Change and Innovation

Aviation Security
In this issue of Cargo Chat, I want to lay stress on the question of security matters.

The South African Civil Aviation Authority recently held workshops to sensitise the industry to the country’s forthcoming audit in November in terms of the International Civil Aviation Organisation (ICAO) Universal Safety Oversight Programme (USAP) Continuous Monitoring Approach (CMA). This measures South Africa’s compliance with ICAO standards across eight categories comparing results against the benchmark set during the previous audit and against other countries.

“The achievements of the SACAA include: Passing the 2017 ICAO safety audit with flying colours, in the process moving the country’s Effective Implementation (EI) of the ICAO Standards and Recommended Practices (SARPs) from 83.83% in July 2013 to 87.37% following the ICAO USOAP CMA audit of May 2017 and the ICAO off-site Validation of December 2017, thereby improving from position two to number one in Africa, and from position 38 to 30 globally.”

SACAA Annual Performance Plan 2018/19 - Smunda Mokoena, Chair: SACAA Board

I have often made the point that the express parcel industry depends on partnershiping among all the players in the express supply chain. Nowhere is this more critical than in the area of security. Absolute compliance is our minimum target and we can never afford to relax our vigilance. This means that security is the responsibility of all our people at all times. We have to be alert to and call out if there are any incidents of deliberate or accidental breaches of security or if anything doesn’t seem quite right.

Lives and livelihoods are at stake, so please think very carefully about security as you go about your daily duties and let’s push compliance even harder. BidAir Cargo and our clients represent a very important part of this industry and we need your help and cooperation to be able to assist the SACAA in meeting its targets. The results are not only important to the companies and people we serve, they are important to the image of The Republic in the International community.

Acknowledgment: Our thanks to David Alexander, our safety and security consultant, of Professional Aviation, for his input and support. David can be contacted on 011 397 1222 or david@professional.aero

IN THE INTERESTS OF CARGO SECURITY AND SAFETY

Identification and Verification System (IVS)

Subscribe to IVS now for added ease and cargo protection

Some time ago we advised that to protect your clients’ consignments, BidAir Cargo was introducing the Identification and Verification System (IVS) at O R Tambo International Airport. The system is used for access control at the ORTIA cargo precinct, for drawing cargo and for identification and authorisation of your staff drawing cargo.

Conventional ID not enough

A driver’s license or RSA ID book/card may confirm who the person is, it does not certify that he/she is authorised to collect the current shipment!

That’s why, when anyone presents such ID BidAir Cargo insists also on an accompanying authorisation on company letterhead. But even that isn’t foolproof. The status of the employee could have changed since the letter was written or it could have been forged. We are all aware of the scourge of fake driving licenses and ID. Even when ID is genuine, it remains valid for years during which time the bearer could have been discharged.

IVS – added protection

Hence our reliance on the IVS system to give your cargo added protection.

* It’s the Industry standard currently used by over 600 companies in the Courier & cargo community

* 6000+ validations of IVS permits ensure that cargo is handed
idAir Cargo was the sponsor of the recent IATA Cargo Handling Manual (ICHM) workshop at Emperors Palace which was attended by 65 air cargo professionals.

“We welcomed the opportunity to sponsor the event because it advances our industry’s focus on security and safety,” says Roy Solomons, Chief Commercial Officer. “This is a subject we have been addressing with clients using our overnight and same day airport-to-airport linehaul.”

Roy was accompanied by Kimberly Wallace and Amada Collen, National Key Accounts Managers with Ntombi Nhlabathi and Tshego Phiri from the marketing side.

In opening the workshop, David Alexander, General Manager of Professional Aviation Services explained how IATA is on a mission to standardise and align procedures processes globally. The initiative has been welcomed by representatives of airlines and ground handling agents as it promotes better understanding of each party’s roles with a view to greater synergy.

“Every air carrier has their own Operations Manual and procedures which the Ground Handling Agents (GHA) are required to use,” said David. “The outcome is that some GHA’s have multiple manuals on which they have to train and educate personnel and manage and control implementation. This multiplication of effort comes at a cost. Yet IATA research over three years established that up to 90% of the hundreds of manuals were virtually the same. It thus made sense to devise a common manual to be used by all air carriers with the 10% difference being accounted for in separate procedures. The IATA Cargo Handling Manual(ICHM) sets and sustains industry standards.”

IATA’s André Majeres addressed the workshop on this subject in detail and promoted methods for aligning operations with the standard. Vanessa Veall, Cargo Manager for Menzies Aviation at OR Tambo Airport gave a presentation on how their company fully adopted and implemented the IATA Cargo Handling Manual. From an airline perspective, it was beneficial to benchmark operational procedures to IATA standards. It also helped airlines identify where some demands on the Ground Handling Agent may be counterproductive. The goal was for both parties to find common ground in the interests of speed, efficiency and security.

“We were also excited about the presentation by Geneva-based Maria Jitomirski, Project Manager, IATA Centre for Excellence on Live Animals,” says Roy. “This was of great interest as our market-leading PetLounge product prides itself on safe and comfortable transport for animals from airport to airport.”

Maria focused on the drive for excellence through improving and standardising procedures for the carriage of animals. Their welfare and well-being are the overriding priority. Her presentation outlined the special challenges encountered in this sector and the need for intensive training.

“Delegates and presenters were enthusiastic about the workshop, making this a worthy sponsorship,” says Roy.

Africa Aircargo Growth ■ At the start of the second quarter, IATA reports that African carriers posted growth in April 2019 of 4.4% compared to the same period last year making it the strongest-performing international market.

over only to the intended employee
* It works in real time so that when an IVS card is presented it identifies the employee and confirms that he is authorised to be there, on the spot.
* Should you disqualify or discharge an employee, this will immediately be changed on the system in real time and access will be refused.

Benefits of the IVS system
• IVS is a much more secure method of controlling and facilitating secure access to the Cargo Complex at ORTIA
• IVS screens staff and credentials before issuing them with an IVS card
• It confirms the authorisation of your staff for drawing or lodging cargo as well as their identity
• As Airports Company of South Africa (ACSA) uses this system to permit entry to the cargo precinct it speeds up entry provided your driver and passengers are carrying their IVS card.

• It lets you make tactical changes, deciding which drivers are better suited to collecting certain cargo or dealing with specific customers
• It gives you live track-and-trace information on your staff
• Vehicles are data captured and SA ID’s validated

Changing to the IVS system
Remember, BidAir Cargo always requires your staff/drivers to confirm their identity and show company authorisation before they may draw cargo. That means a document on your company letterhead with full names, ID number while your employee has to show a driver’s licence, SA ID book/Card. The ID will be scanned into our system and a copy affixed to the POD. Or you can go the IVS route - more secure, simpler and quicker.

If you are not yet using IVS, we urge you to contact Antoinette on +27 11 453 8337 or info@idvssystems.co.za or www.idvsystems.co.za
PART 108: Air Cargo Security – We all play a role

It is said that a chain is only as strong as its weakest link. In our business, if you are the weakest link it could have very serious consequences for all.

In the changing business landscape of compliance and doing the right thing for the safety of all who travel by air, your organization demonstrates good governance by being Part 108 compliant.

Cargo and security, in general, is the responsibility of all of us. We all play a part in ensuring the very best security solution to keep us all safe.

Security measures have always been applied to air and the ground handling organizations contracted by the air carriers to handle cargo on their behalf. Air Cargo Security was formalized in South Africa on the 1st July 2009 with the coming into effect of Part 108 (Air Cargo Security) of the Civil Aviation Regulations.

The introduction of these Regulations was preceded by long debates and vigorous engagements with the Industry and the new air cargo security regime was not met with universal approval or widespread adoption. These Regulations were, in fact, actively resisted in the market, a situation that unfortunately persists till today.

The air cargo security regime in South Africa is very well regarded internationally. We enjoy recognition from the TSA (Transportation Security Administration) in the United States and from Australia and the European Union where we are on the “Green List” allowing for free movement of cargo to the European Union. Being Part 108 compliant empowers your organization to be able to move cargo without delay caused by additional security further up the supply chain.

“In the ten years we have been involved in air cargo security we have heard every reason possible, from ‘too expensive’, ‘a waste of my time’, ‘security is the ground handlers’ problem, not mine’, ‘just another money making scheme from the government’, ‘why bother, the ground handlers will screen the cargo’ on and on. None of these recognizes that security is the concern of all in the supply chain,” says David Alexander, General Manager, Professional Aviation Services.

BidAir Cargo is investing in the most important part of the business including training staff on Part 108 so that together we can be the very best at keeping our clients’ cargo, our people and the travelling public safe in the sky. What is your organization doing?

Air Cargo Security was formalised in South Africa on the 1st July 2009 with the coming into effect of Part 108 (Air Cargo Security) of the Civil Aviation Regulations.
The recent relaxation of constraints on dagga consumption has heightened awareness of the need to keep drug abuse out of the express parcel environment.

Drug abuse impairs productivity and safety. Special concerns are drivers behind the wheel of trucks on public roads, forklift operators, staff whose responsibility is to stay alert to detect security breaches.

Alcohol use is also legal but not when it is used or affects performance in the workplace. What matters is that it is illegal for personnel who are intoxicated in any way to be on duty in an air transport environment.

All Airports Company Airports nationally fall under the “National Key Point” Act which is a highly rated security and safety point. Taking into account the risk to passengers, crew, ground staff, aircraft, equipment and vehicles, Bidair Cargo has a “zero tolerance” policy in this regard.

Chief Executive of BidAir Cargo, Garry Marshall, says the company has longstanding policies in this regard. “Bidair Cargo is committed to providing a drug-free environment, since our employees remain our most valuable resource. This policy has been developed to help contribute to the solution of this difficult health and social problem. This policy formulation has been to detect and deter the use of drugs and alcohol, whilst respecting the privacy and dignity of all our employees.”

Aviation security expert, David Alexander says the fact that dagga usage is now legal makes no difference. His company has not noticed an increase in cases of drug intoxication, though it does perform drug sweeps for clients frequently. “In our experience, incidents in security-sensitive environments are dealt with very firmly.”

Fortunately, there are more effective measures such as oral swabs or intelligent fingerprinting for minute traces in sweat. In addition to testing personnel, there are techniques for detecting drugs on the steering wheel indicating if abuse takes place away from the distribution centre.

Riaan de Vries of drugdetection.co.za says there are different tools, technology and procedures to be used depending on the work environment.

Intoxication after smoking dagga occurs almost immediately and lasts up to four hours. Taken orally, the drug’s effects are more intense and the duration of intoxication extends to ten hours.

Drug detection
Dagga is the recreational drug most frequently consumed. Not only that but it is difficult to identify in testing. Urine tests may be inconclusive because they don’t distinguish between use days ago or whether the employee is currently under the influence.

Ironically, legalisation of dagga (marijuana) in certain US States and Canada has spawned a new express parcel niche. Green Parcel Company of Colorado, for example, is one specialist cannabis courier and transportation service created by marijuana industry professionals in 2015.
An Interview with…
Tigist Eshetu – Ethiopian Airlines
Country Manager Zambia

Did you always want to go in to your chosen career?
As a young person, I have always dreamed to work in the customer service industry, to meet people from diverse backgrounds and learn vast cultural, ethnics and meet every one’s expectations hence the aviation business.

When did you start to develop a passion for what you currently do?
I would say from high school I started to develop a passion for airline management then I understand the benefit it brings to the society more the after I joined ET in 2000.

What were you like at school? Did you enjoy….
I was a passionate learner who gave everything. when it comes to the subjects i was interested in Particularly Math. I received an award for being Best All Round Student.

What advice would you give to your younger self?
You are on a journey, which means things will change. Even important things will change, sometimes shockingly. But it is a nevertheless a good journey, and it’s worth every step.

What happened next? Did you go into university or straight into work?
I went into the university and studied Management at Addis Ababa University then Lincoln University earned Masters of Business Administration. It was a wonderful experience which changed my outlook. It helped me grow as a person.

When do you think you found a breakthrough with your career?
I believe that I found a breakthrough in my career when I was promoted to work in Zambia as it widened my focus in the global network and vast economies.

What would you say is your biggest achievement?
I would say that my biggest achievement is growing through all the obstacles/ difficulties and getting to where I am today. achieving all the sales and Marketing goals and targets and hence massively contributing to the company’s revenue and subsequent growth.

What’s been the biggest challenge in your career so far?
It’s always a challenge when you have to leave our comfort zone and feel “incompetent” all over again. If you never do anything new and different, you’re not developing. The most impactful way to develop as a new job and challenging assignments. Trying to develop the learning agility required to stay competent and keep up with the pace of changing circumstances was something that had been a challenge , and that required commitment to overcome.

Where do you see yourself and your career going in the future?
I see myself pushing forward, growing and in a better position than I am in today in the aviation industry.

Employment at CBE (Commercial Bank of Ethiopia ) was my first experience within my field.

Did you always want to go into your chosen career?
Yes, I always had passion for management, and everything else that has to do with the aviation industry, which I strongly developed while I was at college.
When Disaster Strikes

In March, Tropical Cyclone Idai swept through Malawi, Mozambique and Zimbabwe displacing over a million people, destroying homes and causing deaths and injury.


“Our intervention was a combined effort of S A Police Services and our Search and Rescue team. Six SAPS members accompanied our team comprising four dog handlers and two specialists. Shaida Kara of the Gift of the Givers Harare office was busy with the relief efforts.”

“Working at extremely short notice, Chivonne van Vliet of BidAir Cargo’s Pet Lounge had the dogs cleared by customs, arranged State Vet sign off and provided rabies vaccination certificates to expedite their travel,” says Roslyn.

Chivonna kept the party informed from the minute the dogs were checked in to ensuring they were in the correct, clean, standard dog boxes with sufficient food provisions and water to clearance at destination. The PetLounge” waived its charges and arranged discounted airfares.

“Our team of twelve flew with the canines on the same British Airways flight” says Roslyn. “Special thanks to Brian Kitchin, Anna Mathiba and Charmaine at the airport who ensured specialised radio equipment was loaded safely.”

In a letter to our Chief Executive Officer, Garry Marshall, Roslyn adds “You guys impressed us with your assistance when we responded to the Knysna Disaster Fires and once again you came out in the name of humanity and willingly and effortlessly assisted us with the Zimbabwe intervention.”

WOW AT WODAC

We are thrilled to report that The PetLounge has received a Gold Award, for the second year running, at The World of Dogs and Cats, held at Gallagher Convention Centre. This breathtaking annual exposition is now expanded beyond cats and dogs to include many other categories of pets. It is a celebration of South Africa’s finest and most loveable animals and the people and organisations who serve them.

“The award confirms yet again the special status of The PetLounge in The Nation’s petloving community,” says Natasha Willis, PetLounge Product Manager. “The awards panel judged our stand as having the “Wow” factor thanks to its creative use of space, originality, eye-catching impact and approachable and informative pet-friendly people.”

Company literature gave interested parties the full rundown on our market-leading service.

“We are proud of this recognition of our winning recipe,” says Natasha. “Our PetLounges are safe, secluded and comfortable havens for animals awaiting a flight, away from the noisy and stressful operational environment at the airport. That’s pleasant for the pets and reassuring for the owners. Pets are personally escorted aboard the aircraft after specialists ensure that they are fully prepared for the journey. At destination they are immediately taken to the arrival PetLounge to await their joyful reunion.”

In addition to the WODAC gold awards, The PetLounge holds a Gold Medal from The Logistics Achiever Awards.
RwandAir, the flag carrier of the Republic of Rwanda, is starting flights to Guangzhou, the provincial capital of Guangdong and the third largest city in China, effective 18th June, 2019.

A RwandAir Airbus A330 will serve Guangzhou three times a week on Tuesdays, Thursdays and Saturdays. “This reflects growing trade between Africa and China,” says Roy Solomons, Chief Commercial Officer of BidAir Cargo, which provides cargo services to the fast-growing carrier.

Guangzhou is the main manufacturing hub of the Pearl River Delta, one of mainland China’s leading commercial and manufacturing regions. Its Export Processing Zone, founded in 2005, is home to automobile assembly, biotechnology and heavy industry. Forbes ranked Guangzhou as the best commercial city in mainland China.

A week later, Rwandair is adding a second Middle East destination to its impressive portfolio. From 25 June, it will operate Boeing 737-800NG equipment three times a week to Tel Aviv, Israel on Tuesdays, Thursdays and Saturdays.

For South African business, the services offer connections with Rwandair Kigali flights WB 106/107 at O R Tambo, Johannesburg and WB 110/111 at Cape Town International Airport on Mondays, Wednesdays and Fridays.

Following two months after Rwandair’s inaugural flight to Kinshasa, capital of the Democratic Republic of Congo, the new routes extend RwandAir’s network to 29 destinations. RwandAir also plans to enter the American market with flights to New York this year.

“The new chapter in African unity”
- Paul Kagame, Rwandan President

The African Continental Free Trade Area (AfCFTA) has come into force as the largest free trade agreement by population since the 1995 creation of the World Trade Organisation.

All of Africa’s 55 countries have signed up to the deal with the exception of Nigeria, Eritrea and Benin.

AfCFTA will embrace more than 1.2 billion people with an aggregate domestic product of almost R 50 trillion. It will cut duties on 90 percent of goods on the continent and may boost intra-African trade by 52.3 percent.

“BidAir Cargo will be watching closely to judge the impact on and demand for express air transport on the continent,” Roy confirms.
Building change capability at RAM

A couple of weeks ago our Operations and Business Improvement Executive shared a story of his brother who received a delivery from one of our couriers. While he was signing for the parcel, he asked this particular courier whether he knew his brother, the courier answered: “Yes, I know him, he is changing everything!”

This sentiment is held by many of our managers and employees as they are coming to grips with the number of significant changes implemented the past couple of years. We, like most other organizations, are dealing with a blistering pace of change to stay competitive and relevant. To change an organization in a significant way is not, never has been, and never will be, quick and easy. That is why the majority of the change efforts fail or achieve only partial results, and why successful ones take so long.

Managing change is all about people. After all, people must change in order for organizations to change. It is the employees who learn new skills, adapt to new work processes, and engage in new activities. Without their support change cannot succeed. Because change involves people, leaders have to deal with the complex, sometimes scary, human emotions and social dynamics that emerge like a dragon surfacing from the ocean depths. Leaders are often astonished at how muddled, painful, protracted, tiresome, complicated and energy-consuming creating change can be.

We define change management as a discipline that help people to change by following structured interventions and processes that address intellectual and emotional issues – the hearts and minds – as well as the operational aspects (machines and systems).

During the past two years, we at RAM have been taking steps to build change management capability to support employees through change initiatives, which include:

- Introducing a change management framework which was incorporated in all of our project plans.
- Introducing new communication and engagement channels.
- Establishing a change network consisting of employees at operational level to role model the desired behaviours and support their peers in adapting to the new processes or ways of working.
- Investing (and continuing to do so) in upskilling our supervisors and managers on how to manage the dynamic phases of change.
- Enabling accountability for managing change in teams.

Building this change capability has enabled us to reduce the time to adoption of new processes, as well as implementation of new ways of working which resulted in notable productivity and efficiency improvements in a short space of time.

Some of the harsh realities of managing change is that no matter how well you plan your change, it is not trouble free and it is a dynamic process – rather than a series of events. We are currently busy centralising one of the departments which proves to be one of the more significant restructures our branches have to deal with. The dynamics can be subtle, and much more difficult to manage than events. Centralizing the function is an event. The shifting mood of people within the department and branches as it faces the restructure is dynamic.

Managing change does not have to be daunting, understanding the dynamic phases of change and learning how to see and manage the intangibles of change requires skills, time, attention and stamina – but the rewards in the end can be exceptional.
Hyper-competition, globalisation and technological disruptors have put the South African market and logistics service providers on the edge of their seats for the last decade, and it’s unlikely to change soon. It’s no longer just about who has the biggest fleet of vehicles, warehouses or the lowest price. It’s becoming more about the availability of accurate, forward-thinking intelligence and the ability to successfully act on it in a localised context.

The retail market continues to be volatile and will remain this way for some time. Successful purchasing decisions and repeat sales are driven by brand experience, brand equity and price more than ever before. Logistically, the industry is under pressure to deliver consistency and differentiation, whilst commoditisation of services continues to drive cost reduction. Today, a successful client partnership is influenced equally by the logistics service provider’s ability to demonstrate new value by adding technologies without the client having to ask for it.

Over the last four years, DSV has successfully prioritised and delivered value to its customer base and to attract investment from brand owned or brand sensitive entities throughout South Africa. DSV recognised and acknowledged the migration of traditional B2B like freight and parcel volumes to B2C and started preparing for it some time ago.

Using our assets differently and applying innovative thinking throughout the organisation has allowed DSV South Africa to commercialise its consumer-focused solutions over a very short period. Understanding the importance of balancing the need to deliver basic services consistently and successfully coupled with investment into new technologies has proven to be fruitful for DSV and its customers. DSV South Africa invested in smart lockers back in 2013 knowing that it would take time for the service to become marketable but understanding that the consumer would ultimately drive the adoption of smart locker services. Partnering with one of South Africa’s leading retailers allowed for the deployment of the first smart lockers. The service offered online shoppers more choice as well as convenience by removing the need for a consumer and a delivery driver to be available at the same location at the same time. Feedback from customers revealed that consumers valued the option of enjoying online choice with an offline collection convenience.

Most of the lockers are located within residential zones, whilst the balance serve as dedicated solutions for various industries on a national scale. New orders have been placed to take DSV Smart Lockers countrywide by the end of 2019 as we meet a growing need in many sectors.

The increase in the use of intelligent lockers for last mile fulfilment and collections is underscoring how the partnership between BidAir Cargo and our clients is handing end-users more convenience. We manage the airport-to-airport linehaul and our clients arrange collections and deliveries.

Instead of having to wait in for a courier - often delayed by traffic - today’s consignee has the option of collecting at a participating petrol station, supermarket or other retail outlet of their choice. Access to the parcel is by means of an emailed or messaged unique PIN code.
The market adoption rate is directly tied to our customers' ability to understand the value proposition and translate that value to its consumers. For example, to speed up adoption rates, an equal amount of effort is needed to associate the public with the service. The direct to consumer online retail service has been extended and now also offers the consumer on the street uncomplicated and uncompromised access to Consumer-to-Consumer courier services via the DSV Locker. The C2C courier product is still successful in sensitising the public to something that is quite different to what they have become accustomed to over time. It has proven successful in establishing a relationship of trust and credibility between customers and DSV Locker.

Salience plays both a direct and indirect role in the market's ability to resonate with the service offering. Achieving prominence requires visibility achieved through partnerships on an expansive national scale that enable locker footprint in locations that are commercially viable, deemed safe and within reach of the target audience. DSV South Africa coupled with its non-locker related services network and proactive marketing has captured the attention of its customers and consumers alike. New services are already in the development pipeline and are due to be launched in early 2019. Various industries will benefit greatly by these new developments and we are incredibly excited to exhibit our progress and share the benefits with customers and their consumers alike.

DSV Locker is also changing the landscape for businesses with technicians in the field.

For DSV to sustain its position in South Africa, the current momentum needs to be maintained. This is now easier to achieve as the markets have become increasingly aware of the benefits offered by DSV Lockers. Yet we also realise that by sensitising the market to smart lockers we also create opportunities for competitors in this space. We are however committed to staying ahead of the market by innovating and continuously developing and delivering services based on forward thinking intelligence and the convergence of that intelligence with our operational know how and capability.

This is a Win/Win development as multiple drop-off and collections at one point are more cost-effective for the courier than one-off home or office deliveries.

As long ago as 2016 McKinsey & Company were suggesting that automatic guided vehicles (AGVs) and parcel lockers would make inroads on traditional forms of parcel delivery. (Parcel delivery - the future of last mile - McKinsey)

The facility is not only convenient for personal or business parcels but is also handy for mobile field technicians attending, for example, a vehicle off road. The technician can nominate a convenient delivery point for needed spare parts or special tools. The locker can also be used for sending components back to the distribution centre thus saving the technician’s time by avoiding a dead journey.

Such is this revolution that even the traditional Royal Mail with its red post boxes have joined in. The appearance of 1,400 new postboxes designed to accept parcels is the first major change in the use of UK postboxes in 160 years. People and businesses can post pre-paid parcels at all hours in the same way they currently send pre-stamped letters using Royal Mail’s online labelling printing.
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