

‘Workforce excellence is essential for sustainable health supply chains’

PEOPLE
that
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IMPERIAL LOGISTICS CASE STUDY

FAST FORWARD – PEOPLE DEVELOPMENT IN AFRICA

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Presentation Overview

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- Positioning & Offering
- Rest of Africa
- Context for People Development
- Maturity of People Development Framework
- People Development Framework
- Imperial Health Sciences
- Qualification Framework
- Challenges & Lessons Learned

Positioning & Offering

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- Industries: Consumer Products & Pharma, Industrial Products, Petrochemical & Bulk Commodities
- We improve our clients' competitiveness across their entire supply chain, applying customised value chain management based on years of experience















Value Chain Design & Enablement (Analysis, Design & Implementation)
Integrated Operations Planning (People, Process & Technology)

Positioning & Offering



Value Chain Design & Enablement (Analysis, Design & Implementation)
 Integrated Operations Planning (People, Process & Technology)

-  **> 2.6 Million** Retail deliveries / annum
-  **R34 Billion** Retail goods delivered
-  **215 000** Full truck load (palletised) deliveries in South Africa
-  **32 000** Cross-border shipment
-  **135 000** Tanker shipments / annum
-  **9.1 Million** Tons of bulk commodities handled / annum
-  **62** Clients from which revenue > R50 million / annum
-  **> 600** Clients with revenue > R1 million / annum
-  **18** Specialised service companies in South Africa
-  **8** Linked to distributors in 8 countries
-  **23 198** Employees: 5096 drivers, 6290 warehouse staff, 3660 merchandisers
-  **1 025 000 m²** Dedicated (400 000 m²), multi-principal warehousing space (cold storage & pharmaceutical facilities)

Rest of Africa

Our current **AFRICAN FOOTPRINT** includes a significant footprint and consists of a large range of dedicated and shared services.



12

Infrastructure & representation in **12** countries in Africa

18

Cross-border transportation into **18** countries

75

Regional, local & general freight & distributor warehouses strategically located throughout the continent

675



Vehicle with necessary cross-border permits

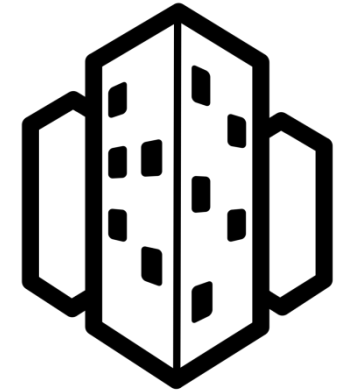
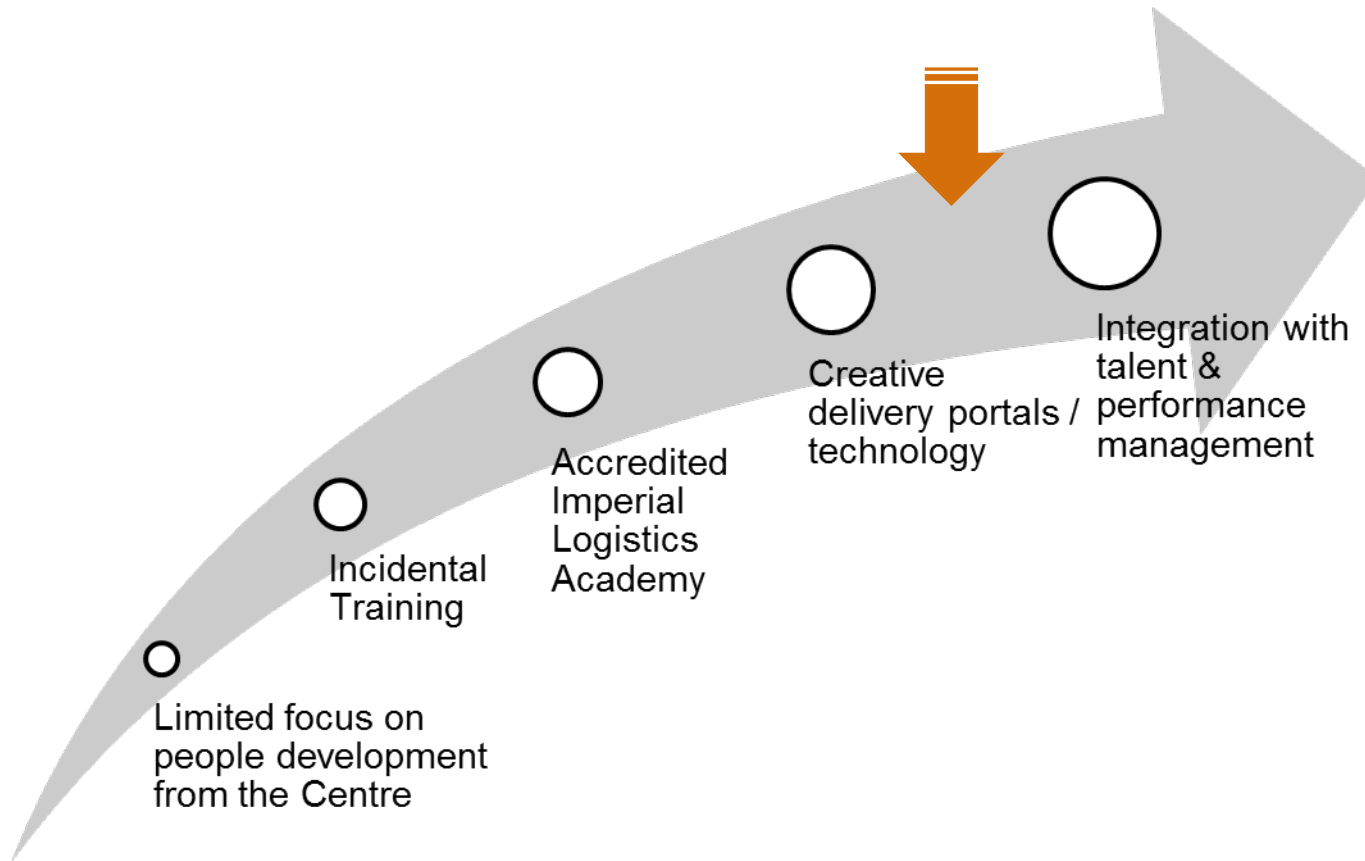
Context for People Development

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- Decentralised business model
 - Growth through acquisition
 - Strong entrepreneurial culture
 - 2013: 80+ different operating entities
 - HR processes / systems not standardised or “enforced”
- Skills shortages and challenges in Education System
- Regulated Skills Development Landscape
 - Sector Education & Training Authorities
 - Skills Development Levy & Training Grant System
 - Broad-Based Black Economic Empowerment

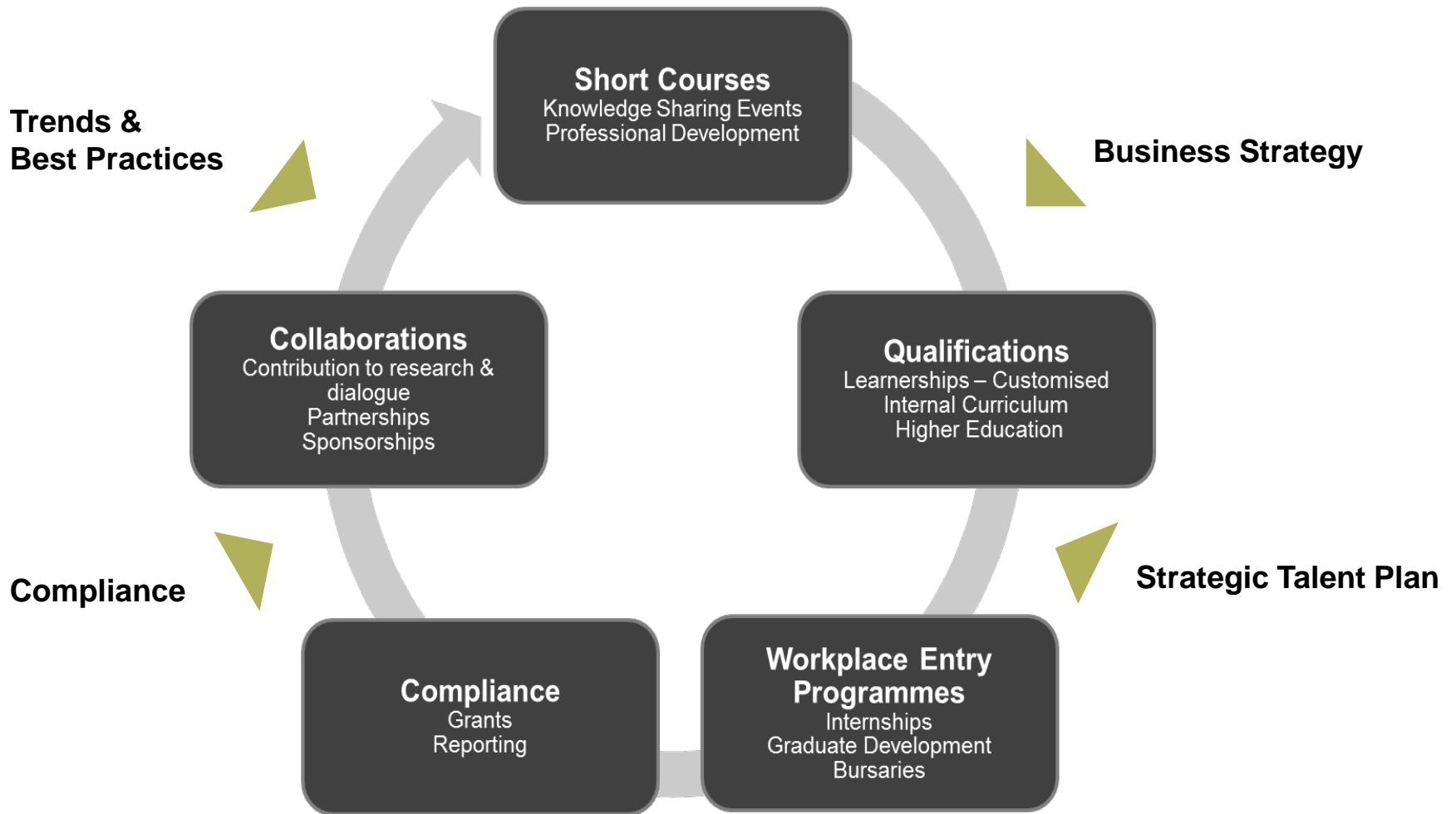
Maturity of People Development Framework

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**LEARNING
ORGANISATION**

People Development Framework



Imperial Health Sciences

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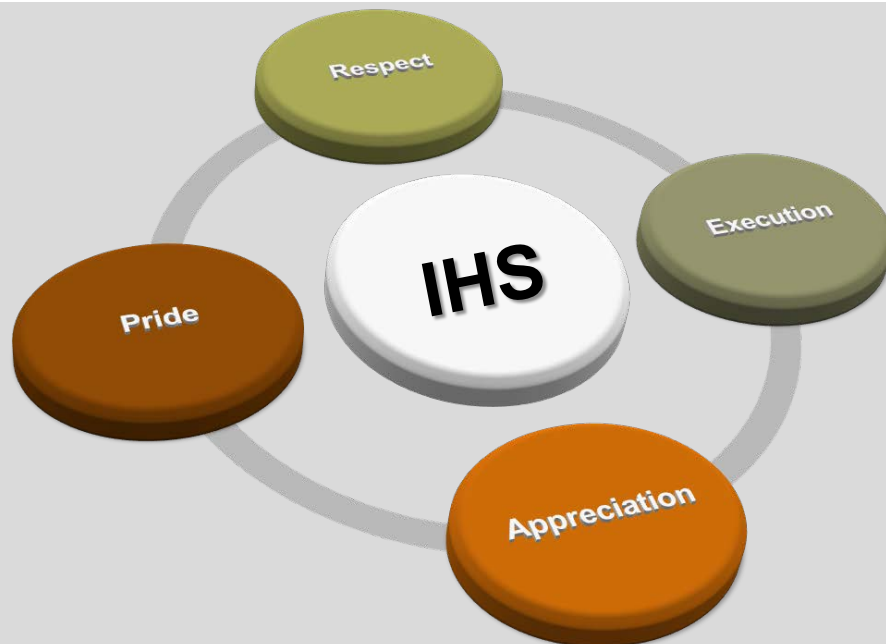
- Africa's leading partner in healthcare supply chain
- ISO9001:2008 certified for the receipt, storage and distribution of pharmaceuticals and other healthcare products
- Operations in South Africa, Kenya, Ghana, Nigeria and Malawi with downstream distribution partners providing reach into 26 African countries



Imperial Health Sciences

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- Four pillars of excellence
 - our management information systems
 - our quality management systems
 - our dedicated and skilled people
 - our innovative business solutions
- Our values: respect, excellence, acknowledge & pride



r.e.a.p
IHS Ordinary Heroes
living
extraordinary
VALUES

Qualification Framework

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Challenges & Lessons Learned

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- Fit for purpose
- Diverse learning needs – choose focus areas
- Training for compliance versus Training for needs
- Integration with Performance and Talent Management
- Capitalise on “resident smarts”
- Partnerships and Collaboration
 - Internal partnerships with business leaders
 - Partnerships with educational institutions
 - Partnerships with skills development authorities
- “Consultative selling”
- Learning culture – “learning is not training only”, most learning should happen “on the job”

Thank you!

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The PtD Board:

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