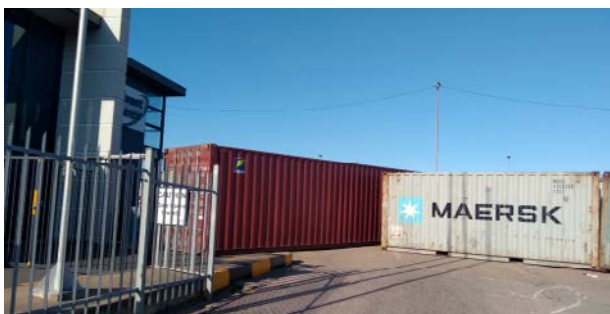
I reached out to Fortune to check if there was a possibility that he could cordon off our facility and the road leading to it, only if it was safe for him to do so. Without question Fortune jumped to the task. He braved the turmoil conditions of the unrest and looting and arrived at the Jacobs facility. He proceeded to block every entry and exit with an empty container in order to prevent access into our premises. He also proceeded to block the entire road, potentially not only saving our facility but also the surrounding businesses on Lansdowne Road. Such an act of selflessness and bravery needs to be highlighted to the business. See pics below.



Jacobs Warehouse 1



Jacobs Warehouse 2



Jacobs Warehouse 3



Khulekani Gumbi



Clement Mbata

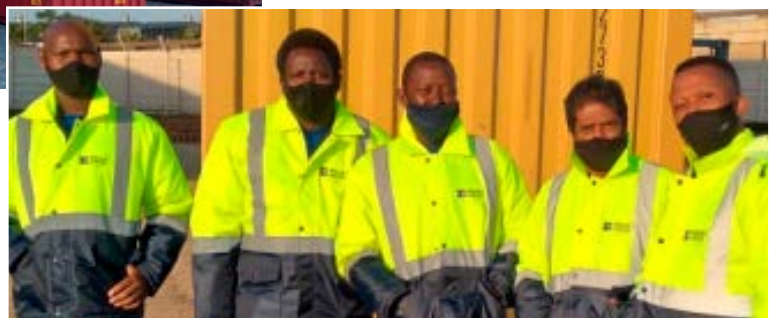
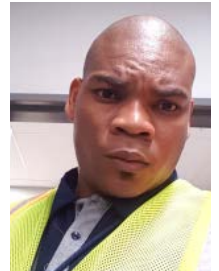
Khulekani Gumbi and Clement Mbata (Kalmar Operators)

These two employees also braved the conditions of unrest and arrived at the Jacobs facility in order to allow for possible business continuity. They removed and placed barriers to allow authorised entry and exit from the facility and road. They had a pivotal part to play in keeping our facility safe and intact.

Richard Mhlongo (Operations Manager)

Richard's bravery and ability to act in order to safeguard the Jacobs facility needs to be highlighted. At a time when there were no taxis available due to the closure of public transport, Richard showed actions of selflessness and bravery. He utilised his own private vehicle to pick up the Kalmar operators in order to allow for business continuity. He travelled to different parts of Durban, picking up the respective employees and ensuring their safe commute to Jacobs and back home across both shifts.

Richard also went into Runway Park to check up on the extent of damages at the facility. His actions and dedication truly reflect the love he has for BIL and his Jacobs facility.



Ayanda Myeza (Operations manager)

A big thank you to Ayanda Myeza (Operations Manager) and his entire warehouse team for effectively and efficiently accommodating the Runway Park operation while they were in the process of cleaning up and rebuilding their operation. A job well done.

SUPPLY CHAIN UNUSUAL



MANAGING THE SUPPLY CHAIN IN TIMES OF DISRUPTIVE GLOBAL EVENTS

by Trevor Christensen

"In the kingdom of the blind, the one-eyed man is king" - Desiderius Erasmus. Applying this quotation to the Logistics Service Provider entrusted with managing the customer's supply chain: even the customer with scanty knowledge and a simple supply chain is better off than the customer with no knowledge and a primitive, "that's what we've always done" attitude to his supply chain.

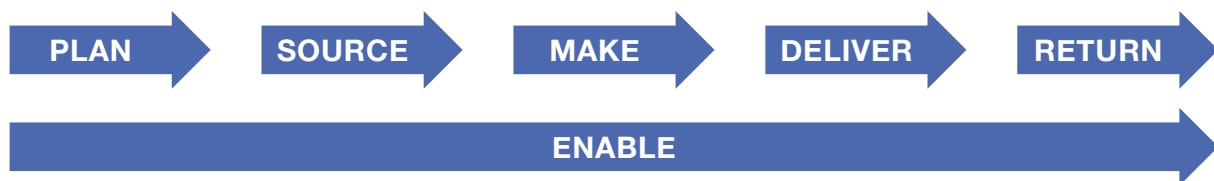
This is especially important for the Logistics Service Provider for whom it is no longer sufficient to know what to do or how to do it. The emphasis must be on why we as

Logistics Service Providers do what we do or make the suggestions that we do; and to understand why the customer makes the supply chain decisions that it does.

Events over the past 12 to 18 months have demonstrated how fragile global supply chains can be in the face of maritime (or other) disasters or globally disruptive events. Even relatively small local events, such as the congestion in the Shenzhen Ports of Yantian etc. brought about because of an outbreak of Corona Virus, can have a global impact on supply chains.

What is The Supply Chain?

The Supply Chain is a series of interconnected primary management processes. The Supply Chain Council-endorsed SCOR (Supply Chain Operations Reference) model illustrated below and used here for illustrative purposes only, clearly depicts these management processes. For the Logistics Service Provider, it is the sixth management process viz. 'Enable' that interests us.



The above adapted from an illustration created by The Association for Supply Chain Management



The Role of the Logistics Service Provider.

Reduced to its simplest terms, the role of the Logistics Service Provider (LSP) in the supply chain is to enable the movement of goods from point of supply to point of delivery in fulfilment of a detailed Scope of Work (SOW) or Service Agreement. This SOW or Service Agreement is derived from the Contract of Sale/Purchase as agreed between the buyer and the seller.

The small to medium size LSP will dabble in the management process of "Deliver," and possibly "Return"; whereas the large, sophisticated multi-national LSP may have input into and actively participate in all or most of the management processes depicted above.

Regardless of where the LSP fits in to the supply chain, the Contracting Party (Customer) i.e., the buyer respectively seller, depends on the LSP for fulfilment of that part

of the supply chain covered by the SOW. Very often, the foundation of this dependency is a set of performance measures and real or implied guarantees perceived by the Customer. **Beware, perception becomes truth.**

If there are no hiccoughs along the way, a Just in Time model may prove to be acceptable. But what about when things go wrong? Well, when you are up to your neck in alligators it is hard to remember that the initial objective was to drain the swamp (*origin unknown*). The message in this somewhat flippant statement being, as the LSP in your negotiations with the customer, keep your focus on draining the swamp.

Let us look at the past year or so of the logistics "Industry", focussing only on some of the most significant, disruptive incidents that negatively impacted (and continue to negatively impact) global and domestic supply chains.

Continued to page 15

Continued from page 14

- March 2020 - the world was gripped by the unprecedented pandemic called Corona Virus, resulting in the temporary near-total lockdown of global economies. This pandemic continues with new variants of the virus and continued and often unpredictable lockdowns.
- 23 March 2021 - the ultra large container ship Ever Given ran aground in the Suez Canal. After a week, the ship was re-floated but she remained detained in the Great Bitter Lakes until her release on or about 17 July. Release only came after protracted negotiations between the Suez Canal Authority and the Owners over compensation to the Suez Canal Authority. Imagine being the owner of cargo in one or more of the 20 000 TEU aboard that ship.
- Towards the end of May 2021 there was an outbreak of Covid-19 in the port of Yantian leading to a temporary, partial shutdown of the port. During this time, productivity was at about 25%, causing a backlog of around 25 000 TEU per day. There has been partial restoration of service in the port with productivity at near-normal levels. The impact of that shutdown will take many weeks to clear. Remember that the affected ports include Yantian, Shekou and Chiwan in the Shenzhen area, and Nansha.

Quoting Sam Whelan in The Loadstar on 8 June 2021: *"Lars Jensen, CEO of Vespucci Maritime, said Hapag-Lloyd's list of planned port omissions for Yantian over the next four weeks had quadrupled to 16, compared with just four only a few days ago. And he noted that Maersk's advisory yesterday listing 40 vessel arrivals affected by the congestion was "quite an escalation" from just three days ago, when the shipping line said "several" vessels would be impacted, with cargo shifted to alternate sailings.*

"Given Yantian's throughput of 13.3m TEU last year and the current drop in productivity claimed by Maersk, Mr Jensen estimated there was around 25,500 TEU a day the port had been unable to handle since the crisis began. Putting this in context, when Suez was blocked by the Ever Given, it



impacted a daily flow of 55,000 TEU. But that 'only' lasted six days. In Yantian, we are at 14 days and counting –and there is the impact on Nansha and Shekou," he added."

- July 2021 saw an outbreak of unprecedented violence, looting and destruction of infrastructure in South Africa, the long-term impact of which has not yet been calculated. Many businesses have been permanently destroyed, while others will have to rebuild, more or less from scratch. It is too early to speculate on the effect these events will have on South African supply chains, what we do know is that the effect will be significant.

The congestion, shortage of empty containers, delays, rollovers of shipments and ships bypassing ports are an unintended consequence of these disruptive global events. Cumulatively they have created unprecedented supply-demand imbalance with demand outstripping supply. Ship charter rates have multiplied in some cases by anything upwards of 300%. Short-term charter rates (two to three months) for a 5000 TEU ship are topping USD135 000.00 per day. Longer term charters (three to five years) are reaching USD50 000.00 per day.

Sam Chambers, in the online publication Splash 247 dated 28 June writes, *"In the past few months, schedule reliability has been*

largely consistent, albeit at an extremely low level of 35%-40%, compared to a long-term average of around 75%, Sea-Intelligence noted in its most recent weekly report."

These extraordinarily high charter rates mean that freight rates are going to remain at unfamiliarly (and some would say unsustainably) high levels. Port congestion and shortage of equipment means that schedule reliability is similarly going to be poor for some time to come.

Managing the Supply Chain.

Notwithstanding that the disruptive events mentioned are beyond the influence or control of the LSP, the customer will try to hold the LSP to account for what it, the customer, will perceive as service failures. The LSP can in response:

- Draw attention to its Standard Trading Conditions.
- Declare force majeure (if such a clause is included in the Service Contract).
- Blame the carriers, the port, Covid-19, or any one of several other ills.

All of which may be true, but the customer sees only a failing supply chain, delayed deliveries to its clients, penalties, lack of stock, lost sales, and and and. No justifying reasons, no matter how valid, or excuses, add any value or offer any comfort to the despairing customer.

Continued to page 16

Continued from page 15

So, what can the LSP do? The short answer is that it starts with the take-on of the Scope of Work or Service Contract, including a thorough interrogation of the customer's business model, specifically the supply chain.

There are three important questions which the customer and the LSP must jointly and honestly interrogate.

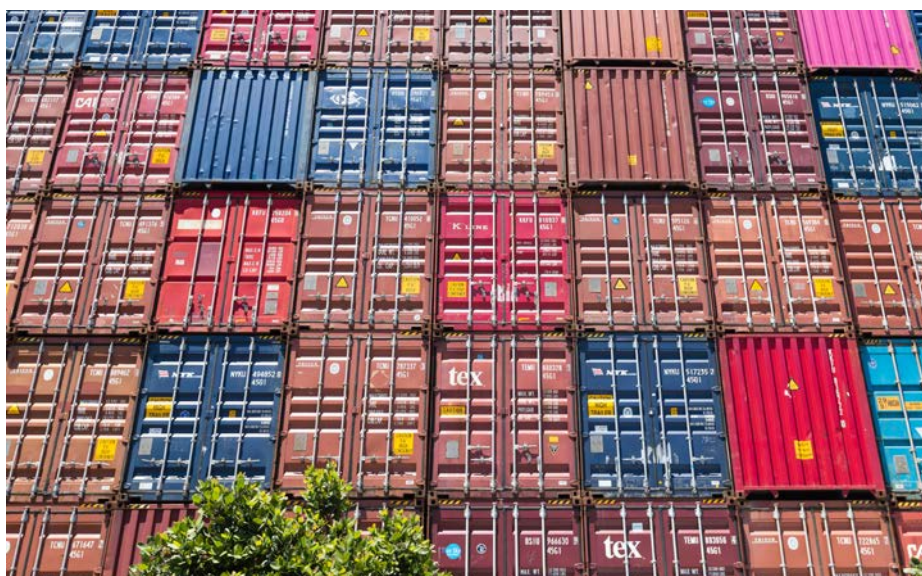
1. Is the customer's business model dependent on Imports and/or Exports for the survival of the business? If the answer is "yes" meaning there is no alternative local supply, then the answers to question 2 and 3 become vital.

2. Does the customer have a robust international supply chain that will sustain its business through 2021 and beyond? If the answer is "yes", test it by considering multiple disruptive, 'What if' scenarios. If the answer is still "yes" then drain the swamp. If the answer is ever "no", remember the end objective is always to drain the swamp so it may be time for a thorough review of the customer's supply chain. Consider all alternative options to keep the supply chain moving through disruptive global events. The worthy LSP is there to add value, not provide justifiable reasons for failure.

3. In the event of an unanticipated disaster or disruptive incident, are all parties unambiguously clear on the point where risk transfers from the seller to the buyer? In other words, "Who fights off the alligators" when there is a maritime disaster or disruptive incident? The importance of this question lies in:

- the correct use and understanding of the Incoterms® rules, specifically the point where the seller has fulfilled its final obligation under the sales contract and risk has transferred from seller to buyer; and
- understanding the obligations of the Merchant (the Merchant as defined in the transport document) to the Ocean Carrier / Consignor (as contracting party) to the Air Carrier.

Traditional supply chains have been based on a Just in Time concept but is this, considering globally disruptive events, still appropriate? Should the Logistics Service



Provider engaged to manage a customer's supply chain, consider changing the focus of its service offering from Just in Time to Just in Case?

The Just in Time (JIT) model comes with a set of risks viz., delays or upheaval following disasters or disruptive events impacting the supply chain. The Just in Case (JIC) model comes with a different set of risks viz., the cost of additional stock holding and cash flow impediments. What one is doing with a JIC model therefore is replacing one set of risks with a different set of risks. The point is to be mindful of and understand the risks and accept that which is least impactful to the survival of the business.

Conclusion

Apart from the global financial crisis of 2008/2009, businesses dependent on international supply chains have rarely seen such unpredictable consequences arising from disruptive local and global events. The key to success in these times is resilient supply chains. The role of the Logistics Service Provider, if it wants to remain relevant, is to identify and eliminate the alligators and drain the swamp.

There is no "no risk" position. The buyer respectively seller must realistically analyse its appetite for risk and settle on the supply chain model that best satisfies that appetite. That may be a Just in Time model, or it may mean a Just in Case model. The Logistics Service Provider should help with that analysis and the design of the correct supply chain model.

OUR PARTNERS



INTERVIEW WITH JENNI FRIGGER-LATHAM, VP SALES AND MARKETING, EMO TRANS



Jenni Frigger-Latham and Jo Frigger.

When describing the events leading to BIL and EMO Trans deciding to collaborate as global partners, Jenni Frigger-Latham believes that the two companies naturally bonded because of their strong commitment to customer service and company culture. "After purchasing Sebenza, BIL had to evaluate their network, we had been working with Sebenza for decades and it gave us the opportunity to show BIL our group of talented global operators. It was happy luck that we are such a good fit for each other. Both companies are ambitious; we want to sell and we have good people, a similar culture and staff who love their jobs."

Jenni is the daughter of Jo and Karin Frigger, the founders of EMO Trans. Jo sadly passed away on 19 April 2021. He was Chairman, CEO and President for nearly 50 years. EMO Trans USA was founded in 1972, by Jo, Karin and Paul Bayes as an air cargo facility at JFK airport in New York. The business grew organically, branch by branch, in order to service customer requirements. Today, EMO Trans retains a high level of service and customer engagement.

On managing the transition from Sebenza to BIL.

Jenni says EMO's experience and partnerships enabled the company to absorb and adjust to the incoming BIL business very quickly. "Our Director of Sales Development, Oliver Kuffel, had just completed our existing pipeline infrastructure for tracking sales and customer information, he then was asked by our CEO Marco Rohrer to leverage this to transition the business. Because of the care of the team, everyone was able to act quickly in a targeted way and make sure the customers did not experience a drop in service levels.

"EMO Trans has a long history of collaborating with overseas partners, it was Jo's great joy to build a network and he was always looking for the best partnerships. The value of the BIL business is enormous, not only in terms of monetary value but the volumes themselves, which create a strong negotiating position with carriers. We love handling the volumes and have plans to grow trade between SA and USA through consistent sales activities.

"Our focus on interpersonal relationships has made it difficult not having global meetings, because relationships drive business. When you are collaborating with a friend, you go out of your way to overcome challenges. For now, we are using remote technologies to get to know everyone and we enjoy working with Laura de Villiers, Nicola Strohm, Etienne de Jager, Rhett Oertel and the whole BIL team. We want to know who is going to be calling our customer. We make personal promises to our customers, we want to create trust between customers and operators. After such a long time working well together, I cannot wait to meet the BIL team in person and have face to face meetings in the future."

A natural fit for the logistics business.

Despite growing up with both parents working in logistics, it was not a forgone conclusion that Jenni would go into freight forwarding. On the other hand, the early exposure certainly played a huge roll. "In addition to working for EMO Trans over summer holidays beginning at age 14 and spending a few years with Lufthansa, I also interned at a competitor in Germany; they were really good to me and I learned a great deal," Jenni explains. "After spending time getting a Master's degree in Philosophy, I was ready to return to the industry with a new perspective. Alongside my formal education was a more informal learning process. I'm very grateful to my father for all the years he brought me into the room, to hear and later participate in high-level discussions; I learned so much about how decisions are made by listening to smart successful people and absorbing how this business works."

Her early jobs at EMO Trans were at the desk level of smaller branches, doing imports and exports. After more than a decade, she began working in sales in San Francisco, followed by managing a branch in Philadelphia and producing good results. She also became extensively involved in global network development as EMO Trans continued its growth around the world. "Looking over Jo's shoulder and working

Continued to page 18



Farmhouse upstate New York.

Continued from page 17

with Laura Mills to see the financial side of good network relationships gave me an appreciation for how successful relationships function!"

After serving as Director of Agent Networks, Jo gave Jenni the opportunity to work in sales and marketing, where she has remained. "It is very exciting. We have a national sales team who are knowledgeable and entrepreneurial. We have created a pipeline that enables our sales team to keep track of transitioning accounts," she says. "The national team with Oliver Kuffel and Kathy Miller acts as glue and guard rail for the more autonomous teams spread throughout the country."

A culture of innovation and collaboration.

EMO Trans' national structure includes operations systems, accounting and procurement for ocean and air. The structure services its locally driven operations, which consist of 30 branches and 380 people in the USA. Larger customers benefit from the company's multinational team approach, "so it is the best of both worlds, local and global," Jenni says.

The EMO Trans team works hard to strike a balance between encouraging an entrepreneurial spirit at the local level and pursuing national and global procedures and strategy. Each branch is empowered to make decisions that will strengthen business and customer relationships in local areas. At the same time, national leadership guides the individual branches' efforts in order to achieve business targets and objectives for the company as a whole. "Jo had a unique ability to recognise talent and build teams," Jenni says. "Knowing that the right people were in place, he trusted them to make good decisions."

When the pandemic hit last year, consistent engagement both internally and with customers was critical in order to navigate the crisis. "I am extremely proud of how we navigated Covid. While no one really knew what to expect or the true extent of what we were facing, we did know that staying close to customers and communicating regularly was essential. Marco and Jo initiated frequent joint calls with the branch managers and we had weekly pipeline calls with Sales to encourage

and give guidance. It created a new intimacy and was 'deep-dive' work, but we did it. Not one person, everyone – all while we were trying to avoid getting sick and protecting our own families. We laughed and cried together and kids crawled into parents' laps while they worked from home. We wanted employees and customers to know that they weren't going to be left alone to face their challenges...it was a revelation about what we could achieve through our shared tenacity."



Upstate New York farm after a storm.

Where to from here?

Jenni is incredibly proud of what EMO Trans has achieved. "When Jo started this company, he did not dream of the level of growth we would achieve. It was one brick on top of the next. Eventually we had a house and now it is a city block," she says. "It has been a painful transition for all of us to lose our founder. Jo was deeply involved in the business until the end and he cared very much. We have many challenges ahead in terms of Covid and capacity. But out of all those challenges, we create opportunities. We have a new infrastructure and processes that will serve us well into the future. It will be a long road but eventually rates will come down and capacity will come back. In the meantime, we will keep moving forward."

As a self-funded private company, EMO Trans' focus on fiscal responsibility has created the resources to make technical investments, like a revamped portal and intranet, and two-factor authentication.

Above all, Jenni credits the like-mindedness and shared grit of those in the industry for forging meaningful partnerships like the one between EMO Trans and BIL. "Freight forwarders are a tribe and enjoy the adrenaline rush they get from the incredible complexity of this work," she says. "With Jo's legacy of cheerful tenacity, the EMO family will proudly maintain its strong culture and processes in order to meet the challenges and obstacles ahead of us."

"People are connected to the past, but they need and want to move forward, the way to balance the two is through continuity. Jo often wrote our internal EMO Trans editorials from his beloved farm upstate NY in the countryside, it is a pure coincidence that some of my edits were done while I was visiting the farm with my own children. The power of continuity is that it lets you take the best parts of your past with you into the future."



Farmhouse upstate New York.

SHEQ UPDATE

By Lawrence Aldworth, National Compliance and Risk Manager



In this article we will continue with our journey through the seven processes that form the foundation of our ISO 9001:2015 Quality Management System (QMS), delving deeper into process number 6 – **Evaluating Performance**.

We have learned how there are many levels of documents within our QMS, starting with the **Corporate Governance Policy**, which provides the high-level commitment by our MD to implement and maintain our QMS, as well as providing the framework for setting our strategic and quality objectives. Then we have our **Quality Manual** which provides a summary of how our system is structured and introduces the 7 **'Processes'**.

These processes (available in the Policies library of DGH) are:

1. Commitment
2. How to determine our context
3. Pre-operational planning
4. Provision of support
5. Operational planning and control
- 6. Evaluating performance**
7. Making improvements

Each of these processes will reference various company policies and standards - which are the next tier down in terms of our document structure – that are used to manage the specific requirements of each process.

The purpose of the **Evaluation Performance Process** is to:

1. Ensure that we determine what needs to be monitored and measured in our business, to ensure that the QMS and SHEM are functioning effectively.
2. Ensure we monitor client satisfaction.
3. Ensure that we analyse and evaluate appropriate information arising from our monitoring and measuring activities.
4. Ensure that internal audits are conducted to ensure:
 - a. Our QMS and SHEM conform to our own requirements.
 - b. Our QMS and SHEM conform to the requirements of ISO 9001:2015 and ISO 14001.
 - c. Our QMS and SHEM are effectively implemented and maintained.
5. Ensure that the QMS and SHEM are reviewed periodically to guarantee continuing suitability, adequacy, effectiveness and alignment with our strategic intent.

The risks of non-compliance with this process are:

1. Not monitoring or measuring information that is critical to determine if we are meeting the needs and expectations of interested parties, or if our QMS and SHEM are functioning effectively.
2. Inability to obtain or retain our ISO 9001:2015 and/or ISO 14001:2015 certifications.
3. Inability to determine if our QMS and/or SHEM are delivering the intended outcomes.

The various company standards below, which support this process, are available in the policies library of DGH and should be well understood and implemented by all.

- Client Services and Retention of Business Procedure
- Documented Information Company Standard
- Evaluating Performance Process
- Induction Company Standard
- Internal Audit Company Standard
- Organizational Knowledge Company Standard
- Performance Management Policy
- Pre-Operational Planning Process
- Recruitment, Selection and Placement Policy
- Relocation, Transfer and Secondment Policy
- SHEQ Communication and Participation Company Standard

It is important to note that all employees with access to DGH should have their 'Alert Me' set up so that they receive automated email notifications when any changes are made to the documents within our QMS or SHEM.

Lastly, and perhaps most importantly, please ensure you all remain vigilant in the fight against COVID-19 by complying with the various measures we have implemented via our COVID-19 Business Continuity Plans.

CSI / CHARITY / SOCIAL



BIL FROSTERLEY PARK OPENS ITS HEART TO THE CHILDREN OF CHESHIRE

On 10 December 2020, BIL Frosterley Park staff opened their hearts with donations of toiletries, detergents and KFC to the Chatsworth Cheshire home.

In response, Cheshire wrote this: 'Words cannot even begin to explain how much your donation means to the children of Cheshire, more especially as we are fighting an invisible threat. You are a Blessing and a Light in their little lives, we cannot thank you enough. We at Cheshire are doing everything possible to keep this virus out of our organisation and your generous donation gives our little ones

that extra edge in this Covid circumstance we find ourselves in. The current pandemic has brought its own challenges to Cheshire Homes, to ensure our residents and staff remain virus free and bracing ourselves for the financial uncertainty as we move forward. You have truly made a difference and for that we are extremely grateful! Working together with committed and dedicated individuals, who hold Cheshire close to their hearts, will positively impact the lives of the less fortunate.'



CAPEWAY SHOEBOX DRIVE

When BIL Gqeberha was approached by PE FM 87.6 for donations towards the MTR Smith Children's Haven, they jumped at the opportunity. Within a few days they had collected and delivered more than 20 boxes to the orphaned girls and boys. MRT Smith Children's Haven is home for 92 children aged between 3 and 19 years, 45 boys and 47 girls.

PE FM 87.6 handed over the boxes donated by a wide variety of individuals and businesses from all over Gqeberha on Youth Day, 16 July 2021. BIL's boxes were handed over by the ladies of the PE Auto unit.



L – R: Mariette Schreuder (PEFM), Tharina Strauss (PEFM), Tiffany Kuscus (BIL), Belinda Engelbrecht (BIL) and Edwina Booysen (BIL).



Team Capeway open their hearts to MTR Smith Children's Haven.



GQEBERHA WAREHOUSE 67 CHALLENGE

The BIL Gqeberha warehouse team participated in the 2021 Animal Welfare Society PE Mandela Initiative, in what is known as "The 67 Challenge", by making a sizeable donation of 6 700 kg of dog food. The Animal Welfare Society is a non-profit organisation, which depends on donations from the public to feed the animals within their shelter.



Maxine.

"We are very fortunate to have some very generous pet food clients within our FMCG Division, which enabled us to participate in what is a very worthy cause," says Maxine Brockman, Finance Admin Controller, PE. Maxine says that everyone can do with some act of kindness in the world right now and that the following quote from Mark Twain sums it up well. "Kindness is a language, which the deaf can hear and the blind can see".

The feedback from the Animal Welfare Society was one of great gratitude, which is heart-warming to say the least.

'Dear Team Bidvest International Logistics. Sincere thanks on behalf of all the shelter animals and staff for the amazingly generous food donation towards the 2021 AWS PE Mandela Initiative known as



Delivering and handing over the donation to the Animal Welfare Society by Bidvest International Logistics staff, Maxine Brockman (left) and Ursula Sauls.

the 67 Challenge. Your kind support enables us to provide care and comfort to many abandoned or neglected animals finding themselves at our shelter.'

LONG SERVICE



Congratulations to the following on achieving long service awards from August to October 2021.

40 years

Moses Pather
Donovan Murugan

30 years

Sipho Simelane
Alex Masikane

25 years

Joel Modise
Arnold Swarts
Vincent Moodley

20 years

Paras Govender
Grant Bezuidenhout
Johan Botha

15 years

Yogan Govender
Ernest Cele
Karin Schoeman
Leon Raaths
Liena Kieser
Chrisna Bruwer

Poppy Mashaba
Linda Potgieter
Caroline Maseloane
Cynthia Tshiredo
Alford Thube
Shaun McLaren
Yasir Hart
Ansuya Narasi

10 years

Krishen Kisten
Maryna Badenhorst

Ash Khoza
Edward Lebogo
Fortunate Mboweni
Rudzani Luvhimbi
Marlene Aurret
Nkosinathi Mtsi
Mbali Maseko
Noxolo Hlomendlini
Goodman Zondo
Thando Hlatshwayo

JACOBS WAREHOUSE

Congratulations to Jacobs Warehouse staff on receiving long service awards. These were presented by Warehouse Director, Stephen Smith.



Ayanda Myeza - 15 years



Andile Khuzwayo - 10 years



Musawenkosi Nzimande - 10 years



Nompumelelo Nkosi - 10 years



Linda Skhosana - 10 years



Swakhile Gumede - 10 years



Sphiwe Shabalala - 5 years

CONDOLENCES



Our deepest condolences to the families, friends and colleagues of BIL staff who have passed away in the last few months.

As we have not previously included the names all those who have passed away while in our employ, we will do so going forward.

Thomas Magazela

– Transport Loading Coordinator, Alrode. April 2021.

Nichalen Naidoo

– Operations Administrator, Pinetown. May 2021.

Eric Radebe

– Administration Clerk, Denver. June 2021.

Susan Lombard

– Supervisor, Nissan facility. August 2021.



HATCH



Congratulations to Asanda Luggola, Junior Entry Clerk, and Sonwabile Jakavula, In-House Controller, at East London branch on the birth of their daughter Sinesipho Esihle on 20 May 2021.

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IT'S COMPETITION TIME



THREE PRIZES UP FOR GRABS:

1ST PRIZE - R1 000 PICK N PAY VOUCHER

2ND PRIZE - R500 PICK N PAY VOUCHER

3RD PRIZE - R250 PICK N PAY VOUCHER

Stand a chance to WIN by answering this question:

List all the processes a large, sophisticated multi-national LSP has to give input into and actively participate in when involved in its clients' supply chain?

Send your answer to: marketing@bidvestil.com by 10 October 2021.

Competition question from People's Press Edition 6:

Which trade agreement, signed in Kigali, Rwanda on 21 March 2018, and of which South Africa is a signatory, came into effect on 1 January 2021?

The correct answer is: Agreement Establishing the African Continental Free Trade Area

COMPETITION WINNERS FROM PEOPLE'S PRESS EDITION 6



1st prize:
Barbara Haig-Smith,
Exports Clerk,
East London.



2nd prize:
Sugan Govender,
Transport Co-ordinator, Axle Park.

3rd prize:
Nthabiseng Monnanyan,
Export Admin Clerk,
Logistics Park.

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