



Conference Programme

15th May 2019

Times and content may be subject to change.

Outline Programme at a Glance – full details are available on the SAPICS website as well as on the following pages of this document (www.sapics.org.za)

Sunday 9th June 2019

15:00 – Workshops begin – pre-registration on the workshop of your choice is essential. (Space is limited, and pre-reservation is essential)
 18:00 – Workshops end – drinks and snacks for workshop attendees.

Monday 10th June 2019

07:00 – 09:30 - Conference registration and Exhibition will be open at the Century City Conference Centre – breakfast snacks will be served.
 08:00 – 08:45 – Optional Introductory Conference Briefing Session
 09:30 – Official conference opening
 17:40 – Evening with the exhibitors begins. Supper and entertainment and drinks (cash bar) and live music at the Slug and Lettuce pub (optional) – until late.

Tuesday 11th June

From 07:30 – Conference Day 2 begins and concludes at 17:30 with a final networking opportunity amongst the exhibitors. Be sure to be at the close to see who is awarded Best Speaker and be there to collect exhibitor prizes! You can also **help to make a difference!** Help with the packing of food parcels to be distributed to those in need. Working with **Rise Against Hunger** let's see if we can beat the total of parcels packed in 2018 and do our bit!
 19:30 - Closing Dinner (optional extra – space is limited, and pre-reservation is essential)

Wednesday 12th June 2018

09:00 – Workshops and site visits – (space is limited and pre-reservation is essential)

For full details regarding SAPICS as well as conference details please visit the SAPICS Website or contact the event managers at Upavon Conferences on +27 11 023 6701 or email: info@sapics.org.za | www.sapics.org.za

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SAPICS 2019 is Proudly Hosted by:  CENTURY CITY CONFERENCE CENTRE

14:00 Registration for workshop attendees at the registration counter in the Century City Conference Centre

15:00 Workshops 1 – 5 commence – concluding at approximately 18:00. Pre-registration is essential. Workshop details are outlined below

18:00 Workshops End – Drinks will be served to workshop attendees.

WORKSHOPS

#1 **Strive and Thrive by challenging how you solve problems**

Ginty Chalk, BMGI, South Africa

There is a direct link between the way people feel and the way they perform at work. This is one of the most robust and consistent findings in organisational research. In high performing organisations people feel significantly more engaged, cared for, valued, proud, and motivated than those in low performing organisations. Conversely, in low performing organisations people feel significantly more fearful, stressed, dis-empowered and uncertain. Leadership is fundamentally about facilitating performance. Research has proven that a leader's emotional intelligence is key to their capacity to facilitate emotions in others that drive high performance and employee engagement. This is more than just a moral compass; it's also a recipe for success. Organisations with emotionally intelligent leaders achieve a critical level of sustainable competitive advantage: a high-performance culture and customer loyalty.

#2 **Front Line improvement via the Kata**

Professor Norman Faull, Lean Institute Africa, South Africa

Play a hands-on game, where the front-line workers toil towards an objective under the guidance of their team leader. In turn, the team leader's practice of continuous improvement routines is coached by a manager. The manager is in turn coached by the facilitator. All this in the context of a visual management board and a set of key questions. It is challenging. It is practical. It is fun. Attendees will be able to take it straight back to their own workplace and test the approach in their own work environment. It establishes a 'safe' ritual for front-line improvement, with no threat or surprises for anyone.

#3 **A Demand Driven Sales & Operations Planning experience with the Fresh Connection!**

Tracy Cheetham CPIM, CSCP, SCOR-P, CDDP, PLS, Master TFC Instructor, ParadoxSolve, USA & Ken Titmuss CPIM-F, CSCP, SCOR-P, CPF, PLS, CS&OP, CDDP, CSCA, CPIM, CLTD, CDDL, DDPP, DDL, DDFF, Master DDI Instructor, Kent Outsourcing, South Africa

*In this **simulation of a real-world environment**, Ken and Tracy will present a business facing a dilemma. Participants, representing Procurement, Operations, Supply Chain and Sales/Marketing, **analyse the financial position** and identify concerns. Attendees will team up and role-play through a typical **Sales and Operations (S&OP)** process making limited but **key decisions** (strategic and tactical) to address those demand and supply concerns. Discovering **DDMRP** buffers in this process, you will include decisions to set buffer positions to protect flow of material, revenue and cash. The main objective: **turn the company around** by improving the Return on Investment (ROI). Finally, the group will review and analyse the **impact of the decisions made on results** and summarise next steps to take towards changing from a typical S&OP to a Demand Driven S&OP process.*

#4 **Improving Warehouse Operations**

Martin Bailey & Clayton Thomas, Industrial Logistic Systems, South Africa

There is continuous pressure on warehouse operations to improve operational productivity. This includes all activities in the warehouse from inbound receipt to dispatch. This workshop provides tools to adapt to a changing environment and provides advice and methods to ensure that warehouses are operated at optimal productivity.

#5 **The inconvenient truths that are preventing, even destroying business value**

Martin Mvulane, Chief Adaptability Officer, GAD Consulting Service, South Africa and Stephen Batty, Director, Aquila Business Consulting, United Kingdom

Nobody needs to be told that the world has changed and will continue to change at an increasing rate. The intensity of competition has increased, driven by technology and global trade policies. Business to Customer (B2C) markets were previously dominated by large retailers and manufacturers. Retailing practices such as listing prices created barriers for small manufacturers to access the mass markets, limiting their distribution scope and hence growth potential. Similarly, small retailers did not have the buying power to be price competitive, limiting their attractiveness and growth potential. On line retailers, such as Alibaba and Amazon, changed the game. Small manufacturers now have a cost-effective route to the mass markets. By attending this valuable workshop attendees will explore optimising resource capacity, how the nature of the employment relationship is changing, deal with the way in which technology has changed the way we work, and ultimately top and bottom line growth is exponentially more difficult.

NB – WORKSHOPS

There are 10 workshops during the conference. Please note that it is *imperative* that you pre-book your seat if you are interested in attending. For more information regarding the workshops and to pre-reserve please click on the box. There is no additional cost to attend these workshops on any day. There is however a deposit of R500 payable to ensure your seat is secured. This deposit is fully refundable within one week of the conclusion of the conference provided you attend the workshop you booked.

Monday 10th June 2019

From 07:00 - 09:30 Registration at the CENTURY CITY CONFERENCE CENTRE – delegates are invited to collect their delegate packs and enjoy a light breakfast while spending time with the exhibitors. **Exhibition Opens** – delegates can begin to network with exhibitors. NB the later start to enable attendees to travel from out of Cape Town to avoid additional hotel expense. People travelling from Cape Town are also able to miss the traffic should they wish. Maximum networking with exhibitors is a key focus for 2019.

08:00 - 08:45 **Optional introduction session to the SAPICS Annual Conference.** Join SAPICS Business Development Manager Tonya Lamb as she walks delegates through the nuances and highlights of the 41st SAPICS Annual Conference. This is an excellent session for those who have never attended a SAPICS Conference before to ensure they get a head start in the planning of session attendance. There's a lot going on in a short space of time and this session will highlight tips and tricks to ensure that you make the most out of your time at the event. It will also give you the opportunity to meet other people who may not have been to the SAPICS Annual conference before and learn from those who have!

09:30 – 10:45

HALLS A, B & C

Conference Welcome by the President of SAPICS followed by Keynote presentations by Bruce Whitfield



How to Thrive at the Edge of Chaos
Bruce Whitfield, Broadcaster, Journalist, Writer and authority on the political economy, South Africa.
Bruce Whitfield likes to look at the world differently from most. As South Africa enters its tenth recession in four decades, what does the future hold? From January's Ramaphoria, to March's Ramareality and a now a spell of Ramaphobia, Bruce delivers an insightful, data-rich talk incorporating informative slides and video extracts of exclusive interviews carried out with some of South Africa's original disruptors, people with serious entrepreneurial scars who share deep insights on how to run complex businesses while navigating the vagaries of policy and politics. Bruce challenges audiences to seek opportunities in the chaos rather than capitulate into despair.

10:45 – 11:15 Morning Tea & Coffee amongst the exhibition and in Hall D

11:15 – 12:15



Thriving in the Digital Age: The Need for a Copernican Business Revolution
Sean Culey SCOR-P, FCILT, Business Transformation Expert, United Kingdom.
In this dynamic presentation, Sean will go through how a new wave of disruptive technologies have fundamentally changed the relationship between customer and company. He will also detail how these new technologies allow companies to respond to this shift by better understanding and automating their manufacturing and supply chain operations, enabling them to become more personal, local and sustainable. He will also describe the mindset shifts that need to take place to enable organisations to thrive in this new age, and how the customer, not the firm, needs to be at the centre of their universe.

12:15 – 13:15



All Change in Africa – Overcoming Supply Chain Hurdles Across the Continent
Dr Robert Besseling, Founder and Chief Executive, EXX Africa, South Africa

- *Over the past year, we have witnessed tumultuous political change in Africa. How do such developments impact African supply chains and doing business across the continent?*
- *Where will we find the most exciting business opportunities in Africa for the next few years? And how can we anticipate new business opportunities and mitigate against emerging risks?*
- *African countries are due to form the world's largest free trade union. How will this impact supply chain management?*
- *Africa is a risk-prone continent and businesses face many supply chain hurdles. How can we best overcome these types of challenges? What is the value of innovation in mitigating supply chain threats?*

Join Robert Besseling, executive director of risk consultancy EXX Africa who will share his insights with the audience.

13:15 - 14:15 Lunch will be served in Hall D as well as in the upstairs lounge area and will provide an excellent opportunity to network with exhibitors and fellow conference attendees. Take the opportunity to meet up with the keynote speakers from the morning. Sean Culey will be signing copies of his book "Transition Point". There will be a limited number of copies available at the SAPICS exhibition stand area.

14:15 – 15:05

HALL A

From dreams to reality in Mauritius – one FMCG’s ERP implementation journey

Olivier Zuël, DDMRP project lead, Eclosia Group, Mauritius and Laurent Vigouroux CSCP, CDDP, CDDL, CSCA, CEO, B2Wise, France
50 years ago The Eclosia Group was created by Michel de Spéville, a visionary passionate about nature and farming. His passion has always been to reduce Mauritius’ dependence on foreign products and contribute to making it a self-sufficient country. With a skilled and tight-knit team at his side, and following the principle of uncompromising quality, this dream became a reality and the company evolved in a few decades from a start-up into a respected, diversified, and robust group in the Mauritian economic landscape. Now divided into six different affiliate companies the group decided to implement a new ERP system including the MRP logic inside to do the planning and the supply using the forecasts but something didn’t match. Join Laurent and Olivier as they share this inspiring company’s journey and how they found the solution to the mismatch.

HALL B

Navigating the Last Mile in extreme environments

Joseph Roussel, Director & Group Lead, Private Sector Engagement, Village Reach, Belgium and Craig Usswald, Director, Supply Chain, Village Reach, South Africa
The private sector can learn a lot from what is happening across the African continent to increase access to healthcare at the last mile. The NGO VillageReach works in sub-Saharan Africa to increase access to health commodities and services at the health facility and community level – the so called “last mile of the health system”. Our work integrates private sector leading practice but also adapts and tests private sector ideas – often yielding innovations. By looking at what works and doesn’t work at these in these extreme logistic environments, new ideas can emerge – ideas that can be also be applied in the broader private sector. This presentation highlights some thought-provoking insights covering how to scale innovations in frontier markets, how to train customers to improve 3PL operations, how to adapt supply chains to local contexts, increasing the value you get from your spend on transportation and figuring out multi-modal delivery to reach hard to access consumers. Journey with us into previously uncharted territory.

HALL C

The Circular Supply Chain: how supply chains around the world will unlock the transition to the Circular Economy

Deborah Dull, Principal, Supply Chain, GE Digital, USA.
The circular economy challenges everything we know about supply chain and consumption today. Our traditional views of take-make-dispose will soon transition to a make-reuse circular approach. This transition requires our practitioner community to learn and apply supply chain building blocks. This session explores the circular economy. It analyses outcome-as-a-service and the network effect; and how the two together will change our business landscape forever.

MEETING ROOM 11

Panel Discussion

The truth about Blockchain: To adopt or not to adopt, that is the question

Join **Louise Wiggett**, Managing Director of Global Trade Solution, **Arno Meyer CSCP**, the Department of Business Management at the University of Pretoria, **Malcolm Hartwell**, Director, Norton Rose Fulbright and other proponents as they attempt to demystify blockchain and its impact on the supply chain. This will be a highly interactive session and the panelists will touch on the effect blockchain will have on regulatory bodies, international supply chains and help you to prepare your organisations for this disruptive technology.

MEETING ROOM 7
POMS Stream

Sessions will run from 14:15 through to the tea break at 16:00 and resume after the tea break at 16:30

14:15 – 14:50

Welcome and Overview by Dr Dino Petrarolo, VP for Africa and the Middle East POMS, South Africa
The Production and Operations Management Society (POMS) is an international organization representing the interests of POM professionals from around the world.

14:50 – 15:25

The design guidelines for improved best practices implementation at South African wine packaging facilities
Ms Marianca Koegelenberg who is an aspiring Industrial Engineer who graduated in 2017 and is currently completing her dual master’s degree at Stellenbosch University in conjunction with Reutlingen University in Germany.

15:10 – 16:00

HALL A
Supply Chains & Risk Management (SCRM): Two Powerful Disciplines Joined-at-the-Hip
Greg Schlegel, Founder, SCRM Consortium, Lehigh University adjunct, SCRM Consortium Lehigh University, USA
Supply chains are becoming ever more complex, particularly with the increase in outsourcing and the advancement of multi-tiered global supply networks. More and more organizations are now faced with direct and continuously evolving operational and legislative risks as a result of global market disruption or malpractice in their supply chains. This Supply Chain & Risk Management session will provide participants with a glimpse of the global supply chain risk landscape and how two powerful disciplines, Risk and Supply Chain Management are leveraging their strengths to drive revenue, improve profit and performance while mitigating and managing risk.

HALL B
How are Leaders Building End to End Supply Chains that can Survive and Thrive in Today's Volatility?
Roddy Martin, EVP & Joint Owner, Stellar Strategic Advisory, USA.
Supply chains across geographies and industries are rapidly forcing supply-driven inside-out supply chains to outside-in demand and market-driven capabilities. This transformation is necessary for improved responsiveness and agility to meet customer demand in the face of ever-increasing market requirements, and supply chain risks. The end to end supply chain is now regarded as a business growth and competitive factor in addition to providing a foundational cost management operating model. However, as we have seen from experience, the transformation of business operating models is not trivial nor easy. The transformation requires strong teams to lead and manage the change and execute integrative improvement efforts across people, process and technology elements of the business. In the face of these market and process changes; Digital and Industry 4.0 developments are rapidly enabling dramatic new and improved ways of working and doing business. Demand-driven business operating models are no longer just a strategy. It is a requirement and journey for today's businesses to survive and thrive in a rapidly changing world.

HALL C
How network modelling supports Supply Chain Design decisions: A Nissan Case Study
Flip Engelbrecht, Senior Manager of Procurement, Inventory Control, Technical Information and Systems Nissan South Africa and Nick Jordaan CPIM (BSCM), SCOR-P, CSCP, CPF, Supply Chain Advisor, Sub-Saharan Africa, DSV
Global competition is increasing many companies' need to optimize their supply chains and reduce costs to stay competitive. Supply Chain Network Design studies support some key decisions that executives need to make to ensure the implementation of sustainable solutions. During this Nick and Flip will share their knowledge of best practices for a network study, depending on what decisions need to be answered. In conjunction to that, examples will be shared to provide insights into possible network design outcomes for an automotive aftersales network.

MEETING ROOM 11
Panel Discussion
New horizons in public health supply chains: the emerging role of the private sector
Dominique Zwinkels, Executive Manager, People that Deliver Initiative (PtD), Denmark
The public health supply chain is a growing market, with over one billion consumers. It is also a market that can benefit dramatically from private sector experience. This 50-minute panel discussion will be moderated by the People that Deliver (PtD) and IAPHL (International Association for Public Health Logisticians) to share private sector experiences, challenges, and opportunities of supporting public health supply chains in Africa. The discussion will be framed around four different models, highlighting the need for public accountability and stewardship, collaboration through public private partnerships, applying private sector practices to improve public health supply chain performance by adapting and learning, and through private sector contracting.

MEETING ROOM 7
15:25 – 16:00
The disruptive nature of Additive Manufacturing on Supply Chain Management
Henk Harmse, Senior Manager Outbound Operations, Sasol, South Africa.
This article jointly researched and written by Henk Harmse and Professor Johann Holm examines the quest for a new supply chain model and highlights Additive Manufacturing as the catalyst. Join Henk Harmse later in the day as he highlights what Additive Manufacturing is and what type of technologies such as 3D printing will enhance the evolution of Additive Manufacturing and how it is going to change the future of supply chain.

16:00 – 16:30 Afternoon tea and coffee which will be served in the exhibition area, upstairs lounge area and Hall D

16:30 – 17:00

HALL A
"What gets Measured gets Improved" The importance of making your customer's experience your metric
Susan Moore, Head of Planning, Rhodes Food Group, South Africa.
Peter Drucker said "What gets measured gets improved". Susan firmly believes in this mantra; however, it is not quite as straight forward as those 5 words indicate. Susan and her team had been successful in improving their service results as measured by Rhodes Food Group (RFG), however they faced a challenge when they realised they had not been tracking the correct data and in fact customer service as measured by their customers had been declining. Susan's presentation will briefly touch on the implications of not measuring a complete environment of data and the immediate benefits observed at RFG when this was fixed. The detail of Susan's presentation will focus on understanding what was important to their customers and aligning their metrics to reflect the customer's experience. Susan will share some tough conversations that took place with internal partners as they changed their measures and show the business benefits being achieved as a result of their efforts.

HALL B
Economical, Ecological and Ethical – everything we want our supply chains to be but how do we know if they are?
Douglas Kent, Managing Partner, CHAINovation, USA.
Companies are beginning to realize that the days of surviving off product innovation and profits alone are gone. Companies must also ensure their actions are impacting society and the environment in a positive way and recognize that their supply chains must be economical, ecological and ethical. The new Global ASCM Enterprise Certification, a first of its kind, rewards organizations that achieve Supply Chain excellence across these three critical dimensions! This triple-bottom line impact for organizations is substantial and proven. A certification of this type could not be more crucial and current for African-based companies/operations that wish to scale to a broader global market and would like to demonstrate their 'responsible' supply chain efforts! Built by leveraging all the best of SCOR™ and the entire ASCM Body of Knowledge (BOK) from individual certifications this certification is the most comprehensive and focused available anywhere in the world. This session will focus on the criteria and path to achieve the ASCM Enterprise Certification. Douglas will deliver a session utilizing interactive polling technology to allow participants to assess their own levels of maturity as they prepare for consideration of achieving this new industry standard.

HALL C
How to Drive Results through Effective Strategy Deployment: a case study
Jay Jackson, Mill Manager, Kimberly-Clark, South Africa
In the supply chain many of the departmental objectives are in opposition to one another. For example, Operations want to drive output and reduce change-overs while Logistics would like to reduce stock and run to just in time. Thus, the need to create a compelling strategy that focuses on what the key organisation goals are, is critical. Strategy deployment is a Lean tool that helps simplify this process and create clearly aligned objectives that drive common purpose and less silo thinking. It breaks down the process that allows teams to think and apply a problem-solving mind-set based on a four-stage problem solving process. Join Jay as he shares with you the practical benefits experienced at his own organisation

MEETING ROOM 8&9
Does Artificial Intelligence (AI) close the demand forecasting gap?
Erika Marais, Senior Consultant at Businessmodelling Associates, South Africa
To survive we need to plan and to thrive we need to forecast. Does the use of Artificial Intelligence (AI) algorithms improve forecasting output? This presentation aims to objectively explore forecasting methods in the context of Supply Chain Demand Forecasting. Traditional statistical forecasting methods will be pitted against AI methods to ascertain whether AI really is the silver bullet against forecasting variance many believe it to be. Findings will be illustrated through real-world examples and results

MEETING ROOM 7
POMS Stream continues
16:30 – 17:05
The progress made with a Lean Implementation within the public healthcare sector with examples from a South African Context
Professor Norman Faull, POMS VP for Europe and Africa and Founder and Chairman of the Lean Institute Africa
17:10 – 17:40
Water, the essence of life, needs preservation.
Professor Bettie Lodolo, Project Development Manager Next Renewable Generation and Affiliated Professor in the Department of Microbial, Biochemical and Food Biotechnology at the University of the Free State.
A study published nearly decade ago, by the 2030 Water Resources Group, concluded that, in 2030, competing demands for water resources would create an estimated gap of 40% between global demand and supply. Practical approaches to manage water hygiene are presented showing positive impact on plant hygiene and water usage when implemented.

17:10 – 17:40

HALL A

Our Demand Driven Journey into Africa

Barry Anderson CSCP, CDDP, Demand and Supply Planning Specialist, Coca-Cola Beverages Africa, South Africa.

As the first corporate to take Demand Driven Materials Requirement Planning (DDMRP) beyond the borders of South Africa the team responsible will share their journey and the learnings gleaned from the experience. The rationale behind the adoption of the DDMRP philosophy and the process of gathering information and knowledge on the subject to the initial trial of the model and the ultimate roll-out of the Demand Driven Operating Model into the various countries in South and East Africa will also be shared

HALL B

Collaboration 4.0 - Unleashing the power of collaboration in the era of digital transformation

Simon Hoesse, Head of Supply Chain Lab, Imperial Logistics, South Africa.

Established businesses are under increasing pressure to sustain their success in turbulent times when new technologies and digitalization are disrupting existing business models. In contrast, young start-ups use the opportunities presented by digital transformation to develop more user-centric products and services. So, what is the best way for your business to not only survive - but benefit and grow - from these new opportunities? How can you harness collaboration and leverage new, agile methodologies? This presentation provides practical insights into methodologies like the Google Design Sprint and shares impactful case studies. Can you afford to be left behind?

HALL C

Supply Chain Evolution through Additive Manufacturing to survive and thrive in the future.

Henk Harmse, Senior Manager Outbound Operations, Sasol, South Africa

Additive Manufacturing is called the most disruptive technology of all the technologies of the Fourth Industrial Revolution. It impacts each and every part of a business and will change the nature of the Supply Chain dramatically through localization of spare parts, e-warehousing, new business models and eco-systems. Join Henk Harmse as he explains how profound the impact of Additive Manufacturing will be on your supply chains in asset management.

MEETING ROOM 8 & 9

Creating Collaborative Supply Development Ecosystems

Marang Marekimane, Managing Partner, Lean Business Platform, South Africa.

Marang will share insights on creating a collaborative ecosystem for SME (small and medium enterprise) development. Having gained experience working with a wide variety of organisations, small/medium sized businesses have been able to gain access to market resources and funding.

**MEETING ROOM 11
16:30 – 17:40**

Professionalisation of Supply Chain Management in the public and private sector

Mpho Nxumalo is the Acting Chief Director: Supply Chain Management Policy and Legal in the Office of the Chief Procurement Officer (OCPO), National Treasury

Mpho Nxumalo will address professionalisation of SCM in the public and private space including progress on initiatives the country has undertaken thus far. These initiatives include the establishment of the Interim Supply Chain Management Council, its role and responsibilities and its progress and advocacy on identified topics such as; recognition of SCM as a discipline; the development of SCM technical standard and competencies; the initiative to develop overarching SCM ethics and code of conduct; and career pathing and professionalisation framework.

17:40 – 19:30 Networking amongst the exhibitors. A light supper and drinks will be served.

19:30 – 20:30 Entertainment

20:30 onward (or before) Drinks and Live Music at the Slug and Lettuce – this fun local pub is opening its doors to SAPICS delegates for more networking and live music. Relax after the evening’s entertainment or go through in your own time after networking with exhibitors. The pub is a relaxed and informal location with good music and a fun atmosphere (Cash Bar).

07:30 - Exclusive breakfast event for ASCM, DDI, IBF and CIPS certified individuals. By invitation only.

08:15 Abe Eshkenazi CSCP, CAE, CPA, CEO, ASCM, USA

08:30 – 09:20

HALL A
Investing Wisely in Logistics Technologies

David Bingham, Director - Europe, Fortna, UK
Undoubtedly, there are several generic and fast-growing drivers of change when it comes to organisations considering how selective and careful investment in logistics technology solutions makes commercial sense.. Equally, scarcity of suitable land and/or buildings in the right locations is driving up costs per square metre or square foot and the need to ensure that greater utilization is made of the total available cube inside a warehouse. Thirdly, the relentless growth of e-commerce and omni-channel retailing with its associated speed, accuracy, returns processing and compatibility (e.g. singles versus batch picking and packing) challenges is demanding that suitable technologies be at least considered and increasingly deployed. Attend this session to identify lessons learned in the logistics market in the United Kingdom and how such lessons can be applied to companies operating in South Africa.

HALL B
Strategic Sourcing for Successful Supplier Relationships

Michael D. Ford, M.S.I.S.E., CFPIM, CSCP, CLTD, CQA, CRE, CQE, ACPF, CPSM, CSSGB is a Supply Chain Expert with TQM Works Consulting, USA. *Strategic sourcing seeks to embrace suppliers as partners, as though they are upstream work centres within our company. The goal is long-term relationships founded on mutual compatibility of interests, competencies and trust. Traditional habits of beating up vendors on price and dictating terms are replaced with win-win negotiations that serve to strengthen the supply chain. This view recognizes that supply chains are only as strong as their weakest link, and it is in all the parties best interest to strengthen each link. The primary objective of this session is to provide delegates with a framework for identifying which supply materials are best suited to advanced strategic relationships.*

HALL C
Placing people, processes and data at the heart of public health supply chains for improving responsiveness and performance in decentralized systems in Kenya and Tanzania

Yasmin Chandani, CEO, inSupply Health, Kenya
At the heart of the best functioning supply chains are incredible people. As more countries invest in automating information systems, connecting people and empowering and motivating them to use data to improve their supply chain performance, particularly in resource-constrained settings, is critical. IMPACT Teams are deliberately made up of people across functions and disciplines who are trained to interpret key process and outcome indicators, follow a problem-solving process, and are empowered to use their data to make operational and strategic decisions that continually improve the performance of their supply chain. Lessons from Kenya and Tanzania identify successes and areas for continued improvement.

MEETING ROOM 8 & 9
MRO/Spares parts the 7 'open doors' to success

Jan Willem Rustenburg, CEO, Gordian Logistics, Netherlands and Anne Terlouw, Business Consultant, Gordian Logistic Experts, South Africa
"Conceiving a brilliant spares solution is one thing; implementing is definitely another thing! This presentation is about the tough lessons we learned on achieving success in the area of spare parts management. So, no fairy tales, but instead we will present the often, unspoken truth on the challenges. And although most of the causes ("open doors") might sound trivial, the solutions are not since the spare parts arena has very specific dynamics. In a wide array of projects in Africa and Europe, we learned these valuable lessons. Sometimes the hard way. Join our session to avoid making the same mistake."

MEETING ROOM 7
The future of "Zero Waste to Landfill" and the newly introduced Carbon Tax

Bertie Lourens, CEO, WastePlan, South Africa
During November 2018 Finance Minister Tito Mboweni introduced the Carbon Tax Bill to Parliament for consideration. The bill is part of SA's commitment to the Paris Agreement on climate change. Mboweni described it as a "benefit" for all of South Africa, and part of the country's contribution to the world, given the threat climate change poses to humanity. It has been coming along for more than a decade and has gone through multiple consultative processes before reaching Parliament. This presentation will speak about some of the bill's benefits, drawbacks and how it will directly affect companies that produce more carbon dioxide than the allowable limit. Further to the above bill, there is the future of "Zero Waste to Landfill", that has been in question following the failing of several Waste to Energy Plants in South Africa. This presentation will touch on some of the reasons for these failures, what waste generators can expect from the waste management industry in 2019.

09:30 – 10:20

HALL A
Progress Report on the Demand Driven Movement
Erik Bush, CEO, Demand Driven Technologies, USA *the presentation will review the key milestones in the growth of the Demand Driven movement and will highlight the set of client implementations that illustrates the business benefits clients are achieving along with the implementation dependencies. The success stories will underscore the fundamental changes these deployments are achieving for the clients that have embarked on a Demand Driven Journey.*

HALL B
The Supply Chain State of Capture Association Analysis
Schalk van der Merwe, Partner: Vendor Data and Risk Management Services, Inoxico, South Africa.
A lack of governance processes within the client's supply chain opened them up to significant procurement and supply chain risks, fraud and corruption risk. Due to the sheer size and complexity of the organisation, they were incapable of internally addressing this matter in a timely and effective manner. Inoxico assisted the client through the identification and prioritisation of noteworthy conflict of interest risk within their supply chain and further uncovered additional risky matters that were largely unbeknown to the client. Join Schalk as he shares this journey of discovery and learn how new governance processes in the supply chain of the client improved the performance and reduced the opportunity for fraud and corruption.

HALL C
Transforming United Nations Peacekeeping Operations into a Horizontal Supply Chain
Herbert Pechek CSCP, CLTD, SCOR-P, Supply Chain Management Principal, United Nations Support Office in Kenya
United Nations peacekeeping has evolved and has been transformed over the past decades into a complex and multidimensional operation with countless strands, activities, and functions. Each one of those is complex and is supported by a network of resources and driven by intricate requirements. This often seemingly chaotic cluster of tasks was assessed, analysed, and moulded into a new framework aligned to standardized supply chain processes and practices over the past few years. Herbert Pechek was the main architect of this transformation for the UN operations in Somalia and was instrumental for the global efforts to transform peacekeeping into a modern, horizontal, and integrated supply chain. His session will demonstrate the journey that the United Nations has taken so far and the challenges it has encountered along the way.

MEETING ROOM 8 & 9
Compliance vs. Delivery: A balancing act for supply chain?
Dr Faith Mashele MCIPS, Financial Director: Expenditure, TUT (Tshwane University of Technology), South Africa.
Dr Faith Mashele will explore the influence of regulatory compliance on the adoption of sustainable procurement practices by organisations. She will further examine whether decision makers in supply chain shave the capacity to balance compliance and the interests of various stakeholders in the supply chain management decision making processes. Dr Faith Mashele will share results from a research study which submits that supply chains play a significant role in ensuring that the contribution towards sustainability goals is enhanced, using the lens of stakeholder theory, institutional theory and the PESTEL framework.

MEETING ROOM 11
Panel Discussion
How can Supply Chain best practice combat the scourge of Falsified and Substandard Medicines?
*Join **Dr Iain Barton of Imperial Logistics** and colleagues and discuss this important question. Can supply chain best practice combat the seemingly unbeatable tide of falsified medications. Consider the question in context of other counterfeit goods as well and add your insights to try to combat the scourge.*

10:20 – 11:00 Morning tea and coffee which will be served in the exhibition area, upstairs lounge area and Hall D

11:00 – 11:50

Survivor South Africa, Steers and the Supply Chain
Antoinette Tebbutt CPIM, Development Manager, Bizzco, South Africa.
Antoinette is known to the public as "Toni from Survivor". She was the outspoken castaway on Season 6 Survivor South Africa which was aired on MNET in 2018. Antoinette was chosen as one of 18 castaways out of over 30,000 entrants! She came 7th in the end having lasted 30 of the 39 days on the island. Antoinette has worked in logistics for over 15 years and is constantly enthralled by how the Supply Chain makes the world go around. As a contestant on Survivor South Africa filmed in the Philippines recently Antoinette was enthralled by the logistics of it all.

Is Africa Ready for Digital?
Retief Ferreira, Associate Director, Head of Supply Chain Management and Procurement, PwC, South Africa
What are the key success factors in digitizing supply chains in Africa? Digital innovation has the potential to help Africa overcome basic shortcomings, "light up" the dark continent and transform Africa's economic potential. Why do African businesses struggle to capitalize on the opportunities of digitalization? Digital innovation comes hand in hand with a whole new set of 'Africa-specific' obstacles and challenges, hence truly capitalizing on the opportunities introduced through digital solutions demands a complete rethink of the end-to-end supply chain models and strategies, as well as understanding the requirements for the enabling capabilities. In this session various

The Association for Supply Chain Management Public Health Initiative
Abe Eshkenazi CSCP, CAE, CPA CEO, ASCM, USA and Glenda Maitin SCOR-P, Programme Director, ASCM PHI, South Africa
In late 2018 the newly created Association for Supply Chain Management was awarded a grant by the Bill and Melinda Gates Foundation. In collaboration with partners such as SAPICS, ASCM will foster the development of a regional supply chain management association, manage the evolution of a frontier supply chain maturity model and introduce globally recognised and locally adapted methods that will improve last mile availability in public health supply chains. Join Abe and Glenda Maitin and the ASCM PHI team to learn about the project

MEETING ROOM 8 & 9
Developing a value-driven supply chain for the Green Economy
Dr Jaisheila Rajput, CEO, TOMA-Now (Tomorrow Matters NOW).
Dr Rajput will lead participants as they map and develop value chains, targeting parts of the supply chain where real value is generated. This is a simple way to obtain clarity on value-adding steps throughout development and manufacture of your product and the associated supply chain. This will empower participants to identify opportunity for capacity building, uncover untapped potential in the supply chain, identify new revenue streams, and determine project viability in advance.

MEETING ROOM 11
Panel Discussion:
From the horse's mouth – Is Demand Driven Material Requirements Planning (DDMRP) really as effective and easy to understand as they say it is?
*Join **Alan van Vuuren B2Wise CEO** and guests in an open, honest and frank panel discussion about this upcoming methodology. The panelists are: **Ruben Lawrenz:** Planning Manager, Protea Chemicals, **Yvonne Vermeulen:** Supply Chain Manager, Marley Roofing, **William Stander:** Procurement Manager, BCE **Natasja Erasmus:** Sales & Operations Planning Executive, Crown Food Group*

	<p>From moving contestants and crew around, to transporting and building challenges on different islands, to building a set on the sea for the tribal councils. Then sending all that back to South Africa to recreate the set for the live finale show – it is incredible. One memorable moment saw the show bringing Steers to the contestants in the Philippines as a reward merge meal. Antoinette will share with the audience the magic and versatility of effective supply chain management in the making of this popular reality show.</p>	<p>case study examples will be examined to explain not only the necessity of fixing certain basics first but also the crucial steps required for more robust, successful results when digitalizing supply chains.</p>			
<p>12:00 – 12:50</p>	<p>Is the 80/20 principle and quadrant model relevant in South Africa as a Developing country? Kamogelo Mampane CPIM, CEO, TK Global Experts, South Africa <i>This presentation will highlight a business case to review current category management models and detail the impact of previous practices to the South African economy. Kamogelo will discuss new ways of thinking as we move South Africa out of no economic growth, contribute to closing the budget deficit, start companies that can grow the economy and support knowledge economy. He will challenge the implementation of the Kraljic model and show its impact in developing countries like South Africa. Together participants will develop a new way and thinking about Category Management. Kamogelo will challenge the audience that best practice is not always the best fit practice Kamogelo is a firm believer that by making supply chain professionals more aware of the impact of the current status and their actions Supply Chain Professionals can move South Africa out of its current economic collapse.</i></p>	<p>Human Resources as the forgotten heart of supply chain performance Dr. Andrew N. Brown (PhD, BPharm, GCHE), Workforce Development Specialist, USAID Global Health Supply Chain-Procurement and Supply Management (GHSC-PSM) Project. USA. <i>The struggle to recruit, retain and support competent supply chain personnel is experienced by every mid and upper level supply chain manager. Within the public health sector these HR issues are more pronounced and have significant health consequences considering up to one third of African populations do not have access to life saving medicines. In recent years there has been increasing donor investment to explore workforce development approaches within the public health sector, engaging in African country contexts to specifically increase workforce performance. This presentation will provide insights and lessons learned from a range of activities being undertaken by the USAID Global Health Supply Chain - Procurement and Supply Management (GHSC-PSM) Project. These insights into improved competency development, retention and performance will be relevant to any SCM organization looking to increase overall workforce productivity.</i></p>	<p>Does Strategic Sourcing as Supply Chain strategy create value? Tyrone Rennie, Executive: Solution Development, Marketing and Sales, Barloworld Logistics, South Africa <i>Unpack the differences and benefits of strategic sourcing as a supply chain strategy for South African organisations. Strategic sourcing is a procurement and supply chain strategy that takes proactive action to satisfy business needs. The financial, risk management, sustainability and value creation aspects of such a strategy seem to make it an obvious choice, however change in operational modelling and data utilisation is needed to make it work effectively within a supply chain. Strategic sourcing is not a single project but rather a continuous process that rolls like a wheel. Every company which wants to have control over its supply chain should use strategic sourcing principles. The objective of this session is to share information and have a robust discussion about the benefits and pitfalls of strategic sourcing as a supply chain strategy. Delegates will leave with a whitepaper, offering a handy guide to implementing this in their own supply chains.</i></p>		<p>MEETING ROOM 11 Panel Discussion Supply Chain Risk Management – a modern day imperative Join Greg Schlegel, Supply Chain Risk Management Consortium and guests, Zanele Makhubo, Gauteng Department of Human Settlement, Dr Robert Besseling, Executive Director, EXX Africa, Peter Lamb, Director, Norton Rose Fulbright and Arno Meyer, Programme Lead, Dept. of Business, University of Pretoria in this discussion about how best to managing the risk in modern day supply chains.</p>

12:50 – 14:00 Lunch will be served in Hall D and the upstairs lounge area

<p style="text-align: center;">14:00 – 14:50</p>	<p>Centralised Chronic Medicines Dispensing and Distribution (CCMDD) supporting NHI (National Health Insurance) Objectives to improve the supply sector Florian Menold, General Manager, DSV Healthcare, South Africa. <i>The public health system has faced significant challenges in the past decade to support the access to medical care for patients living with HIV and AIDS, as well as other chronic conditions. The strain on available resources contributes to increased waiting times, overcrowding of the public health facilities and decrease in quality of medical care. This presentation focuses on a case study of how the public and private sectors collaborate to improve the access to medicines by applying best in class processes and technologies to support the Government in achieving its objectives to support the daily lives of the people of South Africa.</i></p>	<p>Managing Supply Risk – Lessons from Brexit Duncan Brock FCIPS, Group Director - Chartered Institute of Procurement & Supply (CIPS), United Kingdom <i>Lack of certainty on the UK's BREXIT deal has created new stress points within supply chains which is further exacerbated the labour and skill shortage. Procurement and Supply Chain professionals now, more than ever, need to take a proactive approach to ensure these threats are managed to ensure the security of supply. What lessons can we learn from how businesses are reacting to economic and political volatility, and what are the contingency strategies that are being used?</i></p>	<p>Embracing a Digital Supply Chain of One Mervyn George, Business Architect and Venture Scout, SAP, South Africa. <i>Drivers of the Digital Supply Chain of One include customer demand for individualized products. With advancements in technology, it becomes easier to understand what customers want and to fulfil on it. With firm focus on Experience Management as a key contributor to competitive advantage in Intelligent Enterprises, access to the customer becomes that much closer. Once it is determined what customers want, the next objectives are to increase collaboration throughout the supply chain and its stakeholders, to connect things, people and systems and to leverage the data and insight produced by a connected supply chain, and ultimately to ensure visibility across the entire supply chain.</i></p>	<p>The Convergence of Supply Chain Best Practices; A Case for SCOR and DDMRP Andrew dos Santos CPIM, SCOR-P, CDDP, Director, CLX, South Africa <i>The Supply Chain Operations Reference (SCOR™) model has been used by hundreds of organisations worldwide in pursuit of Supply Chain Excellence. SCOR™ is used to define supply chain strategies and processes for each of the organisation's supply chains. Furthermore, it assists in selecting the appropriate practices and metrics to efficiently facilitate the operation of selected processes. Demand Driven Materials Resource Planning (DDMRP) is an emerging practice and provides sensing mechanisms which enable an efficient and reactive supply chain. Combined with the Demand Driven Adaptive System (DDAS), which connects business strategy to actual performance, DDMRP provides key inputs to the metrics specified in the SCOR TM model. SCORTM and DDAS have a natural synergy; both bridge the gap between operational and strategic levels within an organisation. Join Andrew to discuss this overlap and investigate how the models can be used in concert to achieve supply chain excellence.</i></p>	<p>MEETING ROOM 11 Panel Discussion The Case of the Empowered of Women in Supply <i>Following on from the success of this panel discussion last year join Samer Almadhoun CSCP, SCOR-P, CLTD, CSCA, CDDP "Board Member at UNGC & Managing Director of MUHAKAT" in Jordan and others in this important discussion. Topics that will be covered include Sustainable Corporate Practices, Unethical supply chain workforce practices, slavery in supply chain, sustainability reporting as a strategy and more. Included in this panel is Azuka Okeke, Africa Resource Centre, Nigeria, Glenda Maitin, ASCM-Public Health Initiative, Kea Mpane, SAPICS Chair (President), Chantal Kading, The People Shop and Susan Moore, Rhodes Food Group</i></p>
<p style="text-align: center;">15:00 – 15:30</p>	<p>Transforming logistics with people-led technology enabled solutions: A Case Study Marcus Vosloo, Vendor Relationship Manager, Massmart & Walmart, South Africa <i>Massmart has been working tirelessly to find a way to implement an end to end technology solution that creates the holistic visibility required for true operational excellence. Over the last year, Massmart have revolutionised their processes to drive real-time execution across all activities of their business which has not only improved operational efficiency, reduced costs significantly, but enabled true strategic partnering. This presentation is intended to provide a rare opportunity to access and unpack the current and future path of the agile supply chain process at Massmart. It will explain the</i></p>	<p>Using "Moments of Reality" and "Continuous Improvement" to improve quality and retain Supply Chain contracts. Peter Lever, CEO, Therefore Strategic Technology Services, South Africa. <i>Every time a customer interacts with your business, they are provided with an opportunity to evaluate your performance and pass judgement. Over the course of repeated interactions, customers are inclined to form an opinion of your company, either positive or negative. The longer the time frame the more entrenched these opinions will be. If a negative opinion is sustained for long enough, customers are inclined to jump ship. This session will provide supply chain service providers with an overview of how to use "Moments of</i></p>	<p>Discard Due Dates! – a Case Study Adolph Vogel, Head of Supply Chain Analytics, Motus Aftermarket Parts, South Africa <i>Due-dates and lead-times remain one of the most common ways we manage not only our own operations but also service level agreements (SLAs) with third party logistics providers. In this presentation Adolph will argue that we should completely discard due dates and find a better alternative. Through a case study, Adolph will present an alternative to Due Dates and show how it helped save a South African medical device manufacturer from ruin.</i></p>	<p>How to use FinTech to unlock the value chain in a restrained economy Greg Cline, Head of Corporate Accounts, Investec Import Solutions, South Africa <i>Unlocking the business value chain has always been important, but today it takes centre stage where rapidly changing and challenging business conditions have become the norm. As a result, automation and data exchange are key to not only providing cost efficiencies, but to overall business success. In fact, by embracing disruptive and digital technologies, supply chains can become fully integrated eco-systems, outlining every level and player within the chain which</i></p>	

<p>untapped potential of what can be achieved from a single reference of data, across multiple activities and how this enables dynamic and real-time execution and speed from insight to action. It will also explain the shift in process toward being ever-present and hyper-connected. Customers are expecting greater speed, efficiency and service and this presentation will demonstrate Massmart's journey to fulfilment.</p>	<p>Reality", to improve the customer experience and how to use "Continuous Improvement" to continue it.</p>		<p>is critical for risk mitigation and decision-making. And by breaking down these traditional silos not only does it allow for more visibility, but more agility as well enabling players to react faster and plan better - with real-time information. This higher level of responsiveness and resilience creates a powerful network focused on improving customer service and experience management. Couple this with viable ways in which to access funding to service working capital needs, and a better understanding of cost inputs truly builds the supply chain of the future.</p>	
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15:30 – 16:00 Afternoon Tea & Coffee will be served amongst the exhibitors, upstairs lounge area and Hall D

16:00 – 17:25

Halls A, B & C – Closing Keynote



David Grier, Adventurer, Chef, Speaker, South Africa.
Challenging Change

David believes that change on its own is not enough. He believes that one also needs to feel an inherent sense of hope in the future that this process will bring. He has found that hope comes in the form of a reward when there has been significant change. There is also a bigger picture – the context in which we live, influenced by us, our attitudes and the changes we make, however small it may be, but ... then comes our biggest test, the courage to turn around and to challenge change. Join David in this enlightening and empowering presentation as he encourages you to challenge change!

Closing Address by the SAPICS President and Presentation of Speaker and Exhibitor Awards

17:25 – 19:30 **Celebration of Awards winners and final networking and drinks with exhibitors. Take some time to do some Food Packing with Rise Against Hunger! This highly successful initiative last year saw over 10,000 meals packed for the needy. Come to do your bit in Hall D. Alternatively, you can make a cash donation – every little bit helps and as little as R3.00 can feed a child!**

19:30 – 22:00 **Dinner and music (optional dinner at an additional cost of R400 ex VAT). Pre-reservation is essential.**

For all enquiries, registrations etc please contact the Event Secretariat on +27 (0) 11 023 6701 or email info@sapics.org.za

Up to the minute information is available via the SAPICS Conference Website at www.conference.sapics.org.za or via the Event App (fully paid attendees only)

Book your place for an interactive Workshop or interesting Site Visit. Details are on the following page. Workshop prices are included in the delegate registration fee. There is a small additional charge for site visits.

Workshops The following workshops are included in the conference delegate package. Space is limited and pre-registration is mandatory. There is no additional fee for Conference Delegates to attend these workshops. However pre-registration is essential. For more information on all workshops click here. **Workshops 6 – 8 & 10 will run from 09:00 – 12:00 and Workshop 9 will run from 09:00 – 13:00 at the Century City Conference Centre, Upper Level**

6

Decision Making Analysis for Supply Network Planning

Michael D. Ford, M.S.I.S.E., CFPIM, CSCP, CLTD, CQA, CRE, CQE, ACPF, CPSM, CSSGB is a Supply Chain Expert with TQM Works Consulting, USA

Supply network planners are challenged with making a multitude of decisions: what is the anticipated demand? What will future costs be? Where to locate facilities? What risks are involved, etc? This highly participative session will engage participants in three major activities that demonstrate tips, tools and techniques for effective decision-making utilizing fundamental analytical tools.

7

Building Personal Resilience

Karen Livey, Australia

Managing supply chains is a challenging role, particularly in today's VUCA (volatile, uncertain, complex, ambiguous) environments. You always need to work at an optimal level to manage all the complexities and risks associated with the supply chain. By building your personal resilience, you will cope with the stressors in your environments, both at work and at home. This will give you the ability to be flexible, adaptive and thrive. It has been shown that people who have sustainable resilience strategies are able to manage themselves and others better to achieve greater productivity levels. This workshop will show you how to use strategies and techniques to become more effective in building your resilience and achieve optimal performance in the workplace.

8

Supply Chains and Risk Management (SCRM): How Exemplar Companies Survive During and Thrive After a Disruption

Greg Schlegel, Founder, SCRM Consortium, Lehigh University adjunct, SCRM Consortium Lehigh University, USA.

Attend this Supply Chain & Risk Management session and get a brief introduction covering:

- *The basics of supply chain management*
- *The basics of ERM, Enterprise Risk Management framework from our Point-of-View*
- *How exemplar manufacturing companies, using our “Three E-s”, Education, Elevation & Evolution, are Identifying, Assessing, Mitigating & Managing, VUCA, volatility, uncertainty, complexity and ambiguity in their global supply chains*

9

Experience Demand Driven Materials Requirements Planning (DDMRP) with this hands-on LEGO brick assembly workshop

Alan Jansen van Vuuren, B2Wise, South Africa

*Experience Demand Driven Materials Requirements Planning (DDMRP) in this hands-on DDBrix LEGO brick assembly lean workshop. This workshop is endorsed by the Demand Driven Institute, the founders of DDMRP. Come and play with DDMRP buffers to optimize both material and information flows. Let's practice demand driven planning and experience effective collaboration. Experience how DDMRP helps to stabilize production and reduce team stress, understand how DDMRP enhances your information and material flow management, get updated on the latest DDMRP methods about the planning and prioritization of production orders, learn basics of supply chain management while playing and having fun. **NB - Workshop is 4 HOURS and concludes at 13:00***

10

If you can't measure it, you can't improve it.....Measuring Supply Chain Performance Using SCOR™

Samer Almadhoun CSCP, CLTD, SCOR-P, DDPP, Managing Director, MUHAKAT, Jordan

The Supply Chain Operations Reference (SCOR™) model is a process reference model that integrates the well-known concepts of business process engineering, benchmarking, process measurement and organizational design into a cross-functional framework. The Supply Chain Operations Reference (SCOR™) model is unique in that it links business processes, performance metrics, practices, and people skills into a unified structure. It is hierarchical in nature, interactive and interlinked. There are over 250 SCOR metrics that are organized in a hierarchical (and codified) structure from organization level 1 to process level 2 to diagnostic level 3. The metrics are categorized in five performance attributes: reliability, responsiveness, agility, costs and asset management efficiency. This session is about explaining how to calculate these measures practically and in a handy way in an organization.

Site Visits The following site visits have been organised for conference delegates. There is an additional charge to cover the cost of transportation. Full details are available on the **SAPICS website per the links in the document. Pre-registration is essential – READ MORE HERE - All site visits start from the front of the Century City Conference Centre and return to the same place. Return times quoted are estimates. Please note that there is no lunch provided on this day (Wednesday 13th June)**

Site Visit 1 – 08:00 – 13:00	Kimberly-Clark	Site Visit 5 – 09:00 – 14:30	Damen Shipyards
Site Visit 2 – 08:15 – 12:00	Woolworths Distribution Centre	Site Visit 6 – 09:15 – 13:00	SAB Newlands
Site Visit 3 – 08:30 – 12:30	Transnet Ports	Site Visit 7 – 07:00 – 12:30	Leisure Tour to Villiera Wildlife Sanctuary and Wine Estate
Site Visit 4 – 08:45 – 13:00	K-Way	Site Visit 8 – 09:00 – 13:00	Leisure Tour to Groot Constantia – tutored wine tasting