



## PROF JAN HAVENGA

<b>Last name</b>	Havenga
<b>First name</b>	Jan
<b>Title</b>	Professor
<b>Position</b>	Tenured Professor, Department of Logistics, Stellenbosch University
<b>Areas of Speciality</b>	Macrologistics, Rail renaissance, Logistics Decarbonisation, Freight flow modeling, Freight flow forecasting, National level logistics cost modeling, Logistics policy, Road flows and costing, Logistics Infrastructure Development
<b>Contact Details</b>	+27-84 588 8884 (cell) +27-21 808 3981 (office)
<b>Tertiary Education</b>	2007 Doctorate of Philosophy in Logistics Management, University of Stellenbosch with thesis entitled <b>"The development and application of a freight flow model for South Africa"</b> . 1987 MBL (Unisa) 1978 BA Hons, (UOFS)
<b>Work experience</b>	<p>Prof Havenga is an experienced lecturer, market researcher, macrologistics researcher and consultant, strategic and change management specialist and corporate strategy and marketing expert. He is also a National Research Foundation rated researcher, based on his consistent contribution to freight flow and logistics cost measurement to inform national policy development, infrastructure planning and rail renaissance and development of the new field of Macrologistics.</p> <p>His work on the corridor and transport modelling aspects of logistics, including cross border flows into all 17 countries South of the Sahara has gained countrywide authoritative recognition to the degree that the results and recommendations have been used in the National Freight Logistics Strategy, released by the Department of Transport in 2005, the "Moving South Africa" research project of the Department of Transport in 1998, South Africa's National Transport Masterplan of 2009, Rail Policy Green Paper of 2015, the Rail State of Safety Report of 2016 and annually in Transnet's Market Development Strategy and National Infrastructure Plan. He is also often engaged by organized industries such as the fruit, agricultural and secondary agricultural industries, government departments such as the department of agriculture, transport and public enterprises, Transnet and various provincial governments and large metropolises to model future freight infrastructure and capacity demands in the economy.</p> <p>He served on the interministerial task team for interim rail regulation for South Africa and is involved in various international research groups and round tables around the topics of sustainable logistics and road freight, logistics and national logistics cost measurements, sponsored by various institutions such as the World Bank. He is also the Deputy Chairperson of South Africa's Cross Border Road Transport Agency.</p> <p>Prof Havenga's work on logistics cost measurement and macrologistics is well known in South Africa and abroad and forms the core of all ten State of Logistics Surveys for South Africa and the newly released Logistics Barometer of Stellenbosch University. He is part of a global network of researchers that attempts to standardise national logistics costs measurement approaches in order to facilitate comparisons and enhance the global body of knowledge. He is also an acknowledged expert on the subject and contribute to many international conferences. He has published widely and presented many papers around the world about road costs, rail policy development, government's role in infrastructure development and logistics</p>

	<p>costs management and rail freight development. His research document “<b>The role and development of South Africa's Freight Rail Sector</b>” forms a major point of departure of the third draft Rail Policy Green Paper of the DoT as far as the opportunities and task of freight rail is concerned. He has also consulted widely on the subject, not only to Transnet, but also other interested parties such as mining companies, provinces, metro's and other railways, such as Botswana Rail. He were involved in major projects for the World Bank to model Transport Demand in India, freight flows for India and develop multimodal solutions for the Eastern Dedicated Freight Corridor between Delhi and Kolkata of which the first two versions are completed and used for logistics infrastructure planning. This was extended to freight flow modeling for Uzbekistan and Mongolia, which was recently completed as a building block to an envisaged freight flow model for Central Asia and eventually the full Belt and Road initiative. He is also a recognised expert on high volume rail transport and the requirements and details around South Africa's modal shift imperative.</p> <p>Although his work currently focuses on the revival of logistics infrastructure in South Africa, transport regulation and rail renaissance, he has extensive strategic consulting experience, working with companies such as Kumba Coal, Kumba Resources, Exxaro, BHP Billiton, Premier Foods, Eskom Enterprises, Soekor, Mossgas, MTN Airborn, Coronation Asset Management, Entrepoto (a major Portuguese conglomerate), Associated Newspapers (a major British publishing house), Fly-Off (an American agricultural products company), CINergy (A British gas company), South African Post Office, Distell, SETASA (The Seta for secondary agriculture), FNB, Absa, Lephalale, Webber Wentzel, Ticor, Sanlam, Cendant (A global real estate and marketing firm with their head office in London), Capespan, KWV, Fancourt, PWC, the CSIR, Old Mutual, the departments of Public Enterprises and Transport and Transnet. He has worked in South Africa, Botswana, Namibia, Tanzania, Mozambique, Mauritius, the United Kingdom, the United States and India.</p>
<b>Career (Academic)</b> (Period, Employer, Job title)	<ul style="list-style-type: none"> <li>• <b>July 2006 to 2011</b> - Director: Centre for Supply Chain Management – University of Stellenbosch</li> <li>• <b>July 2006 to Current</b> - Professor in Logistics Management - University of Stellenbosch</li> <li>• <b>May 2002 – June 2006</b> - Head: Consulting USB-ED</li> <li>• Part time lecturer in Consulting, University of Stellenbosch Business School – 10 years</li> <li>• Part time lecturer in Supply Chain Strategy, ESSEC University</li> </ul>
<b>Career (Other)</b> (Period, Employer, Job title)	<ul style="list-style-type: none"> <li>• Senior Manager (strategy, marketing, research), Transnet – 20 years</li> <li>• Senior Manager/Head (strategy, finance, economics) Arthur Andersen – 4 years</li> </ul>
<b>Publications and Research</b>	<p><b>Peer reviewed articles in academic journals</b></p> <ol style="list-style-type: none"> <li>1. <b>DE BOD A, HAVENGA JH.</b> Sub-Saharan Africa's Rail Freight Transport System: Potential impact of densification on cost. <i>Journal of Transport and Supply Chain Management</i> 2010; <b>4</b>(1): 89-101.</li> <li>2. <b>VAN EEDEN J, HAVENGA JH.</b> Identification of key Target Markets for Intermodal Freight Transport Solutions in South Africa. <i>Journal of Transport and Supply Chain Management</i> 2010; <b>4</b>(1) : 255-267.</li> <li>3. <b>SIMPSON Z, HAVENGA JH,</b> Revitalization of Branch Lines in South Africa: A long-term view for sustainability. <i>Journal of Transport and Supply Chain Management</i> 2010; <b>4</b>(1) : 243-254.</li> <li>4. <b>HAVENGA JH.</b> Logistics costs in South Africa - the case for macroeconomic measurement. <i>South African Journal of Economics</i> 2010; <b>78</b>(4): 460-478.</li> <li>5. <b>HAVENGA JH, PIENAAR WJ, SIMPSON Z.</b> A case for measuring logistics costs on a national level: A South African application. <i>Corporate Ownership and Control</i> 2011; <b>8</b>(3) : 622-631.</li> </ol>

6. **HAVENGA JH.** Trade facilitation through logistics performance: The enabling role of national government. *Journal of Transport and Supply Chain Management* 2011; **5**(1) : 123-148.
7. **HAVENGA JH, SIMPSON Z, FOURIE P, DE BOD A.** Sustainable freight transport in South Africa: Domestic intermodal solutions. *Journal of Transport and Supply Chain Management* 2011; **5**(1) : 149-169.
8. **HAVENGA JH, VAN EEDEN J.** Forecasting South African containers for international trade: A commodity-based approach. *Journal of Transport and Supply Chain Management* 2011; **5**(1) : 170-185.
9. **HAVENGA JH, PIENAAR WJ.** The creation and application of a national freight flow model for South Africa. *Journal of the South African Institution of Civil Engineering* 2012; **54**(1) : 2-13.
10. **HAVENGA JH.** Rail renaissance based on strategic market segmentation principles. *Southern African Business Review* 2012; **16**(1) : 1-21.
11. **HAVENGA JH, KING D, SIMPSON Z, GOEDHALS-GERBER LL, DE BOD A.** Container terminal spatial planning - a 2041 paradigm for the Western Cape Province in South Africa. *Journal of Transport and Supply Chain Management* 2012; **6**(1) : 180-191.
12. **HAVENGA JH, SIMPSON Z, KING D, LANZ EJ, GOEDHALS-GERBER LL, DE BOD A.** Extending Freight Flow Modelling to Sub-Saharan Africa to inform Infrastructure Investments - Trade Data Issues. *Journal of Transport and Supply Chain Management* 2012; **6**(1) : 192-206.
13. **SWARTS S, HAVENGA JH, , KING D, SIMPSON Z, GOEDHALS-GERBER LL.** Calculation of freight externality costs for South Africa. *Journal of Transport and Supply Chain Management* 2012; **6**(1) : 207-22
14. **HAVENGA JH, DE BOD, SIMPSON Z.** South Africa's domestic intermodal imperative. *Research in Transportation Business & Management* 2012; **5**: 38-47.
15. **HAVENGA JH, PIENAAR WJ.** Quantifying freight transport volumes in developing regions: Lessons learnt from South Africa's experience during the 20th century. *Economic History of Developing Regions* 2012; **27**(2) : 87-113.
16. **HAVENGA JH.** The importance of disaggregated freight flow forecasts to inform transport infrastructure investments. *Journal of Transport and Supply Chain Management* 2013; **7**(1) : 1-7
17. **HAVENGA JH, SIMPSON ZP, DE BOD, A.** Macro-logistics trends: Indications for a more sustainable economy. *Journal of Transport and Supply Chain Management* 2013; **7**(1)
18. **HAVENGA JH, SIMPSON ZP, DE BOD A, PIENAAR WJ.** Rail benchmarking – new paradigms: A South African position. *Corporate Ownership and Control* 2013; **11**(1) : 19-26
19. **HAVENGA, JH, VAN EEDEN, J., PIENAAR, WJ.** Supply chain cost improvement opportunities through streamlining cross-border operations. *Risk governance & control: financial markets & institutions* 2013; **3**(3) : 28-34
20. **HAVENGA JH, SIMPSON Z.** Reducing National Freight logistics costs risk in a high-oil-price environment: A South African case study. *The International Journal of Logistics Management* 2014; **25**(1) : 35-53
21. **HAVENGA JH, SIMPSON Z, DE BOD A.** South Africa's freight rail reform: A demand-driven perspective. *Journal of Transport and Supply Chain Management* 2014; **8**(1) : 153-159
22. **HAVENGA JH, SIMPSON Z, DE BOD D.** The imperative for commodity-based intermodal freight transport demand modelling: A South African case study. *Corporate Ownership and Control* 2014; **12**(1) : 193-202.
23. **HAVENGA JH, SIMPSON Z, DE BOD D, VILJOEN N.** South Africa's rising logistics cost: An uncertain future. *Journal of Transport and Supply Chain Management* 2014; **8**(1) : 1-7
24. **HAVENGA JH.** Macro-logistics and externality cost trends in South Africa – underscoring the sustainability imperative. *The International Journal of Logistics Research and Applications* 2015

25. **HAVENGA JH, GOEDHALS-GERBER L, DE BOD A, SIMPSON Z.** Provincial Logistics Costs in South Africa's Western Cape Province: Microcosm of National Freight logistics challenges. *Journal of Transport and Supply Chain Management* 2015; **9**(1) : 1-8
26. **HAVENGA JH, DE BOD A, SIMPSON ZP, VILJOEN N, KING D.** A logistics Barometer for South Africa: Towards sustainable freight mobility. *Journal of Transport and Supply Chain Management* 2016; **10**(1) : 228-234.
27. **HAVENGA JH, DE BOD A.** Freight corridor performance measurement system: A framework for South Africa. *Journal of Transport and Supply Chain Management* 2016; **10**(1) : 1-11
28. **HAVENGA JH, SIMPSON ZP, GOEDHALS-GERBER L.** International trade logistics costs in South Africa: Informing the port reform agenda. *Research in Transportation Business and Management* 2017; **22**(1) : 263–275
29. **HAVENGA JH, SIMPSON ZP.** Freight logistic's contribution to sustainability: Systemic measurement facilitates behavioural change. *Transportation Research Part D* 2018; 320-331
30. **HAVENGA JH.** Logistics and the future: The rise of macrologistics. *Journal of Transport and Supply Chain Management* 2018; **12**(0) : a336
31. **HAVENGA JH, LE ROUX PPT, SIMPSON ZP.** A heavy goods vehicle fleet forecast for South Africa. *Journal of Transport and Supply Chain Management* 2018; **12**(0) : a342
32. **HAVENGA JH, SIMPSON ZP.** National freight demand modelling: a tool for macrologistics management. *International Journal of Logistics Management* 2018
33. **HAVENGA JH, FREIBOTH H, GOEDHALS-GERBER L.** **The decarbonization of Transport Logistics: A South African case study.** *Southern African Business Review* 2018 (UNISA)

#### **Contributed chapters to books – peer reviewed**

1. **HAVENGA JH.** Transport. In *Sectors & Skills: The need for policy alignment*, HSRC Press, Cape Town, South Africa, 2009: 174-197.
2. **HAVENGA JH, DU PLESSIS. E.** In *Organisational communication – a top priority: The means and values of timeous information in an organisations' communication*, Human Sciences Research Council, Pretoria, South Africa, 1992

#### **Selected keynote/invited conference presentations**

1. **HAVENGA JH.** “*Fact-based Policymaking on Trade Facilitation and Logistics - Taking Stock of Policymaking Experiences*” at the World Bank Headquarters, Washington DC, 25 June 2012
2. **HAVENGA JH.** *The future of transport, ports and logistics* at the 5<sup>th</sup> Annual Maputo Port Conference, Maputo, 14 April 2014.
3. **HAVENGA JH, SIMPSON ZP.** “*Freight Demand Model for India*” at Workshop on Multimodal Logistics and Port-hinterland connectivity of the World Bank in New Delhi, 17 August, 2016
4. **HAVENGA JH.** *Creating new market spaces for rail: South Africa's Domestic Intermodal Case Study* at the Federal Ministry of Finance of the Government of Austria and the World Bank's conference on the Future of Railways in Intermodal Logistics Conference, Vienna, 7-10 November 2016.

5. **HAVENGA JH, SIMPSON ZP.** *“Logistics Data Collection and Modeling”* at Workshop on Logistics Cost Assessment and Performance Evaluation of the World Bank and Ministry of Transport of China in Beijing on 20 September, 2017
6. **HAVENGA JH.** *“The role of macrologistics in industrial development: Infrastructure and policy”* at 6th CSIR biannual conference in Pretoria, 5 and 6 October 2017.
7. **HAVENGA JH, SIMPSON ZP, DE BOD A, GOEDHALS-GERBER L.** *“Sustainable freight transport initiatives and developments”* at Fourth International Workshop on Sustainable Road Freight Transport of the Department of Engineering, University of Cambridge, 30 November 2017
8. **HAVENGA JH.** *“Macrologistics”*, guest lecture at the Hanken School of Economics, Helsinki, Finland, 18 June 2018
9. **HAVENGA JH.** *“International Experience with Policy Making in Logistics”* at the Global Logistics Summit, New Delhi, India, 5 April 2018
10. **HAVENGA JH, TERBLANCHE L, SIMPSON ZP, GOEDHALS-GERBER L.** *“South Africa’s road freight decarbonisation experiences”*, at the Organisation for Economic Co-operation and Development (OECD) expert workshop on Road Freight Decarbonisation, Paris, 28-29 June 2018
11. **HAVENGA JH.** *“The future of rail – drivers and bottlenecks”* at the International energy agency and International union of Railways’ Global Rail and Energy workshop, 24 September 2018, Paris, France
12. **HAVENGA JH.** *Evidence based policy and macro-logistics strategies – Global Experience and relevance for China* at the Efficient Logistics and Green Freight Transport Workshop in Beijing, China, 17 – 18 June

#### **Peer reviewed academic conference presentations since 2013**

1. **HAVENGA JH, SIMPSON Z, DE BOD A.** Logistics costs in South Africa Current results and global trends to inform future measurement at the 25<sup>th</sup> Nordic Logistics Research network Conference, University of Göteborg, 3-5 June, 2013
2. **HAVENGA JH, SIMPSON Z, DE BOD A.** The relevance of commodity flow modelling in freight transport demand forecast at the 25<sup>th</sup> Nordic Logistics Research network Conference, University of Göteborg, 3-5 June, 2013
3. **HAVENGA JH, SIMPSON Z, DE BOD, A.** Container terminal spatial planning - a 2040 paradigm for the Western Cape Province in South Africa” at 13<sup>th</sup> World Conference on Transport Research, Rio de Janeiro, 15-18 July, 2013
4. **HAVENGA JH, SIMPSON Z, DE BOD A.** Global benchmarking of South Africa’s freight rail system – A macroeconomic view 13<sup>th</sup> World Conference on Transport Research, Rio de Janeiro, 15-18 July, 2013
5. **HAVENGA JH, VAN EEDEN J.** The Supply Chain Cost Improvement Opportunities of Streamlining Cross Border Operations. Logistics Research Network’s 18th Annual Conference, University of Birmingham, Birmingham, United Kingdom, Cranfield University 2013
6. **HAVENGA JH, SIMPSON Z, DE BOD, A.** Deconstructing Container Forecasting: Commodity-Based Supply Chain Analysis for South Africa.

	<p>Canadian Transportation Research Forum's 49<sup>th</sup> Annual Conference, Windsor, Ontario, Canada, 1-4 June 2014</p> <p>7. <b>HAVENGA JH, SIMPSON Z, DE BOD A.</b> South Africa's Emerging Rail Policy Environment: From Misguided Liberalisation to Funding Imperatives. Canadian Transportation Research Forum's 49<sup>th</sup> Annual Conference, Windsor, Ontario, Canada, 1-4 June 2014</p> <p>8. <b>HAVENGA JH, SIMPSON Z, DE BOD A.</b> Rail Policy Based on Demand and Socio-Economic Development, Rather than Competition, a Return to Development State Ideals? 19<sup>th</sup> annual Logistics Research Network, Huddersfield University, United Kingdom, 3-5 September 2014</p> <p>9. <b>HAVENGA JH, SIMPSON Z, VILJOEN N.</b> The Impact of the Fuel Price as Exogenous Cost Driver in South African Logistics Costs – Evidence that Demands Action. 19<sup>th</sup> annual Logistics Research Network, Huddersfield University, United Kingdom, 3-5 September 2014</p> <p>10. <b>HAVENGA JH.</b> A decade of national level logistics costs measurement in South Africa: The case for macro logistics. Canadian Transportation Research Forum's 50<sup>th</sup> Annual Conference, Quebec, Canada, 24-27 May 2015</p> <p>11. <b>HAVENGA JH, GOEDHALS-GERBER LL, FREIBOTH H, SIMPSON ZP, DE BOD A.</b> The decarbonisation of transport logistics: A South African case study. Canadian Transportation Research Forum's 50<sup>th</sup> Annual Conference, Quebec, Canada, 24-27 May 2015</p> <p>12. <b>HAVENGA JH, DE BOD A, SIMPSON Z, GOEDHALS-GERBER L, FREIBOTH, H.</b> In search of a complete sustainability framework for logistics. 20<sup>th</sup> Annual Logistics Research Network, Enterprise Centre, University of Derby, United Kingdom, 9-11 September 2015</p> <p>13. <b>HAVENGA JH, SIMPSON Z.</b> The unexpected consequences of internalising external freight logistics costs – can't it reduce total logistics costs? 20<sup>th</sup> Annual Logistics Research Network, Enterprise Centre, University of Derby, United Kingdom, 9-11 September 2015</p> <p>14. <b>HAVENGA JH, SIMPSON Z, DE BOD A.</b> The development of a logistics barometer for South Africa – in search of real logistics cost drivers. 20<sup>th</sup> Annual Logistics Research Network, Enterprise Centre, University of Derby, United Kingdom, 9-11 September 2015</p> <p>15. <b>HAVENGA JH, DE BOD A, SIMPSON Z.</b> Multi-modal freight corridor performance measurement system: a high-level design for South Africa. 20<sup>th</sup> Annual Logistics Research Network, Enterprise Centre, University of Derby, United Kingdom, 9-11 September 2015</p> <p>16. <b>KING DJ, SIMPSON ZP, HAVENGA JH, LANZ EJ, SWARTS SJ.</b> Freight demand modelling for Southern Africa. NOFOMA 2016, Turku School of Economics, Turku, Finland, 9-10 June 2016.</p> <p>17. <b>HAVENGA JH, LE ROUX PPT, SIMPSON ZP.</b> Future demand for heavy freight vehicles in South Africa. NOFOMA 2016, Turku School of Economics, Turku, Finland, 9-10 June 2016.</p> <p>18. <b>HAVENGA JH, TERBLANCHE L.</b> South African road freight decarbonisation. 21<sup>st</sup> Annual Logistics Research Network, Wilberforce Building, University of Hull, United Kingdom, 7-9 September 2016.</p> <p>19. <b>HAVENGA JH, SIMPSON ZP.</b> The impact of trade supply chain costs on national logistics costs in South Africa. 21<sup>st</sup> Annual Logistics Research Network, Wilberforce Building, University of Hull, United Kingdom, 7-9 September 2016.</p> <p>20. <b>SIMPSON ZP, HAVENGA JH, ARITUA B.</b> Freight flow modelling and macro logistics - customising the Southern African model for application in India. 21<sup>st</sup> Annual Logistics Research Network, Wilberforce Building, University of Hull, United Kingdom, 7-9 September 2016.</p>
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21. **HAVENGA JH, GOEDHALS-GERBER L, POTGIETER L.** Risk Profile Of Weather And System Related Port Congestion For The Cape Town Container Terminal. 21st Annual Logistics Research Network, Wilberforce Building, University of Hull, United Kingdom, 7-9 September 2016.
22. **HAVENGA JH, VAN EEDEN J.** An Overview Of Modelling Parameters Used Historically For Port Container Forecasting. 21st Annual Logistics Research Network, Wilberforce Building, University of Hull, United Kingdom, 7-9 September 2016.
23. **HAVENGA JH, SIMPSON ZP, DE BOD A.** Fifteen years of logistics cost data for South Africa: The value of evidence. NOFOMA 2017, Lund University, Sweden, 8 – 9 June 2017.
24. **HAVENGA JH.** The Case for Macrologistics. 22<sup>nd</sup> Logistics Research Network, Southampton Solent University, England, 6-8 September 2017.
25. **HAVENGA JH.** Towards a theory of Macrologistics: Instrumentation and Application. 22nd International Symposium on Logistics, Ljubljana, Slovenia, 9 – 12th July 2017.
26. **HAVENGA JH, DE BOD A, SIMPSON ZP, SWARTS S, VAN DER MERWE J.** Systemic cost of risk for heavy haul operations in South Africa. 22nd International Symposium on Logistics, Ljubljana, Slovenia, 9 – 12th July 2017.
27. **HAVENGA JH, SIMPSON ZP, DE BOD A.** The Objectives of macrologistics: Instrumentation in a developing country context. NOFOMA 2018, University of Southern Denmark, Kolding, Denmark, 14 – 15 June 2018.
28. **VAN EEDEN J, HAVENGA JH.** Quay wall container modeling: Determining design requirements to incorporate economic. NOFOMA 2018, University of Southern Denmark, Kolding, Denmark, 14 – 15 June 2018.

#### **Book**

**HAVENGA JH, HOBBS I.** “A practical guide to strategy”. (2004)

#### **Contributed chapters to other books**

1. **PIENAAR WJ, HAVENGA, JH.** Chapter 1: Introduction to business logistics in *Business Logistics Management* 5<sup>th</sup> Edition, Pienaar and Vogt, Oxford University Press SA, Cape Town, South Africa, 2016: 1-20
2. **PIENAAR WJ, HAVENGA, JH.** Chapter 2: Value created by business logistics in *Business Logistics Management* 5<sup>th</sup> Edition, Pienaar and Vogt, Oxford University Press SA, Cape Town, South Africa, 2016: 21-38
3. **HAVENGA, JH, DE BOD A.** Chapter 3: Strategic logistics management in *Business Logistics Management* 5<sup>th</sup> Edition, Pienaar and Vogt, Oxford University Press SA, Cape Town, South Africa, 2016: 39-62
4. **HAVENGA, JH, DE BOD A.** Chapter 7: Customer service in *Business Logistics Management* 5<sup>th</sup> Edition, Pienaar and Vogt, Oxford University Press SA, Cape Town, South Africa, 2016: 151-170
5. **HAVENGA JH.** “Parastatal Communication” in Skinner and Von Essen’s “South African Public Relations in Action” (1988)
6. **HAVENGA JH. DU PLESSIS. E.** In Organisational communication – a

top priority: The means and values of timeous information in an organisations' communication, Human Sciences Research Council, Pretoria, South Africa, 1992

#### **Contributed Chapters to other Publications**

1. **HAVENGA JH.** "Why measure?" and "Land freight transport" to the **2004** first state of logistics survey for South Africa.
2. **HAVENGA JH.** "The case for development logistics" (with Wessel Pienaar) and "Macro-economic perspective of land freight transport" in the **2005** second state of logistics survey for South Africa.
3. **HAVENGA JH.** "Macro freight logistics' legacy to the second economy" in the **2006** third state of logistics survey for South Africa.
4. **HAVENGA JH.** "Modelling approach – The Logistics Cost Model" (with Jacobs, Pienaar and Van Eeden), "Logistics Costs" (with De Jager, Jacobs and Pienaar) and Land freight transport costs (with Simpson and Van Eeden) in the **2007** Fourth State of Logistics Survey for South Africa.
5. **HAVENGA JH.** "The State of Logistics in South Africa" (with De Jager, Van Eeden, Jacobs and Braun), "Land freight transport and costs" (with Simpson and Van Eeden) and "Skills in logistics - uncertain future" in the **2008** Fifth State of Logistics Survey for South Africa.
6. **HAVENGA JH.** "The State of Logistics in South Africa" (with Van Eeden and Simpson), "Sustainable Improvements or continued exposure to risk" (with Simpson and Van Eeden) in the **2009** Sixth State of Logistics Survey for South Africa.
7. **HAVENGA JH.** "The State of Logistics in South Africa" (with Van Eeden, Simpson, Fourie, Hobbs and Braun), "Logistics Costs – Volatility, Agility and Future Shock" in the **2010** Seventh State of Logistics Survey for South Africa.
8. **HAVENGA JH.** "The State of Logistics in South Africa" (with Zane Simpson), "Logistics costs – lower relative costs, higher risk" in the **2011** Eighth State of Logistics Survey for South Africa.
9. **HAVENGA JH.** "The State of Logistics in South Africa" (with Zane Simpson), "National land freight transport activity" in the **2011** Eighth State of Logistics Survey for South Africa.

#### **Numerous others since 2011**

#### **Other Invited Papers/Presentations**

1. **HAVENGA JH.** "Supply chain issues in South Africa – getting the basics right" at Supply Chain Summit. (2003)
2. **HAVENGA JH.** "Supply chain issues in South Africa – you get what you measure" at Supply Chain World, Southern Africa (2004).
3. **HAVENGA JH.** "Investing in a vacuum – the case for research" at Transport Infrastructure Development (2007).
4. **HAVENGA JH.** "Unavailability of consolidated statistics in freight transport movement" at 2nd Annual Freight Logistics Conference – Chartered institute for logistics and transport. (2007)
5. **HAVENGA JH.** "Cost effectiveness of corridors – a case for change" at the Transport Forum conference. (1 October 2009)
6. **HAVENGA JH.** "Cost effectiveness of corridors – future scenarios" at

	<p>the Consumer Goods Council conference. (17 February 2010)</p> <ol style="list-style-type: none"> <li>7. <b>HAVENGA JH.</b> "Cost of Logistics and Land Freight Transport Volumes and Costs" at the Supply Chain Council. (20 May 2010)</li> <li>8. <b>HAVENGA JH.</b> "The State of Logistics in South Africa" at the Road Freight Association's annual conference, Wild Coast Sun. (24 August 2010)</li> <li>9. <b>HAVENGA JH.</b> "The State of Logistics in South Africa" at the Supply Chain Council's launch conference, Port Elizabeth. (25 August 2010)</li> <li>10. <b>HAVENGA JH.</b> "The future of freight", at the Transport Forum Conference, Stellenbosch. (3 March 2011)</li> <li>11. <b>HAVENGA JH.</b> "The future of intermodal" at the Transport Forum Conference, Stellenbosch. (1 September 2011)</li> <li>12. <b>HAVENGA JH.</b> "Macro Strategic Decisions affecting the Fuel Supply Chain" at the Future Fuel Distribution Strategies Conference for Southern Africa, Kempton Park. (2 November 2011)</li> <li>13. <b>HAVENGA JH.</b> "Capecor – the rail solution in perspective" at Transport Forum Conference, Stellenbosch. (1 March 2012)</li> <li>14. <b>HAVENGA JH.</b> "The future of fuel" at the Chevron Fuel Distributor's conference, Sun City, (7 March 2012).</li> <li>15. <b>HAVENGA JH.</b> "The key to long-term sustainable heavy haul growth – New market paradigms" at the Heavy Haul Rail Africa conference, Cape Town (6 November 2012)</li> <li>16. <b>HAVENGA JH.</b> "Achievements and opportunities in freight transport modeling" at a joint session of the Industrial Engineering and Operations Research Societies of South Africa, Stellenbosch. (10 April 2014)</li> <li>17. <b>HAVENGA JH.</b> Keynote presentation at the National Department of Transport (DoT) Executive Committee Lekgotla (14-15 January 2016)</li> </ol> <p><b>Numerous public appearances since 2012</b></p>
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