



LINKLINE

The Chartered Institute of Logistics & Transport
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STUDENT IDEA OF THE YEAR AWARDS 2013

Irish Independent

SUPPLY CHAIN "MEGA-TRENDS"



MEASURING THE PERFORMANCE OF TRANSPORT

ILTA'S 2013 WINNERS

THE RECOGNISED PROFESSIONAL BODY FOR ALL PROFESSIONALS
INVOLVED IN THE LOGISTICS AND TRANSPORT INDUSTRIES IN IRELAND.

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**THE CHARTERED INSTITUTE OF LOGISTICS
& TRANSPORT IRELAND (CILT)**



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Welcome to the April / May edition of the CILT Journal Linkline. The Chartered Institute of Logistics & Transport held its Annual Dinner and the Irish Logistics and Transport Awards 2013 before a packed audience of the top echelon of Ireland's logistics and transport professionals in the Burlington Hotel Dublin on Thursday 21st of March last, with Richard Curran of RTE's Dragons Den fame presiding over the awards ceremony.

The awards venue was packed, with nearly 400 representatives from all over Ireland present to applaud the finalists across 17 categories as the prestigious trophies were handed out to loud cheers from winners and their guests. Beaten finalists were rewarded with a special parchment to mark their success in reaching the finals.

The night was rounded off by a charity casino in aid of Pieta House and Dogs in Distress. This year's awards attracted over 80 entries, with judges commenting on the overall high standards which made choosing the eventual winners all the more difficult.

The Chartered Institute of Logistics & Transport Ireland would like to congratulate all our winners and commiserations to those who were not successful this time around. We would also like to thank our sponsors; Topaz, the Health & Safety Authority, Zetes, Fleetmatics, DAF, Hyster, and The Irish Independent. Without their support these awards would not have taken place.

CILT also has the pleasure of awarding Nicola Cooke (Sunday Business Post) with the 2012 Transport Journalist of the Year Award. Nicola received a specially commissioned Dublin Crystal trophy. Paul Melia (The Irish Independent) was awarded the Runner Up Prize for 2012.

John O'Hanrahan from DHL Global Forwarding presented the DHL Education Award to Padraig Brophy from Green Saffron at a pre-drinks reception in the Burlington Hotel. The Institute would like to thank DHL Global Forwarding for their continued support for this particular education award. Chair of the CILT Education Committee Chris Callaghan FCILT presented the CILT O'Buachalla Award to Niall Reynolds from Connor Winfield Ltd also.

The Eastern Section held their National Student Idea of the Year Awards in February last at the Dublin Institute of Technology, Aungier Street. The guest of honour at the awards was the Chief Executive of the Road Safety Authority Noel Brett who gave a very interesting presentation on Irish Road Safety.

Sean O'Muircheartaigh from NUI Galway was awarded the Student Idea of the Year Award 2013. (See our full coverage of the CILT Annual National Student Idea of the Year Awards on page 35).

The Chartered Institute of Logistics & Transport would like to thank DIT for hosting the Student Idea of the Year Awards 2013 and the Institute would like to thank the two sponsors of this year's awards for their continued support for our National Awards; HazChem Training Ltd. and PCBOA/PAMBO.

Finally, on behalf of the Institute I would like to congratulate Edward Sweeney FCILT on recently being awarded his doctorate. Edward is Director of Learning at NITL, where he is responsible for the development and implementation of the integrated supply chain management (SCM) development programmes and carries out research and consultancy work on behalf of NITL client companies.

Michéal Lynham
CILT Linkline Editor



UPCOMING EVENTS:

BREAKFAST MEETING: SUPPLIER PORTFOLIO MANAGEMENT & RISK MITIGATION

SUPPLIER PORTFOLIO MANAGEMENT & RISK MITIGATION

When: Thursday, 18th April, 2013**Where:** IIPMM Offices, 17 Lower Mount St, Dublin 2.**Time:** 7:45am – Registration and Light Breakfast**WESTERN SECTION AGM****When:** Wednesday 24th April 2013**Where:** The Mayrick Hotel, Eyre Square, Galway**Time:** 19.30-21.30hrs

For further details please visit www.cilt.ie
To book a place on any of these events please e-mail or call
Michael Lynham at michael@cilt.ie or Tel (01) 676 3188



The ILTA's was rounded off by a charity casino in aid of Pieta House and Dogs in Distress on March 21st last. L-R: Singer Cathy Davey (Dogs in Distress), Micheal lynham (CILT Marketing Manager) and Cindy O'Connor (Pieta House).

NEW MEMBERS:

Name	Grade	Company
Stuart Burke	CMILT	Hy-Tech Logistics
Eugene Windrim	MILT	CRC
Karl Dowling	MILT	
Gavin Colleran	MILT	Lidl Ireland
Peter Hynes	CMILT	Lidl Ireland
Bridget Canavan	MILT	Customs Matters Ltd.
Patrick J. Byrne	MILT	Consultant
Mike Reddy	MILT	P.S.V. Office An Garda Siobhana
Eoin Stapleton	CMILT	PRL Group
Philip Harvey	MILT	William Harvey Co. Ltd.
Katrina Eglite	Student	DIT

The Chartered Institute of Logistics and Transport welcomes the following new members who have recently been elected or upgraded:

CONGRATULATIONS DR. EDWARD SWEENEY FCILT

The Institute would like to congratulate Edward Sweeney FCILT (The National Institute of Transport & Logistics) on recently been awarded his doctorate. Edward is the Director of Learning at NITL, where he is responsible for the development and implementation of the integrated supply chain management (SCM) development programmes and carries out research and consultancy work on behalf of NITL client companies.



Above: The National Institute for Transport and Logistics.

Right: Jim Kearney, Education and Training Manager, CIILT, presenting the Education Award to Dr. Edward Sweeney of NITL.



The National Institute for Transport and Logistics (NITL) is Ireland's "Centre of Excellence" in transport, logistics and supply chain management (SCM). It was established by the Irish Government in 1998 as a result of a major Forfás report on the future of Irish enterprise. NITL's postgraduate and corporate education and training programmes in logistics and SCM represent Ireland's most comprehensive and integrated provision of advanced education and training in this rapidly developing field. The National Institute for Transport and Logistics has had a long and happy relationship with the Dublin Institute of Technology going back many years now. The latest portfolio of post graduate courses and corporate learning programmes N.I.T.L. has developed simply reinforce its reputation as being THE place to study.

DFDS LOGISTICS LAUNCH RAIL SERVICE FROM WATERFORD TO BALLINA

DFDS Logistics were delighted to announce the launch of a twice weekly container rail service from Waterford Port to Ballina commencing on the 4th March 2013 last. As the pioneers of containerised rail freight in Ireland, DFDS now feel that the time is right to re-introduce this intermodal service to its customers.

The new service will benefit customers in the west and north west of Ireland in particular, providing them with a cost effective alternative when compared with a road based shipping option. Coupled with this, the customer also reduces their carbon footprint.

The train timetable is optimised to meet the DFDS sailing schedules from Waterford Port to Rotterdam, which allows for onward delivery into Europe. Customers can now load in the

west of Ireland on Tuesday morning and deliver in Holland on Thursday pm/Friday am. Rotterdam also provides access to DFDS sailings to Norway, and rail connections to Italy, allowing for a rail-sea-rail connection from Ballina to Milan.

The anchor customer on the rail service will utilise a significant amount of available rail wagons, but DFDS has left scope to develop the route further by introducing new customers, both internal Irish traffic and import / export traffic.

The service will be operated for DFDS by Iarnród Éireann (Irish Rail), and will see freight flows on the national rail network expand. Iarnród Éireann are delighted to be working with DFDS to enable them offer this service to their customers. This business is ideally suited to the rail network, and meets Iarnród Éireann's goal of expanding freight traffic as they continue to look to develop their rail freight services, and to meet the needs of their freight customers such as DFDS.

This is an important addition to the DFDS services in Ireland and affirms their position as a premium logistics provider, and a company that listens to their customers and offers solutions.

SUPPLY CHAIN “MEGA-TRENDS”: CURRENT STATUS AND FUTURE TRENDS

BY DR. EDWARD SWEENEY FCILT, NITL

1. INTRODUCTION

The supply chain management (SCM) concept has become embedded in the thinking of many organisations in recent years. Originally introduced by management consultants in the early 1980s, SCM has a strong focus on integration of processes across functions within firms, as well as between the organisations that comprise the wider extended enterprise. There is a significant body of research to support the notion that the consistent delivery of value to customers is predicated on higher levels of intra-firm and inter-firm integration. Putting the supply chain integration (SCI) concept into practice is critically dependent on the ability of firms to manage material, money and information flows in a holistic manner. It also depends on the way in which relationships between key supply chain actors are managed. This article explores the “mega-trends” that are evident across most sectors and which have a potentially significant impact on the ability of organisations to put SCM theory into practice. The late Don Bowersox and his colleagues from Michigan State University introduced the idea of supply chain “mega-trends” over a decade ago in their widely cited article in the *Journal of Business Logistics* (Bowersox et al., 2000). This article explores the current status of these “mega-trends” in an Irish context based on research being undertaken at the National Institute for Transport and Logistics (NITL). It also identifies some key factors that are likely to impact upon progress in these key areas in the medium term. Before summarising the “mega-trends” it is appropriate to provide an overview of some of the key drivers of 21st century SCM.

2. 21ST CENTURY DRIVERS OF SUPPLY CHAIN INNOVATION

A large number of factors are influencing the way in which we think about contemporary supply chains. In this context, it is important to recognise that all companies and all supply chains have their own unique characteristics in terms of products, markets, customers, people and culture. Each organisation will, therefore, have its own particular strategic imperatives and supply chain drivers. Developing an exhaustive list of generic drivers is impossible and would, in any event, be unlikely to add much real value. However, the author’s experience suggests that the following are amongst the most critical for many organisations across a range of sectors.

Internationalisation - Structural changes in the global economy have resulted in many of the barriers that traditionally existed to the movement of products, services, people, capital and information across international borders being reduced or eliminated. As a consequence, global procurement of products and services and access to new international markets have become the reality for many firms. In this context, supply chains have become much more international (or even global) in complexion.

Vertical Disintegration - Recent years have seen a strong focus on the identification and development of core competencies as firms attempt to identify appropriate strategic responses to 21st century challenges. The corollary of this is that many supply chain activities that are deemed to be “non-core” have been outsourced. This process of vertical disintegration has resulted in the development of supply chain architectures that are much more “virtual” than in the past. In this context, the old logic of Henry Ford that “you must own it to control it” has been replaced by a strong focus on the management

of relationships with key suppliers of products and services. It has also resulted in third-party logistics providers (3PLs) playing a more strategically important role – often that of a designer and/or orchestrator – in many supply chains.

Complexity - Products and service offerings have become more complex with their development often mirroring the rapid rate of technological development that has been a feature of recent years. The shortening of product life-cycles that has been a feature in many sectors is related to this. This is compounded by the increasing complexity of the international markets and the business environments in which companies operate. Technological developments have also resulted in the development of quite sophisticated and relatively complex supply chain planning and execution systems.

Customers - Customers have become more discerning and markets have become more sophisticated as a result. Customers are demanding more and more in terms of product quality and service levels at ever more competitive prices. In short, customers are demanding better value for money – a trend that has been accentuated by the recent economic downturn.

Competition - Finally, the 21st century is one that is characterised by intense competition between rival firms in most sectors. The term “hypercompetition” has been used to describe this scenario. This has arguably been the single biggest driver of innovation in all aspects of business in recent years. Nowhere is this need for innovation more evident than in the design, planning and execution of supply chains.

3. SUPPLY CHAIN “MEGA-TRENDS”

Developing the appropriate strategic response to the drivers outlined above requires many firms to embrace fresh perspectives. For example, Professor Martin Christopher of Cranfield University is associated with the idea of “paradigm shifts” in supply chain thinking and the resultant need for various “business transformations” (see, for example, Christopher, 2010). In a similar vein, the work of Storey et al. (2006) clearly demonstrated some of the fundamental differences between “conventional management” and SCM, thus elucidating the main constructs of contemporary SCM. This in turn builds on

