

At a Glance



ANNUAL REPORT 2015/16

ITLS (Africa)

Institute of Transport and Logistics Studies (Africa)
Department of Transport and Supply Chain Management



UNIVERSITY
OF
JOHANNESBURG

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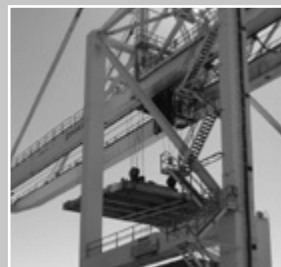
The Department of Transport and Supply Chain Management was established in 1968 and is widely recognized for its education, training and research in the fields of transport economics, logistics and supply chain management.

The Institute of Transport and Logistics Studies (Africa) was created within the Department of Transport and Supply Chain Management at the University of Johannesburg in response to industry's need for independent, unbiased, relevant and up-to-date research.

In 2007 ITLS (Africa) partnered with the Institute of Transport and Logistics Studies at the University of Sydney for a five year period, as part of a plan to enhance collaboration between the universities, advance information sharing and dissemination and build research ties. In 2013, the MOU with ITLS at the University of Sydney was extended for a further five years.

To maximize the impact of transport and supply chain research on the South African society and economy, the ITLS (Africa) provides specialist high-level research services for both the private and public sectors, focusing on the most urgent research priorities in the country.

ITLS (Africa) has, at its core, the skills, experience and network as well as a long history of providing research excellence to both the public and private sectors, in topics ranging from policy and government strategy to various customized transport solutions in all modes of transport.





BOARD OF ADVISORS 2015/16

BOARD MEMBER	COMPANY / INSTITUTION	REPRESENTATIVE OF
Mr Mervin Chetty	Transnet SOC (Ltd)	Maritime sector
Mr Abrie de Swardt	Consultant (Abrie de Swardt & Associates)	Supply Chain Management
Mr Siyabonga Gama	Transnet Freight Rail	Rail sector and Chairperson of the Board of Advisors
Prof David Hensher	ITLS, University of Sydney	International
Mr Thys Heyns	Larimar Group	Public transport sector
Mr Hans Ittman	Private	Research Associate ITLS (Africa)
Ms Thandeka Mgoduso	Jojobe Investments	Transport in general
Dr Carol Nonkwelo	University of Johannesburg	Executive Director (Research and Innovation)
Prof Gerrie Prinsloo	University of Johannesburg	UJ Department of Transport and Supply Chain Management
Mr Piet van Hoven	BA/Comair	Aviation sector
Prof Daneel van Lill	Executive Dean, UJ	UJ Faculty of Management
Prof Jackie Walters	ITLS (Africa)	ITLS (Africa)
Vacant		Public sector





OBJECTIVES

The objectives of the Institute of Transport and Logistics Studies (Africa) are:

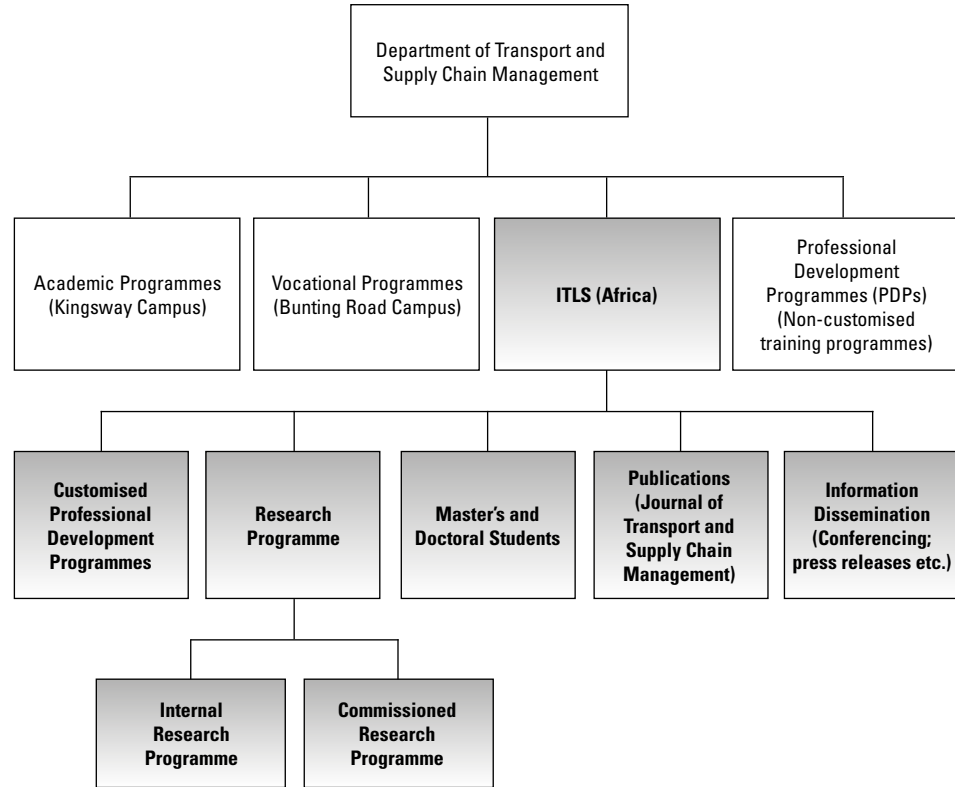
- To continuously study the transport, logistics and supply chain business environments in South and southern Africa.
- To establish a data base on critical and key transport and supply chain trends in South and southern Africa.
- To secure commercial research projects by offering customized client-focused research solutions.
- To optimize, manage and market the dissemination of applied and new knowledge of Masters and Doctoral students.
- To develop a research culture to increase academic output
- To publish research findings through public debates, symposia, briefing sessions and publications.
- To make a meaningful contribution to the southern African transport, logistics and supply chain body of knowledge, including the provision of specialized training programmes.

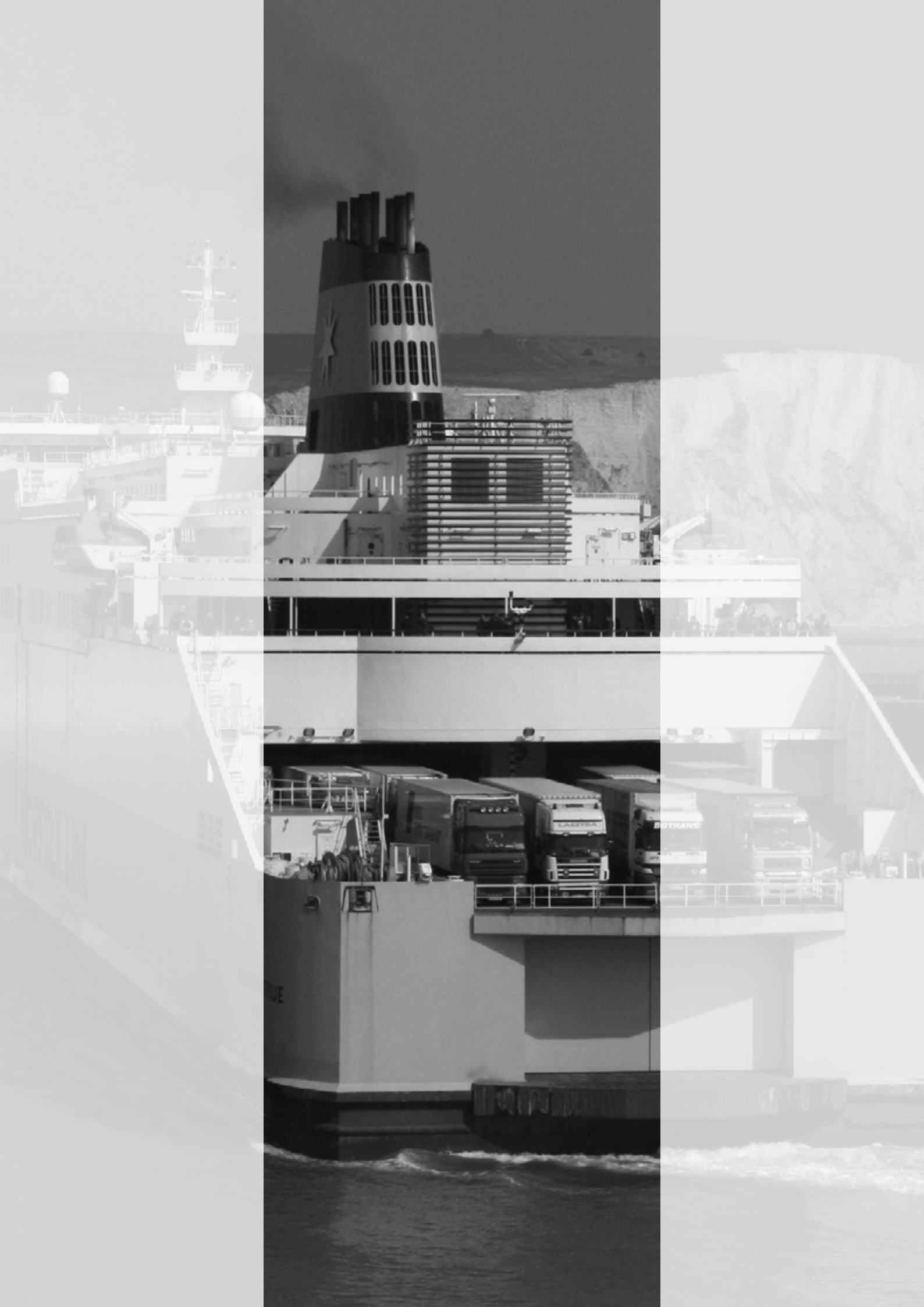




SERVICES

The services provided by ITLS (Africa) were determined based on our objective to continuously study the transport, logistics and supply chain business environments in South and southern Africa. The structure of the services is therefore designed to enable maximum academic research, which is financed through revenue bearing research streams such as conferences, customized courses and commissioned research.





OVERVIEW

ITLS (Africa) does research in a number of key areas. Internal research projects range from ongoing surveys to determine trends in the transport, logistics and supply chain management fields, to one-off specialist research projects aimed at addressing the most important current research requirements in transport and logistics in South and southern Africa. In addition to its internal research activities, ITLS (Africa) undertakes commissioned research on behalf of stakeholders in the transport, logistics and supply chain sectors.

Skills gap research

The skills gaps in the transport and supply chain sector are frequently discussed in transport and supply chain forums, news articles, public debates and other open discussions, but remain largely unidentified. To determine more accurately the skills that the transport and supply chain industries require, ITLS (Africa) initiated a skills gap survey in 2011. This survey was developed based on a number of pre-tested survey instruments and refined during a peer review process. The first survey was conducted at the annual SAPICS conference in Sun City in 2011, the largest supply chain conference in South Africa. The initial survey results were presented at the Association for Operations Management in Southern Africa (SAPICS) conference in June 2012. Based on the results of the study, an article was published in the Journal for Transport and Supply Chain Management in September 2012.

Due to the awareness created by the initial survey, researchers at ITLS (Africa) were convinced of the value in following up the initial survey and continuing to pursue the research topic. The second skills survey was conducted at the annual SAPICS conference in Sun City in June 2012 and the results presented at the SAPICS conference in June 2013. Based on the 2011 and 2012 survey results, ITLS (Africa) presented the research results at various international conferences, including: the 30th Pan-Pacific Conference held in Johannesburg in June 2013, the 2nd Carpathian Logistics Congress held in Jeseník, Czech Republic in November 2012 and the 4th Annual Logistics and Transport Workshop organised by the Namibian-German Centre for Logistics held in Walvis Bay, Namibia in September 2012. ITLS (Africa) was also asked to disseminate the results of the skills gap research in the prestigious State of Logistics Survey published annually by the Council for Scientific and Industrial Research (CSIR) in 2013.

In 2013, the survey was extended to include the opinions of students on their perceptions of the skills gap in the industry. Approximately 1 800 students were surveyed in this process. The results of the student survey were analysed and compared with the industry results. These results were disseminated amongst other at the Export and Import summit in Johannesburg in February 2014, the 23rd annual IPSERA conference in the Waterberg in April 2014, the 31st Pan-Pacific Conference held in Sakai, Japan in June 2014 and the CSIR's 10th annual state of logistics survey for South Africa and the Women in Rail



Operations Conference in July 2014. Further dissemination took place in September 2014 at the 5th Annual Logistics and Transport Workshop organised by the Namibian-German Centre for Logistics in Namibia and the Ireland International Conference on Education in October 2014 in Ireland.

The student survey was repeated in 2014 and 2015. Dissemination of information regarding the skills gap in 2015 included presentations at the Women in Transport, Freight & Logistics Conference (March), Conference on Skills Demand & Supply Forecasting (July), Women in Rail (August) and Women in Supply Chain and Logistics (October).

The survey was run again in 2015/2016, amongst both students and practitioners. The student survey was completed by over 1000 students, providing an adequate base for comparisons over the years. The survey was also conducted in Namibia, where the results provided the first information to be used for a regional comparison. It is anticipated that the survey will also be conducted in Zimbabwe amongst students in 2016/2017. The practitioner survey was once again conducted at the annual SAPICS conference in Sun City in June and was completed by almost 200 delegates. This survey is the first full repeat of the 2011 and 2012 practitioner survey and provides a good basis for establishing skills requirement trends. Results of the skills survey were disseminated at the 22nd International Symposium on Logistics in July 2016 in Kaohsiung, Taiwan and the Pan-Pacific Conference XXXIII in May 2016 in Miri, Malaysia, both peer reviewed conferences. A non-peer review presentation on the subject was at the International Conference on Distance Education in Sun City in October 2015.

The industry and media interest in these survey results has led to the research being embedded as an annual survey(s) which will be conducted amongst industry role players as well as students from many institutions at various levels of study.

State of Transport Opinion Survey in South Africa (TOPSA)

ITLS (Africa) conducted the fourth State of Transport Opinion Poll in South Africa (TOPSA) between November and December 2015. The annual TOPSA survey was launched in 2012, with the intention of gauging South African's confidence in transport related issues. The survey was representative of the South Africa population distribution and included the urban and rural population from all provinces.

The first annual telephonic survey of 1,000 adults was conducted during October / November 2012 and addressed a broad range of transport related issues, such as: the ranking of the transport sector against other sectors of the economy (e.g. housing and health), identifying priority areas with the transport sector, government involvement in transport, etc. The survey was designed so that each annual survey would track common transport issues that affect all South Africans as well as address topical and specific transport related themes such as toll roads, law enforcement, road conditions, etc. The 2015 survey was designed to track changes in opinion within the last year as well as



gather information on current issues facing South African communities. Results from the latest survey was presented at an international conference on Urban Transport in Greece, published as a research report and a media release in 2016. As in previous years, the survey attracted significant press interest, including several radio interviews. Other forums where the results of previous annual surveys have been disseminated include an article in the Journal of Transport and Supply Chain Management (2013) and the Southern African Transport Conference (2014). An article on the comparison of the four years' results is currently in development stage.

ITLS (Africa)/Department of Transport Small Bus Operators Survey

A telephone survey based on a structured questionnaire was conducted amongst small bus operators in South Africa to determine the factors that are hindering them from participating in the more formal commuter bus industry in the country (more details in the 2014/2015 ITLS annual report). The findings of the survey were presented at the 2015 THREDBO 14 conference in Santiago, Chile and was well accepted. The paper has since been converted into an accredited publication in the Journal of Transport and Supply Chain Management. The Department of Transport has indicated that the findings of the study has helped it to better understanding the challenges that SBOs face in SA and that much of the information is now being used to determine its policy strategy towards assisting SBOs. In addition to the THREDBO conference a paper was also presented at the 2016 Annual Southern African Bus Operators Association Conference held at the CSIR Conference Centre in Pretoria.

Department of Transport

It is planned that a joint research project be undertaken on two broad topics – a cost comparison between conventional bus services and BRT services, and secondly, to investigate ways in which the current bus contracting system could be made more affordable to government in the light of the financial austerity measures that government is faced with.





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BEWARE OF
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ITLS's research capacity is expanded by means of the inclusion of Master's and Doctoral students into the ITLS (Africa) structure. This ensures that research at this level remains focused and aligned with the national research imperatives, thereby adding relevance and value to South and southern Africa's local body of knowledge.

MASTER'S STUDENTS

Name of student	Field of research
H Baloyi	The efficacy of collaborative relationships between goods manufacturers and logistics companies when managing transport operations
L Basson	An investigation into the demand planning practices of a fast moving consumer goods company
JD Bredenkamp	The supply chain value-adding role of strategic sourcing: A case study
R Collocot	Supply chain risk management: Practices and perceptions in a South African mining company
NJ Karam	Evaluating online value chain strategies in the South African retail industry: An omni-channel opportunity for Imperial Logistics
C Karrappan	A database for benchmarking of information for supply chain service providers in South Africa
L Kiggell	An evaluation into the effectiveness of the 4PL approach in the management of courier distribution in South Africa
S Kosmas	Key challenges in the outbound pharmaceutical cold chain
A Kotze	Outsourcing of logistics functions and activities and how it can support Merensky Timber (Pty) Ltd in managing the demand and supply of durable hardware products in South Africa and abroad
J Madzvamuse	The importance of demand side management and electricity load forecasting at Eskom
H Makan	Progress made in reducing emissions of Green House Gases in long haul freight
T Makgato	Customer service in the distribution environment of an alcohol beverage company in Gauteng
RS Mashava	Factors influencing rail traffic between South Africa and Swaziland
O Masite	Understanding the economic impact of moving freight from road to rail in South Africa



S Mkhize	The impact of the industrial development zones in increasing export and foreign direct investment: an exploratory study of the Dube Transport Corporation and Richards Bay Industrial Development Zone
SK Moela	Implementation and compliance of procurement procedures in Supply Chain management in the Limpopo Department of Agriculture
D Monyela	Value proposition of e-procurement solution in relation to the investment: a case study of Sasol Ltd.
M Motjale	Integrating supply chain and new business development functions to improve end-to-end client solutions
R Moses	A technology based strategy to mitigate GHG emissions in the supply chain industry: a case study of UTi Pharma
P Naina	Improving transport scheduling systems and processes for optimum productivity
S Ndebele	The implications of supply lot sizing on costs and customer service at a general merchandise retailer
PE Obiangwa	Analysing the pricing patterns of air passenger fares in sub-Saharan Africa
N Rankeng	Supply chain capability-building framework for the progression of women to senior leadership positions
T Singh	Determining the factors that create an optimised supply chain design in an engineering organisation
M Sithole	Managing the employer/contractor relationship in Eskom Power delivery projects
B Tavengwa	An analysis of business aircraft demand within South Africa from a supply chain perspective
D Raza	The usefulness of point-of-sale data in demand planning within the South African industry supply chains
B Zikalala	The evolving challenges in procurement in a research institution and their perceived causes

The following students completed their Master's degrees during the year 2015/2016:-

E Kriel	A user's perspective on the role of Lanseria airport as an alternate airport
O Mailula	Supply Chain responsiveness as a means to a competitive advantage in the manufacturing sector



ME Mbiko	Analysis of Eskom strategic sourcing methodology as a catalyst for supplier development implementation
B Moyo	The implications of the theory of constraints on Inventory Buffers
S Nabee	The cascading effect of the liner shipping trade on strategic SADC Ports
S Ramoshebi	Designing a demand-driven supply chain dashboard
T Rasethaba	The viability of expanding a Fast Moving Consumer Goods Company's business into the informal traders market in Soweto
I Thuynsma	The use of Radio Frequency Identification Technology to improve inventory management practices

DOCTORAL STUDENTS

O Atiga	A comparative analysis of the public and private medical commodity supply chains in Ghana, the case of the last mile delivery in the Upper East Region
L Dimitrov	Evaluating the impact of new public transport investments
J Mageto	Logistics outsourcing and performance of small and medium sized manufacturing enterprises in Nairobi, Kenya

The following students completed their PhD degrees during the year 2015/2016

R Luke	Determinants of passenger choice in the domestic airline industry in South Africa
P Kilbourn	Supplier relationship management practices in the South African automotive industry

MASTERS AND DOCTORAL RESEARCH GROWTH STRATEGY

Short summary of completed doctoral research

DETERMINANTS OF PASSENGER CHOICE IN THE DOMESTIC AIRLINE INDUSTRY IN SOUTH AFRICA

DR R. LUKE

When low cost carriers are introduced into domestic or regional air transport markets, the effects tend to be profound. In most markets where they have been introduced, lower prices have tended to lead to the stimulation of demand. As the scope of the market increases, so too does the number of entrants in the market, resulting not only in higher



levels of competition but also better prices and services. The success of the low cost model is indicated by the uptake in the air transport markets, where low cost carriers sometimes account for as much as 50% of the total air traffic movements. The presence of the low cost carriers is not necessarily a guarantee of success and the market failure rates tend to be high. There are few countries in the world where the low cost carriers' market share is over 50% which suggests that the legacy carriers are still offering services that are valued by the customer. However, even though some of the legacy carriers have managed to avert the threat from the low cost carriers, since the introduction of the latter, many of the legacy carriers have amalgamated, reinvented their model or exited the market.

The high levels of entries and exits from the market, the adoption of some of the low cost strategies by the legacy carriers (and vice versa), the formation of strategic alliances with other airlines as well as other service providers and the amalgamation of airlines are all characteristic of the current air transport market and suggest that airlines are trying to establish their competitive advantages in a changed competitive environment. The airlines that are most likely to succeed in these types of markets are airlines that best understand the factors that drive their customers' demand.

The research presented in this thesis considers the theory regarding the choice between legacy and low cost carriers as well as the service elements that customers generally value in their appraisal of airline services. Based on this, the research sought to determine the factors that drive airline selection in the domestic air transport market in South Africa. This was considered from four perspectives:

- The impact of demographic features on airline selection
- The impact of travel behaviour and market familiarity on airline selection
- The impact of the purpose of travel on airline selection
- The impact of the service attributes on airline selection.

The results indicated, as was reflected in the theory, that each of these four areas impact airline selection in different ways, thereby creating distinct markets for each of the airlines. The implication is, however, that customers react to airlines rather than airline models. When considering the two low cost carriers, one was viewed as a 'no-frills' low cost model, whilst the other was viewed more as a hybrid model. Similarly, differences were detected between the ways in which the legacy carriers were viewed, with one's approach being traditional and demand driven by travel agents and business contracts, whilst the other has adopted many of the low cost carrier traits, whilst still offering a typical range of traditional legacy carrier services.

This research has provided a unique contribution to this field, being the first academic study to comprehensively describe the factors that drive airline selection in the domestic air transport market in South Africa.



SUPPLIER RELATIONSHIP MANAGEMENT PRACTICES IN SOUTH AFRICAN AUTOMOTIVE INDUSTRY

DR P. KILBOURN

The automotive industry of South Africa is a major role player in the country's economy. Not only is the vehicle and component manufacturing part of the industry regarded as the largest manufacturing sector in the local economy, it also possesses of a sizable support trade. The world's main light vehicle manufacturers and component suppliers have a presence in the country, and products are manufactured for the local and export markets. The entire group of locally-based light vehicle original equipment manufacturers (OEMs) comprises of subsidiaries of their multinational parent companies and is integrated into global supply networks. Similarly, many automotive component manufacturers are also owned by foreign companies. The global automotive industry is a very competitive and complex industry and there is a consistent need for the improvement of its global supply chains. Moreover, the local industry further has significant challenges in amongst others, a shortage of local content, lack of scale economies, logistics inefficiencies, currency volatility and a significant number of globally uncompetitive component manufacturers.

Supply chain management is a key driver of competitive advantage for both individual companies and networks of organisations and has been linked to improvements in financial performance, product quality, service delivery, and the ability to create time and place utilities. Central to the concept of supply chain management, is the quality of relationships between key members of the supply chain due to the need to operate as a collective and to compete against other supply chains. The quality of supply chain relationships is therefore a key determinant of supply chain success.

Modern day theory suggests a movement away from the conventional adversarial business relationships to close, collaborative relationships, especially between key members of the supply chain. The potential advantages of close buyer/supplier relationships are well documented and include the typical important drivers of competitive advantage. Supplier relationship management (SRM) is the structure used by organisations to develop and maintain business relationships. SRM is also regarded as an important business process which needs to be integrated between key supply chain members.

Globally, there is acknowledgement of the importance of close collaborative working relationships between OEMs and their Tier 1 automotive component manufacturers (ACMs). Indicative of this need, is the prominence of some international studies that have been used repetitively to track and improve on working relationships between OEMs and Tier 1 ACMs. It has been suggested that close relationships are lacking between local OEMs and their Tier 1 ACMs. These opinions are supported by the history of the industry which was regularly reported as having poor buyer/supplier relationships due to unequal power positions in the supply chain, with the OEMs normally fulfilling the more dominant role.



The main purpose of this study was to investigate the way light vehicle OEMs in the South African automotive industry conduct supplier relationship management in respect to locally-based Tier 1 automotive component (AC) suppliers. The study also attempted to measure the closeness of buyer-supplier relationships as function of SRM efforts following a dyadic buyer-supplier approach. A further purpose of the study was to determine if there is a difference in the perspectives of buyers and suppliers in respect of the implementation of SRM processes and the perceived closeness of existing relationships.

This study followed a pragmatic research philosophy supporting the simultaneous use of quantitative and qualitative data collection methods in a single study. The specific mixed method approach used in this study is classified as a Concurrent Nested Design, which involves the simultaneous collection of quantitative and qualitative data with one methodology embedded (or nested) in the other. The embedded method is normally used to obtain data which is supplementary to that obtained by the other method used, and which is useful in the interpretation or triangulation of results. The integration of qualitative and quantitative data was conducted during the analysis phase of the research process.

The field study was directed on two different survey populations, namely the locally-based light vehicle OEMs and their Tier 1 AC suppliers affiliated to the National Association of Automotive Component and Allied Manufacturers (NAACAM). A Qual/quant approach (Qualitative dominant) was followed to accumulate data from OEM participants regarding the way in which SRM practices are employed and the closeness of relationships with AC suppliers. Simultaneously, a quantitative method was used to determine the closeness of relationships as perceived by OEM and Tier 1 AC supplier participants, and also to assess the experience of these participants of a limited number of SRM subprocesses. The latter data was used to triangulate OEM survey results.

The study makes a contribution to the body of literature on buyer-supplier working relationships in the automotive industry by virtue of four types of contributions. Firstly, this study provides a more in-depth analysis of the quality of working relationships between South African-based OEMs and their Tier 1 ACMs compared to what existed before. It investigated close relationships as a multidimensional construct taking in consideration the factors of trust, general closeness and characteristics and benefits of close relationships. For a second contribution, it follows a dyadic buyer-supplier approach for the assessment of SRM and relationship closeness constructs for a more rigorous analysis. Thirdly, and to the best of the author's knowledge, for the first time for a study of this specific nature, the study used a well proven normative instrument in the Global Supply Chain Forum (GSCF) supply chain management best practice framework for the analysis of SRM best practices at OEM level. The latter provides for a unique and comprehensive insight into the field of relationship and supply chain management in the automotive industry. Fourthly, the study followed a mixed method approach for a thorough accumulation and analysis of data.



MASTERS AND DOCTORAL RESEARCH GROWTH STRATEGY

As part of its ongoing strategy to increase the number of masters' students, improve research publications and raise the intake of doctoral students, a new coursework master's degree (MCom Business Management) with a specialization in supply chain management was introduced in January 2011. The following table sets out the number of graduates between 2012 and 2016 for the respective qualifications:

YEAR	Dissertation-based Master's	Course work Master's MCom	Doctorate
	Graduates	Graduates	Graduates
2012	0	0	0
2013	2	3	0
2014	2	6	1
2015	0	3	1
2016	2	3	1
TOTAL	6	15	3

A further development in the ongoing refinement of the master's programme is the acceptance into the curriculum of multi-disciplinary research projects into the final year. Traditionally, students on the MCom Business Management Programme have had to submit a minor dissertation. Whilst students still have this option, they now also have the option of working in multi-disciplinary teams on research projects proposed by industry. This allows students to work on cross cutting issues on real world problems, thereby exposing them to issues typically facing industries in South Africa. The first graduates on the multi-disciplinary projects received their degrees in September 2013.





ITLS (Africa) has started its own publication, the Journal of Transport and Supply Chain Management, and is the first of its kind in South Africa. The journal, which is an electronic or e-journal, was first published in November 2007 following a process of approval for publication. The journal contains peer-reviewed articles by local and international transport and supply chain specialists. As from January 2010, the journal has been fully accredited by the Department of Higher Education. The ninth edition of the journal was published in November 2015. The Editor of the Journal is Prof S Kruger and the day-to-day administration is outsourced to African Online Scientific Information Systems (Pty) Ltd (AOSIS), a professional publishing company that manages (amongst other) academic journals. The format of the journal was amended in 2012 from being an annual journal to an ongoing open access publication. This has enabled authors to have their work published at any stage during the year rather than waiting for end-of-year publication, this resulting in a fast turn-around time for authors as well as co-authors containing more topical data and research.



A total of 134 articles has been published since the inception of the Journal in 2007. It is evident that the Journal is fulfilling a major gap in the dissemination of transport and supply chain research in the country.

The current version (2016) can be viewed in full at: <http://jtscm.co.za/index.php/jtscm>

The following table contains an overview of the articles published to date for the year 2016 (the 2016 edition has not yet been closed) and 2015.

Year	Article	Authors
2016	A logistics Barometer for South Africa: Towards sustainable freight mobility	JH Havenga A de Bod ZP Simpson N Viljoen D King
	Challenges faced by small-bus operators in participating in the formal public transport system	J Walters L Manamela
	Fuzzy VIKOR approach for selection of big data analyst in procurement management	S Bag



	Supply chain integration: A qualitative exploration of perspectives from plastic manufacturers in Gauteng	Y Vermeulen W Niemann T Kotzé
	Supply chain integration in the South African conveyancing environment	AP Amadi-Echendu LP Krüger
	Flexible procurement systems is key to supply chain sustainability	S Bag
	Determinants of satisfaction with campus transportation services: Implications for service quality	F Charbatzadeh U Ojiako M Chipulu A Marshall
	South African public sector procurement and corruption: Inseparable twins?	PH Munzhedzi
	Tuk-tuk, 'new kid on the block' in Johannesburg: Operational and user travel characteristics, competition and impacts	TC Mbara
	The composite supply chain efficiency model: A case study of the Sishen-Saldanha supply chain	LL Goedhals-Gerber
2015	Impact of a radio-frequency identification system and information interchange on clearance processes for cargo at border posts	E Bhero A Hoffman K Lusanga A de Coning
	Supply chain relationships between first and second tier suppliers in South African automotive supply chains: A focus on trust	AS Tolmay JA Badenhorst-Weiss
	The integration of lean, green and best practice business principles	A Wiese R Luke GJ Heyns N Pisa
	The influence of information sharing, supplier trust and supplier synergy on supplier performance: The case of small and medium enterprises	D Pooe C Mafini VW Loury-Okumba
	An analysis of the influence of logistics activities on the export cold chain of temperature sensitive fruit through the Port of Cape Town	LL Goedhals-Gerber L Haasbroek H Freiboth FE van Dyk



Provincial logistics costs in South Africa's Western Cape province: Microcosm of national freight logistics challenges	JH Havenga LL Goedhals-Gerber A de Bod Z Simpson
A logistics sector's perspective of factors and risks within the business environment that influence supply chains' effectiveness: An explorative mixed method study	JA Badenhorst-Weiss BJ Waugh
Benchmarking supply chain management practices in a South African confectionery manufacturing organization	O Peristeris P Kilbourn J Walters
Critical factors that impact on the efficiency of the Lagos seaports	FI Ojadi J Walters
The application of outsourcing decision-making methods in a logistics context in South Africa	N Bloem WL Bean
Perceptions of managers regarding supply chain cost reduction in the South African mobile phone industry	MF Mpanya CH van Heerden
Convergence of logistics planning and execution in outsourcing	AA D'amato S Kgoedi G Swanepoel J Walters A Drotskie PJ Kilbourn
The impact of big data and business analytics on supply chain management	HW Ittmann
Preventative maintenance of straddle carriers	S Li T Hathaway Y Wu U Ojiako A Marshall
Procurement challenges in the Zimbabwean public sector: A preliminary study	A Dzuke MJA Naude
Challenges facing procurement professionals in developing economies: Unlocking value through professional international purchasing	M Tukuta F Saruchera
Statutory compliance in assets disposal practices in the public sector: Evidence from Ghana	O Atiga CJ Adafula JD Nyeadi
Logistics management skills development: A Zimbabwean case	JN Cronje





ITLS (Africa) hosted a number of TransportSIG events during the course of 2015/2016 in order to provide appropriate forums for transport, logistics and supply chain information exchange and debate. These events have been very well attended with average attendance between 100 and 150 delegates per session.

In October 2015, ITLS (Africa) hosted TransportSIG for Transport month. The theme for this full day event was “Trends in policy development for transport”. Presenters included Professor Jackie Walters (Department of Transport and Supply Chain Management, University of Johannesburg); Ms Sindisiwe Chikunga (Deputy Minister of Transport, DoT); Ms Alma Nel (Director: Legal and Policy Research, Gauteng Provincial Government); Mr Mawethu Vilana (Deputy Director General: Integrated Transport Planning, DoT); Ms Brenda Horne-Ferreira (CEO, Southern Africa Shippers Transport and Logistics Council); Mr Bill Cameron (Director: Public Transport, DoT), Mr Elvin Harris (Executive Manager: Strategic Knowledge, Transnet Freight Rail); Ms Hlengiwe Sayd (Director: Rail Policy and Strategy Development, DoT); Ms Kgomotso Modise (Deputy Director General: Transport, Department of Public Enterprises); Mr Riaad Khan (Ex-Ports Regulator) and Ms Kathy Bell (Steerco Member, Road Transport Management System – RTMS).

The first event for 2016 was held in March where the theme was “Security Value Chain on Road and Rail”. Speakers were Prof Jackie Walters (Department of Transport and Supply Chain Management, University of Johannesburg); Dr Graham Wright (CGCRI HoD, Consumer Goods Council of South Africa (CGCSA); Mr Charles Horak (Call Centre Manager, Ctrack Fleet Management (Pty) Ltd); Mr Etienne du Plessis (Logistics Director, Imperial Cargo Solutions); Mr Roi Shaposhnik (CEO, Gold ‘n Links); Mr Vincent Matabane (Senior Risk Manager, Transnet Freight Rail) and Prof Alwyn Hoffman (School for Electrical, Electronics and Computer Engineering, NWU-Potchefstroom Campus).

The second session took place in May 2016 where the theme was “Cost effective Public Transport Management Systems”. Speakers were Mr Jack van der Merwe (CEO, Gautrain Project); Hon Ismail Vadi (MEC: Department of Roads and Transport, Gauteng Provincial Government); Mr Tshpeo Kgobe (Senior Executive, Gautrain Management Agency); Mr Ibrahim Seedat (Director: Public Transport Policies, DoT); Mr Devin de Vries (CEO, Where is my Transport?); Mr Ronald Salis (Solution Sales Manager, T-Systems South Africa (Pty) Ltd); Mr Hannes Scheepers (Executive: Operations and Maintenance, Bombela Concession Company) and Mr Neil Frost (CEO, iSAHA).

The third session took place in September 2016 and was themed “Road vs Rail” This session featured Ms Sumaya Nabee (Department of Transport and Supply Chain Management, University of Johannesburg); Ms Sandra Gertenbach (Executive Manager: Strategy and Business Planning, Transnet Freight Rail); Mr Gavin Kelly (Technical and Operations Manager, Road Freight Association); Mr Nick Porée (CEO, Nick Porée & Associates (Pty) Ltd) and Mr Arthur Taute (Chief Technical Principal, Pavements and Toll Roads, SMEC South Africa).



The final transport forum for the year took place on 06 October 2016 during Transport Month. The theme for the event was “Reviewing Transport Strategies and Legislation”.

Since the inception of TransportSIG in 2009, 308 papers have been read that are freely available on the TransportSIG website www.transportsig.com and provides a useful reference to the latest trends and developments in the transport and supply chain industries in South Africa.

Other Conferences Presentations

- Challenges facing small bus operators in participating in the formal public transport system. Paper presented at the 14th bi-ennial THREDBO conference in Santiago, Chile (Prof J. Walters, August 2015).
- Employment expectations of supply chain management distance learning students” International Conference on Distance Education. Sun City (Dr R. Luke, 15 October 2015).
- Presentation on Transport Policy Initiatives of the DoT. Month of Transport Celebrations, TransportSIG (Prof J. Walters, October 2015).
- Challenges facing small bus operators in participating in the formal public transport system. Paper presented at the Annual Southern African Bus Operators Conference, Pretoria (Prof J. Walters, March 2016).
- Current issues in the transport and supply chain environment in South Africa, Women in Transport and Logistics. Johannesburg (Dr R. Luke, 7 April 2016).
- An exploratory analysis of the adoption of environmentally sustainable supply chain best practices in the retail sector” Pan-Pacific Conference XXXIII Proceedings. Pan-Pacific Business Organisation. Miri (Dr R. Luke & Mr A Naidoo, May 2016).
- Employment expectations of supply chain management distance learning students, 33rd Pan-Pacific Conference: Building Smart Societies through Innovation and Co-Creation, Miri, Sarawak, Malaysia (Mr G. Heyns & Dr R. Luke, May 2016).
- Barriers to trade with South Africa: An analysis of impediments to sustainable supply chains, 33rd Pan-Pacific Conference: Building Smart Societies through Innovation and Co-Creation, Miri, Sarawak, Malaysia (Dr R. Luke & Mr G. Heyns, May 2016).
- South African public opinion on the state of urban transport: an appraisal of the achievement of policy objectives. 22nd International Conference on Urban Transport and the Environment, Crete, Greece (Mr G. Heyns & Dr R. Luke, June 2016)
- Investigating logistics skills gaps and their impact on the supply chain: a review of the southern African situation. 22nd International Symposium on Logistics, Kaohsiung, Taiwan (Dr R. Luke, Mr G. Heyns, Prof C.J. Savage & Mr L. Fransman, July 2016)
- An exploratory study of the implementation and management of sustainable supply chains in South Africa. 7th Biennial Conference of the Academy of World Business, Marketing and management Development, Cracow, Poland (Dr R. Luke & Mr G. Heyns, July 2016)
- A study of car ownership perceptions and aspirations among students attending a major metropolitan university in South Africa. The 7th Biennial Conference of the Academy of World Business, Marketing and management Development, Cracow, Poland (Dr R. Luke, July 2016)



- Investigating stock-outs in the warehouse retail liquor sector in Johannesburg. The 22nd International Symposium on Logistics, Kaohsiung, Taiwan (Dr R. Luke, Mr A. Govind & Dr N. Pisa, July 2016)
- Minibus Taxi Industry Challenges in a South African Metropolitan City: Perceptions of Passengers, Drivers and Associations, 10th International Business Conference, Club Mykonos, Langebaan (Mr L. Modisane, Mr H. Maletse, Mr N. Mthimkulu & Mr G. Heyns, September 2016)
- Possibilities of sustainable transport in the City of Johannesburg (CoJ), in South Africa, International Conference on Industrial Engineering and Operations Management, Michigan, USA (Ms S.C. Thaba, September 2016)
- Sustainable enterprise development through strategic sourcing within the transport sector of City of Johannesburg, South Africa (International Conference on Industrial Engineering and Operations Management, Michigan, USA (Ms S.C. Thaba, September 2016)
- Socio-economic challenges within the transport sector hindering sustainable transport in the City of Johannesburg (International Conference on Industrial Engineering and Operations Management, Michigan, USA (Ms S.C. Thaba, September 2016)
- Institutional arrangements and corporate investment decisions: A literature review, 10th International Business Conference, Club Mykonos, Langebaan (Dr N. Pisa, September 2016)





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In addition to research-based activities, ITLS (Africa) also offers customized training courses to sector role players. To date, the Institute has created and offered customized training courses for a number of key South African role players including Transnet, the South African Post Office, the University of Liege/Transport SETA and the Gauteng Portfolio Committee on Transport.

Transnet Freight Rail (TFR)/ Glasgow Caledonian University

TFR identified a major training gap in rail operations in the organization. In an alliance between TFR, the Glasgow Caledonian University, ITLS (Africa) and the Institute of Rail Operators in Britain, a course was identified to address these needs. ITLS (Africa) has been involved in this course from a development, managerial and presentation perspective. The first intake of students (TFR employees) started in April 2012. The success of this venture has since developed into an extension of the contract between UJ and Transnet with intakes of students in 2013, 2014 and 2015. This will result in the relationship between UJ and TFR continuing until at least 2017. The first graduates from the programme qualified in October 2014.

An extension to the current agreement is under negotiation to accommodate an additional 5 cohorts of students. This would extend the ITLS involvement with this programme until 2022.

Gauteng Provincial Government Department of Roads and Transport

ITLS (Africa) has been approached to assist the provincial government to develop a range of short courses that will better enable it to implement the Gauteng Transport Masterplan 2037. Focus areas could include transport economics, transport planning, transport policy and project management. This will be a joint initiative between UJ and a range of other higher education institutions. It is expected that finality will be reached on the topics to be offered before the year-end 2016.





gates A12 - A13



← gates A11

→ toilets

A34
A30

→ gates A8 - A10

→ gates A8 - A10



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