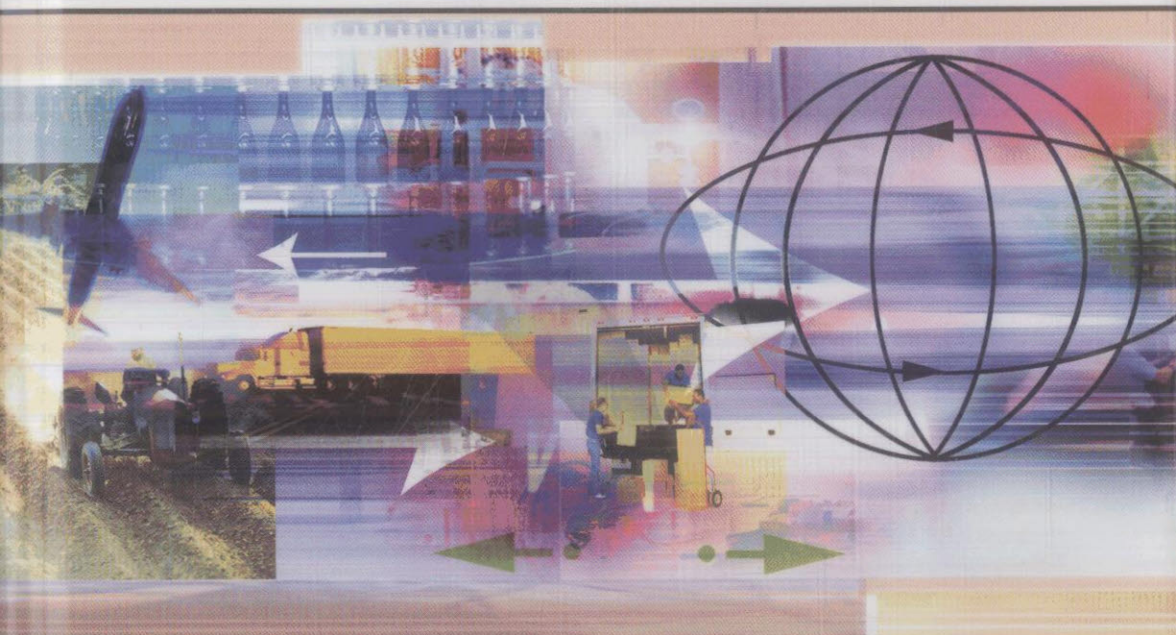


Retailing Logistics & Fresh Food Packaging

Managing Change in the Supply Chain



Kerstin Gustafsson,
Gunilla Jönson,
David Smith & Leigh Sparks

The Chartered Institute of
Logistics and Transport (UK)



Contents

<i>Preface</i>	<i>vii</i>
1: Packaging logistics and fresh food retailing: an introduction	1
Logistics: why bother with what goes on behind the scenes?	2
Packaging: how am I supposed to know there is a missing link?	4
Change management: life is too busy to waste time thinking!	6
The structure of the book	10
Summary	15
2: Retail leadership in fresh food channels	17
Culture and retail consumers	18
Retail locations and outlets	23
Shopkeepers and retail managers	26
Product sourcing and distribution	28
Business relationships	30
Merchandising and selling	31
Change in food retailing: summary	35
3: Fresh food retail logistics	39
The logistics task	40
Retail logistics transformation	43
Temperature controlled supply chains	51
Retailers' leadership of logistics	66
4: Packaging and fresh food	69
The purposes of packaging	70

The packaging industry: structure and dynamics	73
Returnable packaging	82
General packaging principles	91
Retail logistics packaging	97
Fresh foods applications	100
Conclusions	102
5: Packaging logistics decision matrix: change management	105
Retailing, logistics and packaging change	107
Managing organization change in the supply chain	109
Packaging logistics decision matrix: change management	114
The implementation stage	118
Summary	120
6: Major case studies	121
Implementing the second-generation tray in Tesco's supply chain	121
The development of a multi-party nationwide pool system in Sweden	138
Summary and conclusions	146
7: Application case studies	149
Case A: Kisten-Pool, Austria	150
Case B: Versfust Project, Netherlands	152
Case C: Tine Milk, Norway	156
Case D: Packaging development in FMCG, Sweden	158
Case E: Packaging and display, Sweden	162
Case F: Fresh fruit salad packaging for airfreight, South Africa and UK	167
Case G: Packaging for air cargo, South Africa and UK	169
Case H: Mercadona, Spain	173
Case I: Sainsbury – from cans to cartons, UK	177
Case J: Reusable plastic containers, California	179
Conclusions	181
8: Change drivers in packaging logistics	185
The evaluation and action planning process	189
Lists of drivers, critical success factors, barriers and solutions	190
Conclusions	193
Appendix: Evaluation and action planning tables	194
9: Conclusions	203
Packaging logistics in fresh food retailing	204
Future perspectives	205
Concluding remarks	214
<i>References</i>	<i>217</i>
<i>Index</i>	<i>223</i>