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How do you choose your lift trucks?

Buyer survey results, conclusions and advice

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IN THIS EDITION

This edition of Eureka looks for answers to some of the most fundamental questions facing materials handling professionals and their companies today. They include: how to choose the right lift trucks; how to keep pace with increasing demands in the docking area; how far to go with automation; and how to attract new staff.

To gain insights into the key factors to consider when choosing a forklift truck, **Mark Nicholson** has analysed the results of a Eureka survey of buyers' views and approaches. The report contains useful conclusions on relative priorities and on the importance of drivers' opinions and user experience in lift truck selection.

Forklifts increasingly work in cooperation with automated systems to achieve optimum results. **Gian Schiava** explores some of the technologies now available to improve both speed and safety in loading docks.

Fully automated warehouses are technologically possible, but for many businesses they are not a feasible investment target in the immediate future. **Ruari McCallion** examines the issues, takes a realistic look at how automation is taking shape, and highlights some relatively straightforward tasks which can be automated in the short term.

Lastly, **Gian Schiava** offers some topical advice on making your company more attractive to potential employees. Just as you have built your company's brand to appeal to customers, you must develop your 'employer branding' to attract job seekers.

Eureka and its writers are always keen to investigate the subjects that matter to you. Is there something you would like us to research? Perhaps your company has a project or development which we could publicise to inform and advise others.

If you have any questions or comments on our articles, please let us know. You can email us at comment@eurekapub.eu or message us via our website www.eurekapub.eu



Monica Escutia
Commissioning Editor

Eureka's Commissioning Editor is Monica Escutia, a Bachelor of Communications – Journalism. She is a Spanish national and fluent also in Dutch, English and Italian. Having previously edited a variety of international media, she has spent the last 17 years in the materials handling industry – the first four as a parts sales representative for several European countries, before becoming the EAME Manager Marketing Communications for Cat® Lift Trucks, based in the Netherlands.



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HOW DO YOU CHOOSE YOUR LIFT TRUCKS?

FORKLIFT BUYER SURVEY

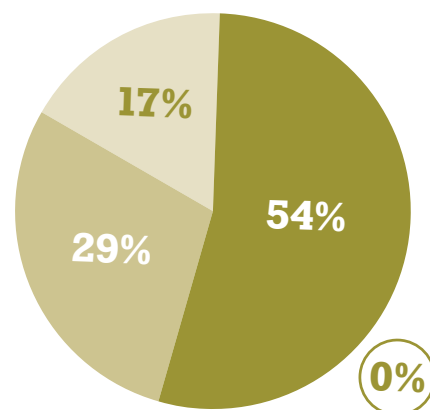
When deciding on which new forklift truck to buy or hire, from the many brands and models available, what are the most important factors to consider? To help explore the issues, Eureka has surveyed truck buyers' views and approaches. Mark Nicholson summarises the results.

A total of 48 respondents from an assortment of businesses responded to the survey in 2021. One of the study's clearest findings was that safety concerns and quality-related considerations ranked as the highest priorities overall.

At the same time, there were interesting variations in attitude between different groups of buyers. Analysis of the survey data also led to observations and conclusions on the importance of drivers' opinions and user experience in forklift selection.

WILLINGNESS TO CHANGE

A question on whether respondents always replaced their trucks 'like-for-like', or if they were open to changing from one truck category to another, gave the answers in Figure 1.



- Always replace like-for-like
- Willing to consider changing truck category
- Occasionally do change truck category
- Often do change truck category

Figure 1. Do you replace trucks 'like-for-like' or do you consider changing to a different truck category?

Overall, more than half said they always replaced like-for-like. Those running very small fleets (between one and four trucks) seemed even less inclined to consider changing their truck category, with 79% ticking the 'always replace like-for-like' box. The danger in such an approach is that businesses may miss out on major opportunities to improve their operations.

Would you consider, for example, replacing a platform stacker with a stand-in/stand-on stacker? Being open to alternative solutions allows greater scope for operational improvement.



MOST IMPORTANT FACTORS IN TRUCK CHOICE

Figure 2 shows the percentage of respondents rating each factor as being of high or highest importance.

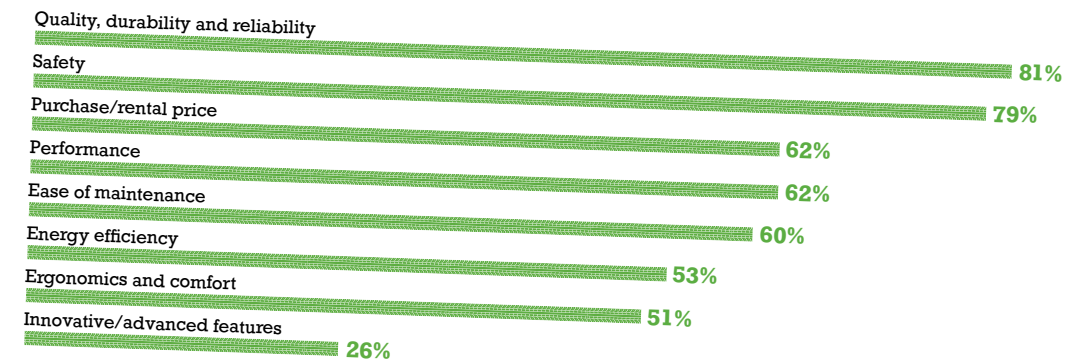


Figure 2. How important are these factors in your truck choice? (Percentage of respondents ranking each factor as high or highest.)

Quality/durability/reliability and safety emerge clearly as the highest priorities. At the other end of the scale, innovative and advanced features are not necessarily attractive to buyers. These matter only if they deliver specific advantages, such as extra performance, efficiency or ergonomics.

VARIATION IN PRIORITIES

For further analysis, the respondents were divided into various 'types' to see whether their views differed in any significant ways.

Those with very small fleets (one to four trucks) made up 40% of the survey base. In Figure 3 we see their priorities.

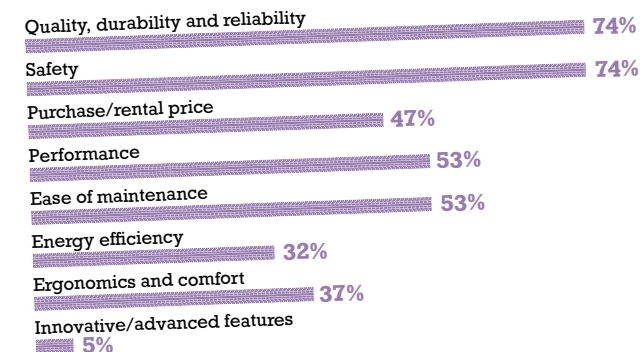
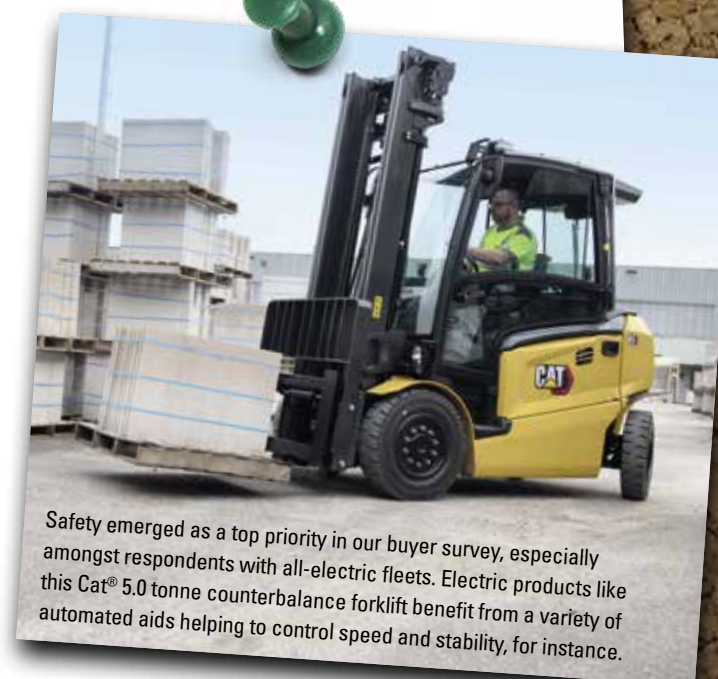


Figure 3. How important are these factors in your truck choice? (Percentage of small fleet respondents ranking each factor as high or highest.)

This can be compared against Figure 2, which reflects the views of respondents as a whole. We see that quality and safety are the highest priorities in both cases, while for small fleet managers there is even less inclination to spend on 'innovation for the sake of innovation'. They also seem less interested in performance, and much less in energy

efficiency, ergonomics and comfort. One interpretation of these differences may be that companies with small fleets have relatively little interest in a truck's specific features and benefits. As long as it is safe and robust, and can be relied upon to do the job, they are satisfied. >>>



Safety emerged as a top priority in our buyer survey, especially amongst respondents with all-electric fleets. Electric products like this Cat® 5.0 tonne counterbalance forklift benefit from a variety of automated aids helping to control speed and stability, for instance.

Respondents with all-electric fleets (electric counterbalance and/or warehouse trucks) made up 44% of the survey base. The others each had at least one IC engine counterbalance. All-electric fleet operators' priorities are summarised in **Figure 4**.

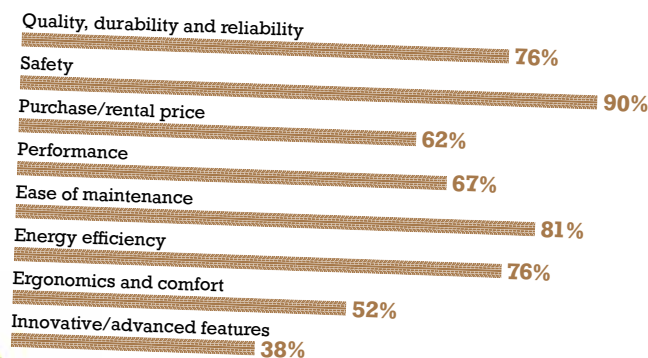


Figure 4. How important are these factors in your truck choice? (Percentage of all-electric fleet respondents ranking each factor as high or highest.)

These results can be compared against **Figure 2**, which reflects the views of respondents as a whole. Safety appears to be even more important for this group, while quality again ranks highly. Easy maintenance and high energy efficiency score higher for all-electric fleets than for those including IC engine trucks. There is also a little more interest in the idea of innovative technology.

DRIVER AND OPERATOR INPUT

Respondents were asked whether they consulted their drivers and operators for opinions before seeking new trucks. This might mean asking, for example, what they don't like about the current trucks, and what features they would like the new trucks to have. **Figure 5** summarises the answers.

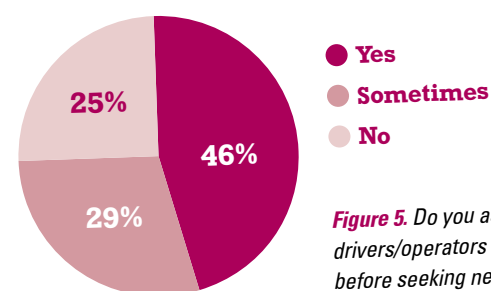


Figure 5. Do you ask your truck drivers/operators for their opinions before seeking new trucks?

Surprisingly, a quarter of the businesses looked for new trucks without first discussing issues with the staff who would be using them. Amongst companies with small fleets, a larger proportion (37%) said they did not ask for driver or operator opinions. Relatively few (14%) of the respondents running all-electric fleets chose trucks without consulting the users.

Here and elsewhere in the results, there is a suggestion that managers of larger fleet operations and all-electric fleets have a more rigorous and inclusive approach to truck selection. This may possibly be related to the scale of management resources available in their companies.

Asked if they gave their drivers an opportunity to examine and test-drive new trucks proposed by suppliers, respondents' answers were as shown in **Figure 6**.

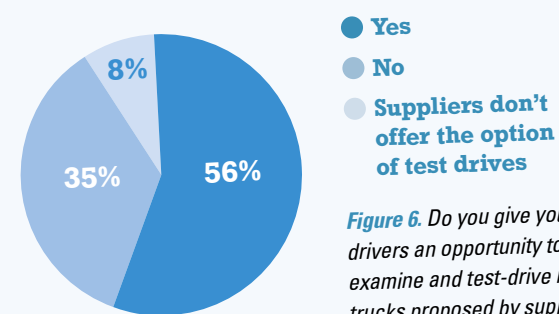


Figure 6. Do you give your drivers an opportunity to examine and test-drive new trucks proposed by suppliers?

Most (56%) did involve drivers in this way. However, amongst small fleet operators the proportion was lower (32%). For all-electric fleets it was higher (67%).



Quality/durability/reliability was ranked highly by respondents in all groups within the survey base. Unless a truck can be relied upon to do its job consistently, day after day, however harsh the application, its other capabilities mean little. Pictured forklift: Cat 3.5 tonne diesel counterbalance.

A question on the degree to which drivers' and operators' opinions influenced truck choice produced the results in **Figure 7**.

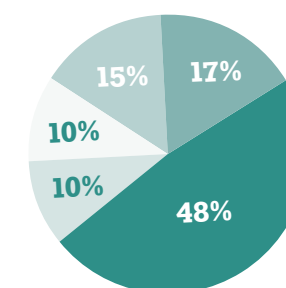


Figure 7. How much do the drivers'/operators' opinions and preferences influence your truck choice?

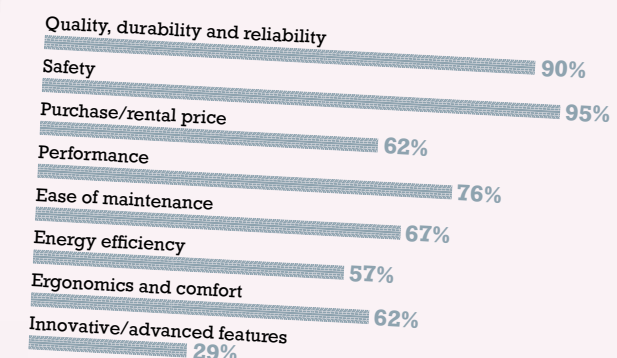
In total, 65% of respondents agreed with one of the top two answers, which give most weight to the drivers' and operators' views. For businesses with small fleets the proportion was considerably lower at 53%.

- The drivers'/operators' opinions/preferences are very important to us, but we have to weigh these against other factors
- As long as the price is acceptable, we accept the drivers'/operators' choice
- We don't really consider the drivers'/operators' opinions/preferences
- We give some consideration to the drivers'/operators' opinions/preferences
- Our decision is not much influenced by the drivers'/operators' opinions/preferences

THE IMPORTANCE OF USER EXPERIENCE

To get some idea of how the truck users might be influencing their employers' choices, we looked specifically at companies which always consulted their drivers and operators before seeking new trucks. The respondents in this group were those who answered yes in **Figure 5**. If this consultation does affect their choice, we might expect to find some differences between their priorities (see **Figure 8**) and those of the respondents as a whole (see **Figure 2**).

Figure 8. How important are these factors in your truck choice? (Percentage of most consultative respondents ranking each factor as high or highest.)



The comparison suggests, perhaps unsurprisingly, that truck users are often more interested than their employers in a truck's comfort and ergonomics. More obvious still is the very high importance of safety to this group. The users' influence also seems to accentuate the importance of performance.

From this we may reasonably conclude that users want a lift truck that is comfortable, ergonomic and satisfying to operate; that helps them to do their job effectively and productively; and – above all – that keeps them safe.

For the designers at Cat® Lift Trucks, the science of user experience is a key strategic focus. (This is explored further in a previous Eureka article.*) The productivity and profitability of a forklift truck's use in any business depends on an effective combination of user and machine. What's more, the user is by far the biggest investment in that partnership. He or she needs to be protected, nurtured and given the optimum conditions to perform well. This should be at the heart of your research, consultation and decision-making when choosing a truck. ●

Article feedback is welcome:
editor@eurekapub.eu

We are very grateful to the 48 respondents who took part in the survey. We also wish to thank UK and Ireland Cat® lift truck distributor Impact Handling and French distributor Arolis for their help with this project.

*Visit: eurekapub.eu and search: 'user experience'.

LOADING AND UNLOADING IN THE FAST LANE

ALTERNATIVE APPROACHES TO DOCKING ZONE MATERIALS HANDLING EFFICIENCY

We are all familiar with the sight of forklift trucks unloading lorries. In dedicated zones like loading docks, nimble forklifts or power pallet trucks take care of the job. But what if the load is extremely bulky? What if the load consists of many small boxes or even grains of sand? What if speed is the priority? **Gian Schiava** explores various extremes in the lorry unloading scene. Whilst looking at these solutions, he shares a few small tips to improve safety in handling today.

WHEN CONVENTIONAL DOESN'T GET THE JOB DONE

Like in so many aspects of modern materials handling, solutions can be found through automating the process. VIL, the Flemish Institute for Logistics, wanted to know more about this subject. In recent years, together with the University of Antwerp, it conducted a market study into state-of-the-art loading and unloading systems and what they could bring to both forwarders and transporters. Besides looking at the possibilities with planning software, VIL looked also at physical systems. They divided them into three categories: automated guided vehicles or AGV-based systems (industrial robots that move independently), one-shot-based systems (loading/unloading a full load in and out of the trailer in one go) and semi-automated systems (where human interaction

cannot be completely omitted). The last option is especially well suited to goods with odd shapes.

Obviously, each technology has its own advantages and disadvantages, and no single system can handle every type of cargo. Company-specific processes also determine whether a system is suitable or not. One specific outcome in the report came from the business case at chocolate manufacturer Barry Callebaut, where a one-shot-based skate system was used. It automatically unloaded 26 pallets in just 10 minutes; a considerable time gain compared to the 45 minutes that manual loading previously took. According to VIL, time savings can also be achieved using belt or roller conveyor systems.

When efficiency and speed become absolute priorities, advanced systems come into play. A manufacturer of the earlier mentioned one-shot systems is Dutch specialist Ancra. Its

skateloader system requires just 6 to 8 minutes for the whole loading process (depending on the required height adjustment and alignment). The homogeneous load, like crates of beverages, is first placed by forklifts onto a large shuttle system, which then slides completely into the trailer, where all pallets are placed on the floor, before the system retracts.

The AGV-like loading system from German company TRAPO covers the whole loading/unloading area (no humans are needed here anymore!), where dedicated autonomous vehicles carry out the loading activity in three steps. First, up to three pallets are placed side by side in a row on the stationary part of the system and aligned. This is followed by picking up and loading the row. Parallel to the loading process, the next row of pallets is formed and made available. This continuous process saves time and travelling distance. Unloading is carried out in reverse order. According to TRAPO, for a trailer 13 metres long, the loading time for 33 pallets is about 15 minutes.

Need a bigger or more peculiar example? In America, Bruks Siwertell has developed a system which picks up the whole lorry! As many bulk-carrying trucks in the USA are end-loaders, they offer two versions of so-called 'truck dump' equipment: a back-on and a drive-over type. With the latter, a driver enters the dumper driving forward, crossing a pit bridge and going straight onto the tipping platform, then stopping slightly forward of the backstop area. The backstop swings into position, and the driver backs up a short distance until the bumper touches it. The cab is then shut off and the front safety chain is fastened. The trailer's back doors are opened and the driver moves to the control box and pushes the 'up' button.

The pit bridge rises out of the way, exposing the entrance to the receiving container. The tipping platform begins to rise, and the load falls into the container. Once the trailer is empty, the driver pushes the 'down' button and the platform lowers. The trailer's back doors can then be closed, the chains are released, and the truck drives away.

STAY ON THE SAFE SIDE

These are just a few examples of interesting, innovative approaches which can improve

the loading and unloading process in various applications. However, they will remain niche solutions, as payback periods can be quite long and, in addition, these advanced systems simply cannot handle the typical variety in loads. Loading processes are normally most efficient when using loading dock systems in combination with swift power pallet trucks or stackers. Having said that, this particular work environment can really benefit from various simple safety-improving devices, given that it is still considered one of the most hazardous.

One simple example: each time a forklift drives from the well-lit docking zone into the darker trailer, there is a split second in which the driver's sight could be hindered. There are special lights on the market with a multi-articulating arm and multiple bend points to point the device in the desired direction. When there is no activity, the lights shut off automatically. Another one: most docks use dock levellers to bridge the gap between trailer and warehouse floor. When the leveller is retracted, the open door creates a risk of falling. Several suppliers have designed levellers with automatic vertical safety barriers which eliminate this risk.

There are many other rather simple solutions like this, as explored in previous Eureka articles on dock safety practices and technological aids*. Until the time when docks everywhere use fully automated loading systems, we had better take advantage of the various safety solutions available today. Your employees will certainly appreciate and benefit from them.●

Article feedback is welcome:
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Counterbalance and warehouse lift trucks have crucial roles in loading and unloading, but additional aids are available.

When efficiency and speed become absolute priorities, advanced systems come into play.

*Visit eurekapub.eu and search 'Loading Dock'.



THE ROBOTS ARE COMING?

WAREHOUSE AUTOMATION: HOW FAR AND HOW FAST?

Is materials handling undertaking a great leap forward in automation or is the picture of 'lights-out warehouses' more a product of imagination than a reflection of reality? **Ruari McCallion** talks to users and suppliers about the current state of affairs and the likely shape of warehouse automation in the immediate future.

"I believe that the future is for more advanced robotics and automation, but investing in simple automation is the first step."



Raed Hunaidi, Product Manager Material Handling at Machinery Alternative Solutions

The days when robots were capable only of repeating the same task, over and over again, are retreating into the past. The new generation includes cobots (collaborative robots, capable of working alongside human beings, without the need for protective cages); equipment that can be quickly repurposed from one task to something different; and integrated cells that use original-style 'dumb' robots (very good at repetitive tasks) to perform different functions, such as depalletising and loading.

However, for many warehouses, the latest piece of tech isn't really on their investment horizon; the immediate need is for simpler automation for relatively straightforward tasks, like palletising and depalletising.

THE NEED FOR AUTOMATION: LABOUR AND COSTS

Necessity tends to dictate the level of urgency that users feel about their systems. In particular, labour rates and wages will influence the attractiveness of automated solutions.

"The use of old-fashioned tech is dominant in the majority of warehouses; labour rates are low in the Kingdom of Saudi Arabia (KSA)." This is the view of Raed Hunaidi, Product Manager Material Handling at Machinery Alternative Solutions, the Kingdom's local Cat® lift truck dealership, which is part of the Zahid Group of Companies, headquartered in Jeddah, KSA. Manual labour and conventional handling machines are the norm.

Among the hurdles to adopting the latest systems are the low cost of labour, high capital costs and insufficient knowledge for such large and complex undertakings. The fear is reasonable: going from a manual system to full

automation is like trying to board an express train thundering by at 100 mph.

It's a question of walk, then trot, then canter, then run – the right pace for the right situation.

LABOUR SHORTAGES AND E-COMMERCE

Drivers of automation include shortage of labour; transient or seasonal in particular. The Covid pandemic has added to the problem through the changes it has driven in consumer behaviour. In-person high street retail purchasing has been significantly affected by lockdowns and restrictions on travel, with a corresponding increase in e-commerce and online sales.

Across Europe, online shopping rose to over 16% of the total in 2020, according to Statista. It was forecast to fall back to 15.3% in 2021. European online shopping is led by Germany with just under 20% market share in 2020, forecast to be 18.7% in 2021. (UK numbers are 26% and 24.3%, respectively, while French numbers are 14.3% and 13.8%). Nearly 70% of consumers up to age 55 bought online in 2020; the proportion of over-55s who did so has risen from 50% in 2015 to 57% in 2020, with the pace of uptake accelerating.

Even with larger companies, the initial investigation is usually about fairly basic equipment.

"A lot of companies, especially larger companies, are opting to go for roboticised palletisation. It's the fastest-growing market within food and beverage (F&B) at the moment," says Michael Payne, UK Food and Beverage Sector Manager, Business Segment Robotics, with KUKA Robotics UK Ltd. >>>



Neil Mead,
Area Sales Manager with
KUKA Robotics UK Ltd



Automated technologies provided by the Zahid Group in support of warehouse operations include training simulators. These can be used for lift trucks as well as larger equipment. Photo: Zahid Group

"It's rare that we get an enquiry that already has the robots and all the palletisers, so we start by talking about palletisers and then ancillary equipment to attach to it, then we may move on to talk about AGVs (automated guided vehicles)," he continues. "As for cobots (collaborative robots), people have seen them, they think they're easier to programme, they don't need guarding, and so on. I have to say, though, that we usually end up with solutions that are non-collaborative. Cobots are great as a door-opener but true collaborative solutions, where a robot and a person are physically handing pieces to each other and building the same thing, are very rare."

Raed Hunaidi sees a similar situation in KSA, with larger, non-Saudi companies exploring

more advanced automation options, such as cobots, with the large domestic market still considering.

"We have noticed that international logistics companies are testing these concepts," he says. "I believe that the future is for more advanced robotics and automation, but investing in simple automation is the first step." He makes the point that the Zahid Group itself continually invests in technologies intended to enhance customers' warehouse operations.

ROI, JOB SECURITY AND WORKER SAFETY

Neil Mead, Area Sales Manager with KUKA Robotics UK Ltd, agrees with his colleague.

"There is a lot of low-hanging fruit waiting to be picked; a lot of space for basic automation. There is a big gap between the Amazon and Ocado set-up at one extreme and manual operations at the other," he says. "The main hurdles are, traditionally: expense; return on investment (ROI); and fear of job losses."

Financial and employment concerns can be pretty easily addressed.

"There are many different ways to finance capital investment and it is quite easy to demonstrate ROI," says Neil Mead. In a situation where labour shortage is driving automation, fear of job losses should be a lesser concern. Automation can help immensely with worker safety, quality and wastage, also, which is good for customer satisfaction and, consequently, job security.



KUKA palletising/depalletising cell.
Photo: Thatcher's Cider



Automated wine case feeding and palletising.
Photo: CKF Systems

THATCHER'S CIDER

Thatcher's Cider, which makes and distributes cider in south-west England, automated its keg palletising and depalletising cell to improve efficiency, reduce damage to kegs and improve safety. The original keg unloading arrangement required forklift drivers to split down three-layer pallets and then place kegs accurately onto the conveyor line, fast enough to keep up with a 450 keg/hour line speed.

SCM Handling built an automated cell around two robots, which easily kept up with the line speeds, improved health and safety, and had a higher repeatability: a KUKA KR 120, which picks up the layer boards that sit between each six-pack layer of kegs, and a 700 kg payload KR 700 PA, which picks up and stacks the kegs. The KR

700 has a high reach of 3320 mm, to enable it to serve existing conveyor heights.

Empty stacks of 18 kegs are moved from lorries to the loading end of the cell. A centralising unit squares them up before the KUKA KR 120 removes the layer board, allowing the KR 700 to lift six kegs at a time and place them onto the conveyor, for inspection and cleaning prior to refilling.

Filled kegs arrive on the opposite side of the cell. The KR 700 swings through 180 degrees from the incoming to the outbound side and stacks the kegs in three layers of sixes, whether 30 or 50 litres, and the KR 120 locates the layer boards. Sensors and programming ensure that each layer and layer board is precisely positioned, eliminating the risk of toppling in manual handling.

AUTOMATING WINE PACKAGING

Integrator CKF recently designed, installed and commissioned an extensive new case feed and palletising system for an established e-commerce and retail wine business. The new system enabled the company to handle a 50% increase in demand during 2020 and improve productivity from 65% to 98%. CKF installed fully automated layer palletising with a multi-lane accumulation feed system, mounted on a new mezzanine floor. ●

Article feedback is welcome:
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WHY PROMOTING JOB ATTRACTIVENESS IS NOW ESSENTIAL IN LOGISTICS

Various developments – not just the global pandemic – have boosted job opportunities in logistics and materials handling.

Ordering goods through the internet by both companies and consumers has put a strain on the supply chain. Finding a skilled forklift driver or motivated order picker causes a lot of headaches for both HR and logistics managers. **Gian Schiava** finds out how properly planned communications can help to reduce this problem. >>>



Business challenges often differ from country to country, but it seems labour shortages in logistics are experienced everywhere.

SHORTAGES EVERYWHERE

Business challenges often differ from country to country, but it seems labour shortages in logistics are experienced everywhere. The picture becomes clearer when researching recent publications. American consultancy company McKinsey reported several months ago a massive labour mismatch in US logistics and supply chains. Job opening rates are around 50% above pre-pandemic levels, while evolving work preferences and accelerated retirement are not helping either. Although wages are increasing, this is not enough to reverse the trend.

Dutch logistics magazine Warehouse Totaal and the prominent French Le Monde have indicated that drivers (lorries, forklifts...) are in especially great demand. Meanwhile, in Spain, recruiter ManpowerGroup and the Foro de Logística have presented their "VI Study of Employment Trends and Logistics Talent". Despite strong growth, the logistics sector in Spain seems to be ignored – especially by young people. The survey shows the profiles which are most in demand and difficult to cover. Examples include professional drivers, traffic managers, logistics project engineers, forklift drivers and warehouse personnel. Amongst the study's recommendations is advice that the logistics sector should be more transparent and attractive to both female talent and young people between 18 and 25 years of age.

In the Financial Times, the CEO of Wincanton, one of the UK's largest logistics companies, predicts labour shortages will last well into 2022, despite rises in wages of as much as 40% in 2021. The article also states there is an estimated shortage of 100,000 truck drivers, which has led to gaps on supermarket shelves and contributed to delays at ports.

Having read these and many other publications on this subject, we can distil the reasons behind this incredible shortage as follows:

- **Age.** An ageing population in combination with increased work pressure has certainly led many experienced people to retire as soon as they can.
- **Low unemployment rates.** It is easy not only to find a similar job elsewhere but also to move to another sector. As preferences have changed, we see that young people in particular are valuing flexible hours, a better work-life balance or working from home.
- **An overall dissatisfaction amongst employees.** Recent events have led many people to re-evaluate their current jobs, and often they have decided to actively pursue new goals.
- **Lack of communication with prospects.** Logistics companies do not always prioritise their efforts to attract new talent. The combination of job advertisements and employment agencies is simply not enough.

REVERSING THE TREND

While we in logistics are seeing wage increases throughout the continent, this tendency is also visible in other sectors. The shortage of labour has undoubtedly accelerated the adoption of automated systems like AGVs (automated guided vehicles), but not all business cases can justify such investments.

Dutch logistics provider Chain Logistics has adopted the concept of 'open hiring'. In this system the company doesn't look at the applicant's resumé or employment history and there is not even a job interview. Motivation and the belief that you can do the job seems all that matters. This is perhaps not the ideal method when a company also wants to attract the most skilled and experienced candidates.

EMPLOYER BRANDING BOOSTS BOTH VISIBILITY AND ATTRACTIVENESS

It's true that many roads lead to Rome, but nevertheless there seems to be a strong case for being more proactive in communicating with your desired employees-to-be and adding attractive assets to your offering. Marketeers call this effort 'employer branding', and it's all about how you market your company to job seekers and internal employees. The better you do it, the more likely you are to attract top talent.

As in 'customer marketing', just paying lip service will not get you anywhere. It requires attentive day-to-day people management and the further development of clear company values and a positive workplace culture. After all, when someone asks your employee what it's like to work there,

he or she is not going to say, "We build powerful and versatile machines". Instead, employees will talk about how nicely they are treated, about the job challenges and about the possibilities to achieve personal goals.

But that is only half the story. After this, your company has to develop and execute a top-notch communication plan to reach the desired job seekers and make them want to join you. In doing so, you must involve your current employees. Listen and register their stories, and share them through blogs, videos, lectures and photos. Do it consistently and one day you might be mentioned in publications like 'The top companies in logistics to work for in 2023'. Besides employee stories, you might also want to share common personnel activities or community sponsorship. For example, the Texas-based branch of Cat® Lift Trucks awards a yearly \$5,000 academic scholarship to an outstanding high school student from the Houston area. News like this is ideal to share through social media.

Employer branding requires a serious effort and is probably just one of the steps you can take towards building a more appealing reputation as an employer. However, can you really afford to do just the basics? For McKinsey, the answer is simple. Its publication "'Great Attrition' or 'Great Attraction'?" The choice is yours", about record numbers of US employees quitting their jobs, says that only organisations which learn the 'why' (and act on it) will have success in attracting and retaining talent.●

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