

SPECIAL ISSUE
LOGISTICS
2018
PLANNER

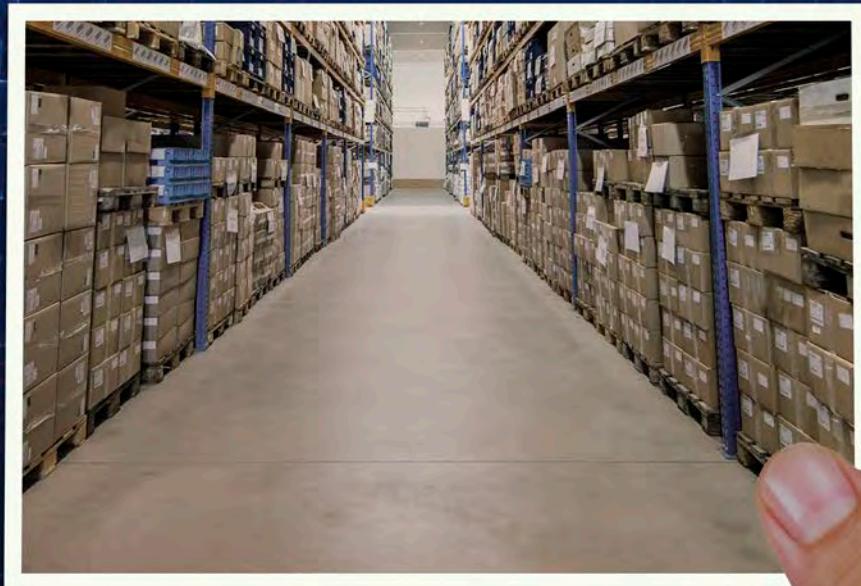
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THE MAGAZINE FOR DEMAND-DRIVEN LOGISTICS • JANUARY 2018

DIGITAL SUPPLY CHAIN

WHAT'S *YOUR* REALITY?



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info snacks

BITE SIZED SUPPLY CHAIN/LOGISTICS INFORMATION

75% OF CONSUMERS

Shipped returns back to a retailer in 2017, an increase of seven points from 2016.

—2017 UPS Pulse of the Online Shopper study



“I was a young surfer with a business degree, and there I was in a freezer unloading a Conagra load, thinking, ‘What have I gotten myself into?’”

—Ryan Wall, President and CEO, Freight Handlers Inc., on his early years with the company.

(See *Leadership*, p. 24)



“The volume of data being generated in the supply chain has surpassed what humans can process.”

—Greg Kefer, Vice President, Corporate Marketing, Infor

(See *Digital Supply Chain: What's Your Reality?* page 90)

**\$14.2 trillion
by 2030**

What the Industrial Internet of Things will add to the global economy, according to Accenture.

(See *Creating the Internet of Everything*, p. 132)

“Checking the boxes on compliance doesn't begin to secure systems and data the way they need to be secured.”

—Christopher Skinner, CEO, SpiderOak on escalated cybersecurity risks in the supply chain

(See *Trends*, p. 35)



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Less-than-truckload carriers are developing new strategies to serve retailers and manufacturers who create the goods that impatient e-commerce consumers expect will be delivered fast and free.



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This is no time to find out that what you think is insurance, really isn't.

The seas hold many mysteries — and centuries worth of lost inventory, too. If you have an all-risk cargo insurance policy, you're insured in the event containers go overboard. But if you're still relying on the carrier's liability coverage or your commercial insurance policy to protect you, you may be in for a shock. You'll be amazed by what isn't covered. If something bad happens, nothing good can happen unless you have real cargo insurance.

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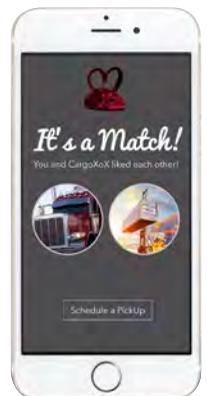
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ONLINE COMMENTARY



Five Reasons to Consider

Cloud Services bit.ly/ConsiderCloudServices

Cloud technologies can support innovative supply chain solutions that deliver the right goods to the right place at the right time. Here's why supply chain managers should get their heads into the cloud.



Artificial Intelligence Will Transform

The Global Logistics Network bit.ly/AIGlobal

Artificial Intelligence (AI) use is accelerating as more businesses look to make the digital transformation leap. Here are three areas in global logistics where AI will have the most impact.



Common Warehouse Problems and

How to Solve Them bit.ly/WarehouseProblems

Dive into seven of the most common warehouse challenges and come up with solutions to make your warehouse operations more efficient.

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**Tuesday, April 10
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**Harnessing Our
Digital Future**
How the Digital
Revolution is Accelerating
Innovation, Driving
Productivity and Irreversibly
Transforming Employment
and the Economy

ANDREW MCAFEE
Co-Founder &
Co-Director, Initiative
on the Digital Economy

**Wednesday, April 11
8:45 AM – 9:45 AM**

**2018 MHI Annual Industry
Report Keynote Panel**

GEORGE W. PREST
CEO, MHI

SCOTT SOPHER
Principal, Deloitte
Consulting LLP

**Wednesday, April 11
1:00 PM – 2:00 PM**

Why Dirty Jobs Matter



MIKE ROWE
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CHECKING IN

Keith Biondo

by Keith Biondo | **Publisher**



Status Quo? No.

The coming year is destined to be one of some major and minor changes in business operations. Given your role in logistics, you will face a perfect storm of new. Here are some events and trends that will drive change and the need to think flexibly and laterally, and adapt operations accordingly.

Domestic trucking capacity shortage, rate increases. We all know the reasons: Hours of Service, ELD mandates, driver pay, more money per mile for owner-operator drivers, more attractive jobs in other sectors, recruitment challenges, increased deliveries because of economic growth, more deliveries because of density destruction, an aging driver workforce. You've likely lined up your capacity by now, and already know costs will continue to go up. Unless the unexpected occurs, political change in the off-year election or otherwise, that will be situation normal for all of 2018 and 2019.

Fuel surcharges. Oil prices are likely to go up. Demand is high, and if economic activity continues at pace we may see crude reach \$85 a barrel. If crude oil prices do change, costs are passed through to consumers. Based on history, for every one-dollar-per-barrel change in crude oil prices, expect to see a 2.4-cents-per-gallon change in retail prices at the pump.

A moderating Trump trend is that U.S. oil and natural gas production is booming and looks like it will continue. Could OPEC constrict the capacity to artificially boost prices? They tried that before to kill U.S. production. Fail.

Tax reforms. If you run or lease a warehouse, here's a play to drop your costs a bit. Press reports abound about worker bonuses and rising pay, but tax reform is also credited with encouraging some utilities to cut customer bills – electric bills. Combined with the savings from cheaper and more sustainable natural gas change-overs, check with the utility plugged into your warehouse(s) and see what will be passed along to you.

Continued manufacturing growth. Beyond what we already know, look for stronger, long-term tax reform created growth because R&D and capital investment will spur sustained manufacturing expansion.

Manufacturing 4.0 initiatives will get a boost of cash. Buying habits will continue to impact supply chain relationships as well as transportation and logistics operations. Consumer supply chain impatience is impacting industrial customers as well. The result is smaller and more frequent shipments, and the destruction of density savings, which affects transport costs and available capacity.

The premature death of retail. The 2017 holiday season was the strongest for brick retail since the last recession, according to press reports. That growth was driven largely by consumer confidence and job growth. But that can go the other way with the mid-term congressional elections in 2018.

Despite the holiday bump, there are worries. Mall closings will continue as smaller retailers are not breaking their leases, they are just not renewing them, according to real estate experts.

Those that can adapt to the e-commerce tidal wave will. If you've been to Costco recently, you may have seen flocks of Google Express shoppers filling e-commerce orders for customers. Sam's Club recently announced it is shuttering 63 big box retail locations. The same announcement said the company will convert 10 of the closed stores into "e-commerce distribution centers." Death knell or retail evolution?

Wider adoption of demand-driven logistics practices. More low-cost logistics technology, more automation, more logistics and carrier partner expertise, and more IoT intelligent supply chains will drive this trend.

So, 2018 will not be a year of status quo. The question is, where will it take you? How will you face it? That reminds me of another Latin phrase: *Quo Vadis* – where are you going in this year of change? ■

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Felecia Stratton

by Felecia Stratton | **Editor**



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Status Grow? Yes.

I often disagree with *IL's* publisher, but I can't argue with his perspective in this edition (*see page 14*). There is a great opportunity for growth in many business sectors, and supply chain excellence is fundamentally important in that economic environment.

It wasn't always that way, however. This publication's mission since its inception in 1981 has been to curate, promote, and advance the idea of aligning business operations toward the demand point. Let your customers and your market pull through your enterprise; likewise, you do the same to your vendors.

Back in 1981, this idea was radical for most companies. They allowed their vendors to select modes, carriers, and shipment windows and worked around that by keeping plenty of inventory and supporting infrastructure (read: cash investment) on hand to serve their customer base.

Flipping that operational concept on its head by pulling instead of letting vendors push the process was especially important during the stagflation era of President Carter's administration. Those were rough times for most businesses facing high taxes and skyrocketing interest rates, high unemployment rates resulting in minimal consumer spending, and tough global competition for the domestic manufacturing sector. But, enough with the history lesson. Demand-driven logistics helped companies cope with an abysmal economic environment created by factors out of their control. Streamlining business operations to more closely match demand? *That* they could control.

But what about operating in today's growth economy? Can demand-driven logistics help in boom times, too? Or can companies ease off on redeploying supply chain assets to better serve the demand point because their business is up? As you'll see in the article *U.S. Manufacturing: Resurgence Sparks Dramatic Change* (*page 224*) fortunes can change quickly. While certainly better than a bad economy, explosive growth, handled incorrectly, can be disruptive as well. Repetitive stockouts and missed delivery commitments because you can't keep up with demand rank right up there in destroying the customer experience.

Thankfully, if you adhere to demand-driven business practices, your ability to scale up has a head start. Our updated and expanded Logistics Planner Profiles (*page 301 in this edition or online at inboundlogistics.com/planner*) showcase the best-in-class carriers, IT solutions and logistics providers to help you scale with minimum inventory touches, and maximum customer service.

These logistics leaders gained experience helping companies survive lean times, making them perfectly suited to help you effectively manage today's growth times. If you are wondering which way to go to grow, the companies profiled in the Logistics Planner can help show you the way. ■

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DIALOG

THE ONGOING CONVERSATION
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What to Expect in 2018

Readers share their forecasts and recommend resolutions.

Carrier consolidation and changing alliances will likely continue, which will cause rate volatility. Shippers should diversify their options across alliances and tactfully use this to their advantage. Data integrity and carrier capacity should be top of mind.



Sri Laxmana
Vice President, Global Ocean Product
C.H. Robinson

Rising global uncertainty, regulations, and customer expectations will force companies to scale risk mitigation. Leverage purchasing power—along with proactive, long-term supplier engagement—to drive improvements in supply chain sustainability and protect against disruption and reputational risks.



Pierre-Francois Thaler
Co-CEO and Co-Founder
EcoVadis

Many economic and industry analysts see a positive economic environment for both foreign and domestic markets, giving rise to more investments in tools, like transportation management systems. Supply chains will be a major focus for improvements in 2018 as C-level executives come to accept the supply chain is central to a business' success.



Dan Clark
Founder and President
Kuebix

With Amazon's domination, product curation has virtually disappeared. Millions of products are available, but consumers must dig for anything specific. As companies that hypercurate succeed, more stores will develop niche offerings to entice buyers and evolve their operations to speed product cycle.



Sue Welch
CEO
Bamboo Rose

Supply Chain High



I read in the December 2017 issue of *IL* an article regarding Rutgers University sharing supply chain information with a local high school in New Jersey. I applaud these efforts.

I have had the pleasure of being a founding member and advisory board participant of a full-time New York City high school whose mission is to provide students with academic and career tracks into freight/supply chain/logistics industries. The high school is the Urban Assembly School for Global Commerce (uaglobalcommerce.org).

Located in Harlem, the school is comprised of dedicated staff and industry partners. It had its first graduating senior class in the spring of 2017.

Howie Mann, via email

Listen Up

Just caught a great episode of the *IL* podcast, with guest Marc Blubaugh, co-chair, transportation and logistics practice, Benesch Law, discussing important cases in the logistics and supply chain industry. Worth your time!

Joe Pangaro via Twitter

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Good Question...

READERS WEIGH IN

What's the supply chain buzzword for 2018? Will it be all hype or truly impactful?

Optimization. As Amazon continues to stretch into new markets and begins flexing its logistics network, retailers and other organizations must continue to optimize their supply chain to keep up and compete. This goes for the distribution network, lead times, inventory, etc.

Zachary Golden
Worldwide Transportation
Data Analytics Co-Op
Johnson & Johnson

Customer-defined. Customer-driven and customer-centric service no longer cut it. Customers themselves want and expect to define when and where they receive shipments. The job of meeting these rising expectations will fall to logistics, shifting the perception of the function from cost center to competitive lever.

Will Salter
President and CEO
Paragon Software Systems

Community collaboration. A global community of shippers and carriers with transparency of information, pricing, and service levels that empowers enterprises to take full advantage of revenue opportunities and build trusted-partner relationships.

Dave Lemont
CEO
Kuebix

Blockchain Brigade

These readers expect blockchain to get the ink and make an impact in 2018.



Expect mistakes in the early stages, but by the end of the year I bet we have blockchain results with some serious, long-term impact.

Leif Olson
Sales Account Manager
Navigate

The wider adoption of blockchain technology across other industries indicates that it is time for us to take the leap and start reshaping our industry using better and more efficient tools.

Timothy Leonard
Executive Vice President, Technology
TMW Systems

A vote for blockchain, because supply chains across the globe will increasingly depend on technology to move freight.

Gabriel Roland
Shipping Receiving
Article One

It will likely be a rebranding of a military concept with a trendy name like 5S was—which will be a rebranding of something the government stole from Ford back in the 1930s—as has been my experience in transitioning from the military to private sector. Occasionally a gem of a new concept in logistics makes headway. An original and effective idea would be fantastic.

Michael Blaz
Construction Manager
Greystar

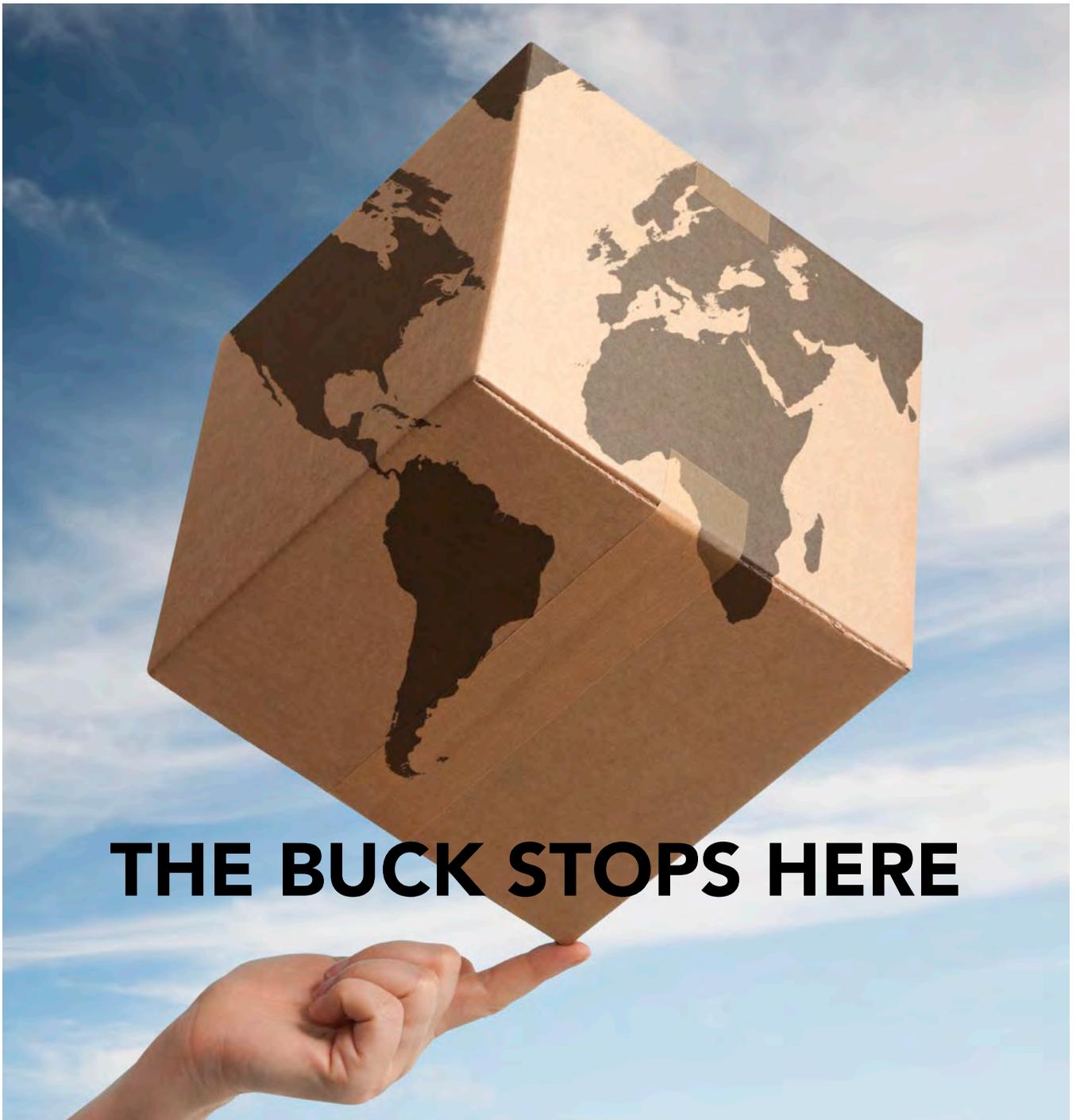
HAVE A GREAT ANSWER TO A GOOD QUESTION?

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10 TIPS

STEP-BY-STEP SOLUTIONS



Improving Supply Chain Network Strategies

Today's world of disrupters and changing consumer behaviors drives companies to continuously revisit their network strategies. Social media ads, mobile purchases, and same-day delivery changed the way we shop, and keeping customers happy has become a challenge. Jason Deloach, vice president of engineering at Americold, offers these tips to create a flexible, demand-driven supply chain.

1 Understand your competitors' capabilities. Future growth will come mainly from omni-channel capabilities and fulfillment strategies that are currently not in place. Compare your supply chain against your competitors, utilize industry or private benchmarking databases, and map out competitor nodes as the platform for change in your organization.

2 Invest in a data analysis and network optimization tool. It is not feasible over the long run to conduct data analytics on unrepeatable spreadsheets. Select a network optimization tool sponsored by a company that invests in research and development, and supports your team with ancillary consulting services when your workload gets heavy.

3 Continuously feed your analysis tools with data. It is critical to automate the feeds from your warehouse, transportation, and order management systems into a repository. The data warehouse should provide historical line-level information with the ability to analyze what-if scenarios.

4 Run a network strategy every six months. Frequent network evaluations enable sound decisions around SKU rationalization, cross-docking opportunities, node constraints, and regional distribution center locations. Utilize a top-tier network strategy tool that supports total cost of ownership.

5 Invest in warehouse automation. Develop a facility design with automation capabilities to support high-speed order fulfillment, cross-docking, and value-added services.

6 Determine what your data is telling you. Your detailed daily line-item data will help you understand service levels, volume shipped, inventory levels, carrying costs, and transportation opportunities. Build capacity models that can send warning signs prior to a site running over-utilized for several months.

7 Leverage bracket pricing transportation opportunities. Consolidating freight by having vendors ship into a single node and forward-moving freight downstream will increase truckload volume. The capability to slide vendor inventory from public to retail-specific accounts adds savings.

8 Use a common software execution layer. Implementing a common execution system enables product to move efficiently. Providing real-time inventory visibility while product is in transit or in automated staging is critical.

9 Implement a visibility-enabled IT application. Your IT team should deliver a cloud-based, user-friendly tool that pulls all the KPIs, production data, and timestamps out of your various sub-systems. Create a single metrics repository that provides visibility to every pallet or case move with real-time inventory positioning.

10 Pick the right partner. Choose a partner with broad supply chain understanding and engineering resources. The provider should seamlessly launch your business without exposing you to service degradation. ■



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LEADERSHIP

*Conversations With
The Captains of Industry*

By Merrill Douglas

Ryan Wall
President and CEO
FHI



The Son Also Rises

CHUCK WALL NEVER PRESSURED HIS son Ryan to enter the family business, FHI (Freight Handlers, Inc.). But in 1998, as the young man's college graduation drew near, he asked his father for advice about the future. Chuck Wall painted a tempting picture: "If you apply yourself, within a year or two you could be a manager at FHI," the father told his son.

Ryan decided to seize the opportunity. And he applied himself so well that, in 2014, he became FHI's chief executive officer.

Based in Fuquay-Varina, North Carolina, FHI offers distribution, logistics, and retail services. Its flagship business is providing labor services for supermarket chains at their distribution centers (DCs). Ryan Wall explained to *Inbound Logistics* how he grew into his leadership role and discussed where he plans to take the company next.

IL: Tell us about your start at FHI and how you worked your way up the ladder.

My first title was management trainee, and I was fortunate to have one of the most extensive management training outlines I've ever seen. It was a two-year process, incorporating considerable time in nearly every job in the company at the time. I started by unloading inbound freight for customers, going to different DCs

to handle all kinds of product—dry groceries, freezer products, produce, meat, and dairy. I was a young surfer with a business degree, and there I was in a freezer unloading a Conagra load, thinking, "What have I gotten myself into?"

Next I became a dock lead, supervising those unloading teams. I did data entry in the corporate office. I briefly operated a switcher tractor, pulling trailers to dock doors. That lasted only one afternoon, because I almost caused some serious product damage! After many years and several other experiences, I moved into leadership development, which to me was the greatest job ever. But ultimately I became president and chief operating officer, and then CEO.

IL: Was there one experience that helped to shape you as a leader?

In 2008, while I was head of leadership development, I went to Atlanta to hear a talk by Bill Taylor, founding editor of *Fast Company* magazine. He spoke about how companies in the future will have to differentiate themselves and bring more value based on their culture and the way they care for their people.

As our company grew, it was starting to drift a bit from its original culture. I remember thinking, "I wish we had someone who could help my dad get the company back to its original place." And then I felt something in my heart, almost an audible voice. It said, "If you want this to happen, you need to step up and do something yourself."

That weekend, I told my dad, "I have to talk to you about something I said I'd never want, and that's your job."

IL: When you became CEO in 2014, what items were at the top of your agenda?

First, to closely manage the onboarding of our new COO, whom I had recruited from the outside. Second, update our branding, formally define and communicate our brand DNA, and develop a formal marketing strategy. Third, create a business development structure to increase our influence in the marketplace. Fourth, I wanted to play a more active role in our business development, serving as a brand evangelist. Finally, I wanted to define the best approach for creating and documenting our vision for the future.

IL: What are your primary goals for the company today?

We want to build upon and sustain our positive levels of satisfied associates. Today, our associate satisfaction rate is in the high 70s to 80s, but we continue to try to push the needle. We also want to diversify our revenue by offering more services in the verticals we currently serve, and looking at new verticals that could be a good fit for our business model. For instance, we're now providing wall-to-wall services for a plumbing distributor in Tennessee.

We've also started a relationship with a company called ScanTech Sciences, which has developed a technology to increase food safety and extend the shelf life of produce by more than two weeks. Its first facility is going live in Texas in the first quarter of 2018, and we'll be the primary labor provider in that building.

IL: What are your most important characteristics as a leader?

I'm an influencer, an encourager, someone with strong character, and a visionary. I can get very passionate, to the good and sometimes to the negative. I'd also say I'm principled, based on the way I was brought up, the people I learned from, and my wiring.

IL: What leaders inspire you most?

First, Jesus, for his example of how he served others with strength, courage, and kindness. I've enjoyed the books I've read about Howard Schultz, founder and CEO of Starbucks. His passion to create memorable experiences and build community through business is inspiring. I'm also inspired by Tony Hsieh, founder and CEO of Zappos, for his emphasis on culture and creating WOW service, and for the story of what it took for Zappos to make it. Finally, there's John Maxwell, the leadership author. John

is close to me and my wife. It would take a long time to put into words his influence on my business and my family.

IL: How do you cultivate leaders at FHI?

Most of our leadership development time and dollars go into training programs, both required and voluntary, for the leaders and managers who work most closely with our associates and customers. We create a lot of programs in house, and then we incorporate materials from John Maxwell and other great authors. On the soft skills side of things, we put a big emphasis on helping people develop character. We also offer many online training tools that people can use on their own initiative.

IL: What's the most fun aspect of your job?

Serving alongside the wonderful people on our team. Also, having the opportunity to learn all that I do from our customers.

IL: How do you like to spend your time when you're not working?

My happy place is standing in a mountain stream, with my wife and two kids nearby, casting a fly rod and not caring if I catch anything. I enjoy date nights with my wife; we've been married for more than 10 years, and people who see us out think we're on our first date. I also love sitting around a fire pit with lifelong friends, having great conversations. ■

Right Makes Might

Visit the FHI website and one of the first things you see is the tag line, "Hard work. Done right." That's more than just a slogan, according to Ryan Wall. "It's the DNA of our brand," he says. "We want the tough jobs that companies have a hard time getting people to do."

The "done right" part doesn't mean the company claims a history of 100-percent perfection, Wall cautions. Everyone blunders now and then. That's a given, and it's where you get the chance to impress your customers.

"Your reputation for doing things right has more stickiness when it's based on how you handle yourself when something goes wrong," Wall says. "It comes down to the humility and the grace with which we respond when we make mistakes."

as told to Karen M. Kroll



Steve Ahern: Supply Chain Strategist

WITHIN THE PAST FEW YEARS, BASF COMPLETED large warehouse optimization projects in the United States and Mexico. Both projects involved working with multiple business units to help them optimize their individual supply chains. These projects are complicated, time consuming, and eventually become outdated over time.

Our major challenge, as with many large companies, is collecting data and ensuring usable data feeds into the model. Inaccurate or incomplete data can throw off the entire model.

We've also learned that after we collect data and build a model, we need to go back to the business units and have them review the data and model outputs. They know their business and customers much better than we do.

We used this process when building a new storage facility. Before deciding on a location, we ran more than 100 scenarios. The original model pointed

us toward one part of the country. But when we talked to our colleagues in logistics procurement who know the market, they expressed concern about the lack of carriers in that area, and the impact that could have on costs.

After we re-ran the model, and filtered out the initial result, it pointed to Columbus, Ohio. That facility has been open for slightly longer than one year now, and the expected benefits of cost savings and improved transit time are coming to fruition.

Our goal now is to take a more proactive approach to our warehouse network

Steve Ahern is manager of supply chain operational design with BASF, a leading chemical company with global sales of \$67.8 billion. He has held this position since October 2014.

RESPONSIBILITIES

Optimizing BASF's North American network of 100-plus warehouses and distribution centers, and designing supply chain services and upgrades to its transportation process and system.

EXPERIENCE

Both domestic and international logistics procurement, BASF; corporate logistics, Honeywell; Captain, U.S. Army.

EDUCATION

B.S., business management, Providence College, Providence, Rhode Island, 1980; MBA, University of Texas at Arlington, 1990.

The Big Questions

How would you describe your occupation to a five-year-old?

I would use products in a store as an example. How did they get on the shelf, where did they come from, and how were they made? I'd explain that my team's role is to help ensure those products are there when needed.

What movie describes your job?

Apollo 13, and the line, "Houston, we

have a problem." Our businesses come to us with problems that need to be solved quickly.

If you could speed the development of a technology that will disrupt supply chains, which would it be and why?

Autonomous vehicles to improve productivity and alleviate the driver shortage.

optimization strategy by developing a dynamic network model. We want to make decisions about our supply chain networks in a few weeks instead of months or years. Being able to react to changing market conditions and respond to customer demands will make us more agile in the future.

In designing supply chain services, we recently completed a project involving ISO depots, or third-party tank container storage locations, in the United States. Typically, we import ISO tanks from overseas and store them at our third-party depots until they are ready to be transported to customers. The project, which was a collaborative effort with

other supply chain functions and business units, helped improve the entire process and add transparency by linking the third-party depots with our ERP system. Now we can monitor the ISO tank locations and better manage the inventory.

I attended Providence College on an ROTC scholarship that paid tuition and books, and offered a stipend of \$100 per month. That was a lot of beer money back in the day.

After graduation, I owed Uncle Sam four years. I was trained as an Army field artillery officer at Fort Sill, Oklahoma, and then went to the DMZ in Korea for one

year. I returned to Fort Dix, New Jersey, as a company commander.

After the military, I earned an MBA at night while working full time. I took a class in logistics and material management and thought it would make an interesting career. It brought in aspects of the military—as we used to say, “getting the troops, beans, and bullets into place.”

As an officer in the military, you’re given a lot of responsibility at a very young age. One takeaway is that it’s your job to make your team successful. It has become my personal motto: Put your team in a position to succeed. ■

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NOTED

THE SUPPLY CHAIN IN BRIEF

IN MEMORIAM

Ronald Lefcourt, president and co-founder of Alliance Shippers, passed away on Jan. 2, 2018. He was 82 years old. Lefcourt built the foundation for Alliance Shippers, which begins its 41st year and has evolved from a rail intermodal services provider to a global provider of intermodal rail, over-the-road, temperature control, international, and warehouse and distribution services. His focus on The Perfect Shipment program became the cornerstone of Alliance Shippers' quality process.



GOOD WORKS

3PL **Sunset Transportation** supported Scouting for Food, the largest one-day food drive in the United States, by arranging transportation and logistics for the November 2017 event. Sunset's 19 employee volunteers coordinated 28 tractor-trailer and box trucks, picked up nearly two million canned and boxed food items, and transported them from 32 St. Louis area firehouse collection sites to the St. Louis Food Bank.



m&a

3PL **Kane Is Able** acquired **Vintners Logistics**, a warehousing and transportation provider for food and beverage products supplying wineries and food processing companies. The acquisition of Vintners Logistics strengthens Kane's position in the wine and spirits market, increasing the agility and efficiencies it can provide to customers. The deal is expected to close in the first quarter of 2018.

▼ **ContainerPort Group (CPG)** and **ASF Transportation Group (ASF)** merged, effective Jan. 1, 2018. The combination of CPG and ASF forms an intermodal drayage entity with more than 1,300 power units in most key markets east

of the Rockies. The new company will operate under the ContainerPort Group brand, and is comprised of 25 terminals and more than 400 professionals. It focuses on fulfilling shippers' intermodal drayage, depot, truckload, and brokerage needs.



OL International Holdings LLC acquired the U.S. operation of **Transitainer Global**, a provider of air and ocean freight services to Australia. Acquiring the NVOCC with global shipping expertise strengthens OL International's portfolio of logistics services within the South Pacific and Australian markets.

GREEN SEEDS

DHL Express kicked off its Plant a Million Trees initiative in December 2017, bringing together company employees and their families to plant 100 trees in one day. The tree planting event, which took place in Miami in partnership with One Tree Planted, is the first of many in Miami-Dade County. The Plant a Million Trees initiative is part of DHL's GoGreen and Zero-Emissions by 2050 plan, which calls for the company to certify 80 percent of its employees as GoGreen specialists and get them involved in its climate protection activities by 2050.



Four beauty supply makers—**Clarins, Coty, Groupe Rocher, L'Oréal**—and **EcoVadis**, a supply chain sustainability ratings provider, teamed up to launch the Responsible Beauty Initiative (RBI). This initiative aims to accelerate environmental, ethical, and social performance and progress throughout the beauty supply chain. The Responsible Beauty Initiative brings together the global beauty industry in a collaborative effort to strengthen sustainable practices, improve environmental footprint and social impacts, and maximize shared value across its collective supply chain.



SEALED DEALS

The Port of Antwerp in Belgium renewed its use of the **Descartes Global Network™** for business-to-business electronic communication services to help accelerate the movement of goods across borders. The solution from the Software-as-a-Service provider supports the exchange of electronic data and documents between shippers, port authorities, freight forwarders, ocean carriers, shipping agents, terminal operators, and other related companies and government agencies.



recognition

▼ Global logistics provider **Agility** received the **Third-Party Logistics Award** at the 2017 Automotive Supply Chain Global Awards for the third consecutive year. The award recognizes the company's European freight consolidation center in Stuttgart, Germany, where Agility provides quality and quantity inspections and arranges outbound processes for one of the world's largest automotive components suppliers. The goods flowing through the consolidation center include components bound for production plants worldwide.



Agility Managing Director Colm McAlinden (right) accepts the Third-Party Logistics award.

▼ **Roadrunner Intermodal Services**, a division of Roadrunner Transportation Systems, was named **Drayage Carrier of the Year** by Harbor Freight Tools, for its exceptional drayage services in southeastern cargo gateways. Since 2016, Roadrunner Intermodal Services has provided transportation solutions for the discount tool and equipment retailer, managing the transportation of international shipping containers from the ports of Charleston and Wilmington to the retailer's distribution center in Dillon, South Carolina.



Roadrunner Intermodal Services team members display their Drayage Carrier of the Year award.

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[INFOCUS] NOTED

THE SUPPLY CHAIN IN BRIEF

SEALED DEALS



Kingston Technology, a manufacturer of memory products, deployed **Logility's** supply chain planning software for its HyperX™ product family, which includes gaming headsets, keyboards, gaming mice, and mouse pads. Kingston uses *Logility Voyager Solutions* to enhance visibility across the global supply chain. The scalable supply chain planning platform allows the HyperX division to set and track inventory targets to streamline the replenishment cycle and ensure the right products are available when the consumer is ready to purchase.

Entertainment Earth, a distributor of collective toys and action figures, selected steel pallet rack maker **Hannibal Industries'** expanded TubeRack system enables Entertainment Earth to optimize shelf space in its 50,000-square-foot warehouse in Simi Valley, California, to house its growing product inventory, improve order picking, and expedite receiving and shipping.

Pizza Wholesale of Lexington, which is a founding distributor of Hunt Brothers Pizza, a pizza brand in convenience stores across the United States, deployed **Cloud Logistics'** transportation management system (TMS) to manage its logistics network. Pizza Wholesale of Lexington partners with two master distributors supplying 21 main distributors, which service more than 3,500 retailer locations across the country. Pizza Wholesale chose the solution because of the ease of use of its *Carrier Portal* as well as TMS features such as rating, tendering, and invoice matching.



recognition

Supply chain solutions provider **J.B. Hunt Transport Services** was named a **2018 Military Friendly Employer** for the 11th consecutive year by Victory Media, which ranked J.B. Hunt in the top 20 percent of companies in the industry. Victory Media determined the designation using data from federal agencies, veteran employees, and proprietary survey information from participating organizations, according to MilitaryFriendly.com.

XPO Logistics, a provider of transportation and logistics solutions, was awarded a **Certificate of Merit** by Nissan Motor Manufacturing UK for the fourth consecutive year. The distinction recognizes XPO's commitment to excellence as a logistics operator for Nissan's Sunderland, UK plant in 2016, when more than 500,000 vehicles were manufactured at the facility. XPO provides transport services for the collection of production parts from Nissan's suppliers in Spain and Portugal, consolidates them at its Bilbao facility in northern Spain, and routes them to Nissan's Sunderland plant via a multimodal solution that combines sea and land transportation.

YRC Freight driver **Roy Lincoln** achieved the **5 million mile safety milestone**. In his nearly 50-year career with the LTL provider, Lincoln drove five million consecutive miles without a single preventable collision. In honor of his achievement, YRC Freight welcomed him into the company's Driver Hall of Fame. YRC Freight also will donate 50 children's car seats to the Illinois State Police—one for every 100,000 miles Lincoln logged.

UP THE CHAIN



Daniel Poland was appointed executive vice president and chief supply chain officer at **Pinnacle Foods**, a manufacturer and distributor of branded food products such as Birds Eye, Duncan Hines, Earth Balance, EVOL, Hungry-Man, Log Cabin, Udi's, Vlasic,

and Wish-Bone. Poland leads the company's supply chain, optimizing teams to drive product quality, reduce cost, and maintain service excellence.



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10 Ways To Play IT Safe

STATE-SPONSORED AND INDIVIDUAL bad actors will escalate supply chain cybersecurity risks, warns Christopher Skinner, CEO of technology security firm SpiderOak. Here are 10 threats and trends to look out for across business, governmental, and personal arenas:



1 Software updates - the new Trojan Horse.

Criminals use the normal software update process to get companies to infect all their clients, which then affects everyone down their software supply chain.

2 Installing spies on your phone.

When Russia wanted intelligence on NATO alliance plans in the Baltic region, it turned to a new kind of secret agent: the soldiers' own smartphones. Troops from the United States and other NATO countries found evidence of a Russian IP address accessing their personal phones.

3 Two things are certain: death and tax scams.

The 2018 tax season will see more fraudulent returns than ever—driven largely by the Equifax breach affecting 145.5 million people, SpiderOak predicts. While Chinese hackers remain the prime suspects in the Equifax case, taxes are a favorite target of another state: Russia. On the eve of Constitution Day 2017 in the Ukraine—during which the country celebrates its independence from the Soviet Union—accountants in the former SSR were hit with a massive cyberattack, the largest in Ukraine's history. The virus infected the software that businesses are required to use to file tax returns, causing havoc for both the companies and the governmental computers to which they are connected.

4 One hack, many votes.

"If you can plug it in, you can hack it, and this puts the 2018 elections at risk," says Skinner. "The move to prevent election meddling is far behind where it needs to be, and there are vulnerabilities everywhere—from the storage of voter rolls to easily hackable electronic voting machines."

5 PsyOps on your Facebook feed.

Recent congressional testimony from Facebook, Google, and Twitter revealed the extent of Russia's influence campaign on social media during the last presidential election cycle. More than 126 million of its users were served Russian propaganda, Facebook finally admitted, after months of downplaying the extent of the threat. "The volume of fake news stories was clearly too large for the companies to handle, even with the extensive use of third-party contractors hired specifically to address this threat," says Skinner. "If even tech companies with huge resources are having trouble controlling the spread of fake news and accounts, most other technology and media companies will be even more at risk."

6 Criminals are patient.

Once criminals steal the data they need, including Social Security numbers, birthdates, and other personal details, they can sit on it for months or years until people let down their guard and turn off their credit freezes.

7 Passwords are failing.

"Human nature wants to simplify, so we use weak passwords and the same password for multiple sites," Skinner says. But, major cybersecurity breaches are pushing companies to adopt much more complex protocols around digital security. "Companies are realizing that passwords alone aren't going to cut it," he adds. "There has to be a one-two punch of both authentication and encryption to secure your data."

8 Compliance gets your security up to date, about 10 years too late.

"Hackers are forward thinking and creative, staying far ahead of current security protocols," Skinner says. "All it takes is one employee who isn't trained in how to safeguard a computer and log-ins. The smart hacker takes advantage of this weak link, enters through that employee's credentials, and then has access to your whole system. Checking the boxes on compliance doesn't begin to secure systems and data the way they need to be."

9 Too many people have the master key.

In the majority of companies, employees have far too much access to information that they don't even need. And given the interconnected systems companies have with their vendors, and then their vendors' vendors, they don't even know how far out their connected system stretches. "This opens companies up to so many risks that they don't even know about," Skinner notes.

10 Breach fatigue.

We are becoming desensitized to hacks and leaks. "Even upper management can deprioritize security when trying to get out a release or an update before an important sales deadline, and CEOs and boards need to make sure that no corners are cut that can put the company at greater risk," Skinner says. "Ultimately, cybersecurity is going to be only as strong as the top of the house makes it."

Lease Me a Loan: Transport Financing on the Upswing

Today more businesses rely on leases, loans, and equipment lines of credit to finance increased spending on new equipment. Businesses have increased their capital equipment spending for the seventh consecutive year, with overall new business volume growing by 2.5 percent, according to a recent Equipment Leasing and Finance Association (ELFA) study.

The equipment-financing sector outperformed the broader economy, which grew just 1.6 percent in 2016, according to the U.S. Department of Commerce. This data suggests that companies are optimistic that the bull market will continue, and are allocating capital spending toward business growth initiatives.

The transportation sector represents one of the top most-financed equipment types at 26 percent, according to the ELFA. Transportation collateral is considered anything from trains to steamrollers to forklifts, all of which help streamline the manufacturing and shipment of goods.

Companies that are interested in financing transportation equipment in 2018 have a number of product and partner choices. The two most popular products companies should seek in a rising interest rate environment are:

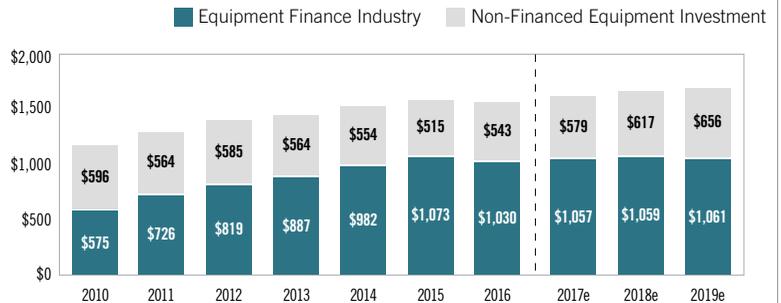
- **Longer-term loans.** Loans with three- to five-year terms for tractors and seven plus years for trailers allow companies to bring down the monthly cost.
- **Tax-oriented leases.** These leases give “the lessor” the ability to claim the tax benefits of ownership through

\$1 Trillion Sector Well-Positioned for the Future

Many Signs Point to Strong Business Confidence and Increased Investment as Key Sectors Rebound

Equipment Finance Industry Size

(in billions of dollars)



Source: Equipment Leasing & Finance Foundations 2017 State of the Equipment Finance Industry Report, Keybridge LLC

depreciation deductions, but pass through to the lessee those benefits in the form of reduced rentals. Another potential tailwind for transportation investment is if the Trump administration pushes for a major infrastructure-spending package in 2018. With many roads, bridges, and transportation hubs across the country still needing work, a major opportunity exists for transportation companies to use equipment financing to meet the increased demand for the transportation of materials needed to improve our local and national infrastructure.

—By Anthony Sasso, head of TD Equipment Finance

Changing Course

The pace of supply chain and logistics transformation shows no signs of stopping in 2018, and changes in commerce, technology, demographics, and regulation will have huge implications for the sector.

Three trends to keep top of mind, according to Ken Wood, executive vice president of marketing management for logistics technology company, Descartes, are:

- 1 The electronic logging device (ELD) rollout in the United States, combined with previously introduced Hours of Service regulations and driver availability, and the impact on road freight.
- 2 International e-commerce boom, driving innovation and convergence in commerce shipping, and customs systems, and its influence on shipping, fulfillment, and customs compliance solutions.
- 3 Big data as a mainstream tool for monitoring risks, sources, and competition to develop more resilient supply chain systems, as geopolitical risks to the supply chain seem to be intensifying.

Capacity Crunch

The perfect storm is here: between the back-to-back hurricanes of 2017, the (ELD) mandate going into effect, and the ongoing driver shortage crisis, the transportation industry is experiencing a critical capacity crunch. These variables have forced a drastic increase in freight rates.

These issues will only continue into 2018 and will require 3PLs and shippers to reevaluate how capacity plans should be established—likely moving away from verbal agreements to contracts (where feasible)—and tackling the driver shortage problem by looking at alternative driver options.

It's worth noting, however, that autonomous vehicles may be a solution that can help alleviate the shortage in the next five to 10 years.

—Mike Finn, Senior Vice President of Transportation, Kenco



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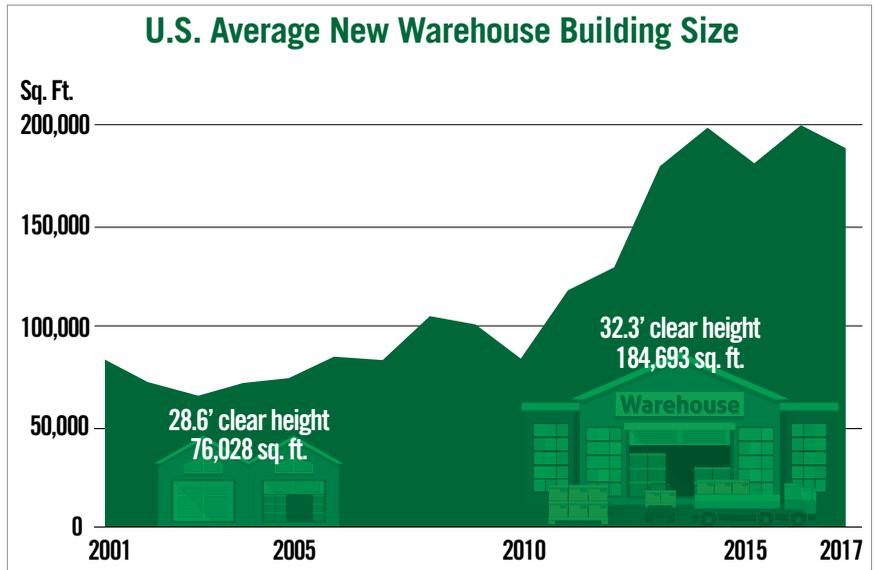
E-Commerce Warehouses: SuperSize Me

Thanks to e-commerce, the average footprint of warehouses built in the United States since the early 2000s has more than doubled. The largest expansions are in metro areas with the big populations that online sellers covet and the ample land that developers need, according to a new CBRE report.

The real estate firm analyzed the average size of warehouses built in the United States during the last development upswing from 2002 to 2007 and compared those figures to the current building period of 2012-2017. The average size increased by 143 percent in that span to 184,693 square feet and the average warehouse clear height rose by 3.7 feet, to 32.3 feet in total (see chart).

Chicago warehouse size increased roughly 134 percent in that time frame, with the average new building now at 283,366 square feet, up from 121,133 square feet.

The largest gains in average warehouse size came in markets with big, growing populations and a ready supply of developable land, led by Atlanta (284 percent gain in average size), Cincinnati (237 percent) and California's Inland Empire (222 percent).



Source: CBRE Research, CBRE Econometric Advisors, 2017.

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A Moving Target

Target recently acquired Shipt to leverage the same-day delivery company's proprietary technology platform and community of shoppers, and quickly and efficiently bring same-day delivery to customers across the country. What does this \$550-million deal mean for Target and other retailers?



"We are now at a point where same-day delivery service is becoming the rule for top retailers, rather than the exception," says Tushar Patel, chief marketing officer of Kibo, an omnichannel commerce provider. "With the acquisition of Shipt, Target has unequivocally positioned itself in Amazon's swimming lane of fast and seamless delivery services."

"This announcement comes on the heels of UPS admitting that many Black Friday and Cyber Monday package deliveries were delayed because of an unexpected flood of orders from online shoppers," he adds. "Bottom line: These types of delays are simply not acceptable to shoppers anymore."

"The question that remains unanswered is if consumers will pay for same-day delivery," Patel says. "With the Shipt acquisition, Target is betting on it and is marching in double time to make sure it gets general merchandise, and fresh and frozen groceries into customers' hands. The Shipt acquisition will force more retailers to expand their delivery service capabilities, which are—and will continue to be—critical to have ready during high traffic shopping days."

Tracking Trucking

Data scientists at fleet management solutions provider Omnitracs recently conducted some research into what the trucking industry looked like in 2016 vs. 2017. The main findings revolved around Hours of Service (HOS) and Key Performance Indicator (KPI) metrics.

HOS takeaways, based on data from January to October for 2016 and 2017

- Drivers on average drove more hours in 2017 than in 2016.
- Drivers started earlier and ended earlier in 2017 than they did in 2016.
- Overall on-duty hours were also higher in 2017 than they were in 2016.

KPI takeaways, based on data from January to September for 2016 and 2017

- Service failures and accidents happened with more frequency in 2017 than in 2016, however the overall trend for both was down throughout the year.
- While on-duty hours were longer in 2017, average miles per driver remained about the same as 2016.

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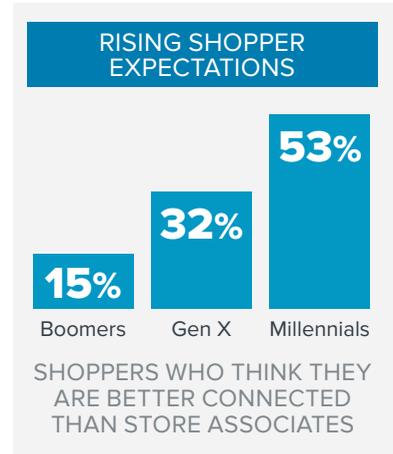
Shopper Expectations Outpace Retail Investments

Overall shopper satisfaction has significantly improved over the past decade, although shoppers are still not thrilled with retail staff availability and customer service.

While four in 10 shoppers surveyed in Zebra Technologies Corporation's 2017 *Global Shopper Study* cite being better connected to consumer information than store associates, more than half believe store associates armed with the latest technology improve the overall shopping experience. And although 44 percent of in-store and 53 percent of online shoppers remain not satisfied with the returns/exchange process, 62 percent of those surveyed appreciated associates' use of handheld mobile devices in-store.

Among the retail survey's key findings:

- Rising shopper expectations continue to outpace retailer in-store technology investments as a majority of millennial shoppers perceive that they are more connected than store associates (*see chart*).
- Shoppers want faster delivery, but many aren't willing to pay for it. Heightened customer expectations for delivery are transforming the retail landscape. While 66 percent of shoppers want next-day or same-day delivery and 37 percent prefer same-day or sooner, 27 percent would not want to pay for shipping at any speed.
- Retail customers want a variety of fulfillment options. Eighty percent of those surveyed purchase items in-store and either take them home or ship from store to home. Shoppers are also taking advantage of other fulfillment options, such as buy online-ship to home (64 percent), buy online-pick up in-store (34 percent), and buy online-ship to alternative location (15 percent).
- The use of tablets in stores is improving the shopper experience. More than half of surveyed shoppers believe technology is improving the shopping experience, with 57 percent specifically citing store associates using tablets.
- Out-of-stocks continue to plague retailers. When shopping in-store, 70 percent of shoppers have left without purchasing what they were seeking. When it comes to out-of-stock issues, however, retailers can recover six in 10 incidents with discounts or alternative fulfillment options, such as ship to home.



SOURCE: Zebra Technologies
Global Shopper Study

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Multi-Stop Steps

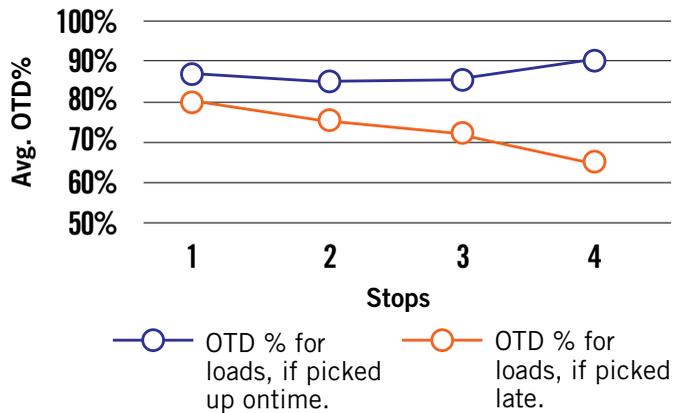
If you suspect that carriers reject multi-stop truckloads more often than single-stop loads, you're only partially right. While carriers dislike specific factors about multi-stop, you can employ some strategies to make multi-stop freight more attractive to carriers and better control your costs.

Here are four ways shippers can reduce rates and increase acceptance of multi-stop loads, according to a whitepaper published by the MIT Center for Transportation & Logistics and TMC, a division of C.H. Robinson.

- 1 Plan ahead.** Where possible, include multi-stop lanes in the procurement event, minimizing the introduction at time of shipment tender.
- 2 Use a cluster stop strategy.** Clustered stops loads yield lower prices than loads with stops along the route. The key to clustered stops is to make it possible for the driver to pick up and deliver at all of the stops during business hours on a single day.
- 3 Use continuous moves.** When you can plan continuous moves, carriers are more likely to accept them at a lower cost than multi-stop loads that are not continuous.
- 4 Pay a higher stop-off charge.** Paying \$100 per stop if there will be two or more drops can reduce the line-haul rate.

Performance by Stop Number

More out-of-route miles



SOURCE: Multi-Stop Trucking, C.H. Robinson whitepaper

How extra stops impact on time delivery

On single-stop truckload shipments, 80 percent of loads that picked up late still delivered on time. Multi-stop loads are different. As the above graphic shows, the more stops there are, the worse the on-time delivery percentage if one of the early pickups is delayed or late.

The dark blue line shows on-time delivery if the load picked up on time. The light blue line shows what happens to a load that leaves its origin late. Trucks that picked up late on a three-stop load, for example, averaged on-time delivery only 71 percent of the time.

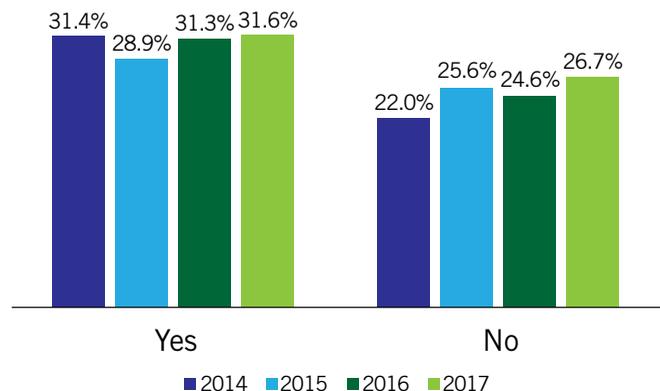
FRAUD GOES BROAD

The use of analytics to mitigate third-party supply chain fraud, waste, and abuse risk jumped to 35 percent in 2017 from 25.2 percent in 2014, according to a Deloitte poll. Between 2014 and 2017, an average of 30.8 percent of poll respondents report at least one instance of supply chain fraud, waste, and abuse in the preceding year. However, some industries saw higher and lower rates of financial abuse.

For the third time in four years, consumer and industrial products professionals report the highest level of supply chain abuse for the past 12 months (39.1 percent), a slight decline from 2016 (39.6 percent). Energy and resources (34.7 percent) respondents also report a higher-than-average rate of financial abuse in 2017, dropping a bit from 2016 (35.9 percent). Life sciences and healthcare professionals note a marked decline in 2017 (26.3 percent) from 2016 (36.9 percent).

Has your company experienced fraud, waste or abuse in supply chain during the past 12 months?

Comparing results from 2014-2017



Don't know/NA= 46.6% in 2014; 45.5% in 2015, 44.1% in 2016; 41.7% in 2017
 Votes secured per year= 3,056 in 2014; 2,596 in 2015; 3,115 in 2016; 3,185 in 2017

SOURCE: Deloitte online poll

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Connectivity, Advanced Telematics Buoy LATAM Logistics

Digital transformation and connectivity are reshaping the future of logistics and the trucking industry, according to Frost & Sullivan’s recent *Latin American Commercial Vehicles Market Forecast to 2023* study. Demand for greater transparency, speed, and truck capacity optimization, as well as higher logistics costs in Latin America (LATAM), ushered in a range of digital freight brokerage solutions in both mature and emerging markets. Non-telematics participants such as private security companies and Tier 1 suppliers—for example, engine and transmission system suppliers Paccar and Cummins—are venturing into the commercial vehicle telematics market and will strengthen their position in the next three years.

Notwithstanding the existing market challenges, Frost & Sullivan expects Latin America to record annual sales of more than 200,000 units by 2023.

“Mexico, Brazil, Chile, Colombia, and Argentina will draw attention to advanced services such as driver behavior management, video safety, and prognostics, mostly for big fleets in emerging regions like Peru and small fleets in the whole LATAM region,” says Hernan Cavarra, mobility industry analyst at Frost & Sullivan. “We also expect a shift from basic to mid-tier services.”

Low oil, mining ore, and commodities prices are affecting the heavy-duty truck commercial vehicles (HDT CV) market, a trend expected to continue until 2019 when recovery is likely, mainly in Brazil, the most important HDT market in the region.

On the other hand, lack of proper infrastructure and low internet network penetration region-wide are restraints for the development of truck digitization and connectivity. The lack of infrastructure also affects the broad penetration of alternative fuels and powertrains, such as natural gas and hybrid vehicles, which, in the medium term, are more focused on niche market segments.

Although the HDT CV market is experiencing a downturn in most areas, the MCV 6 to 10 MT sub-segment is gaining traction in the region because, in many areas, these trucks are replacing LCV for urban trucking and distribution. A rapidly evolving logistics requirement driven by e-commerce creates opportunities for OEMs to focus on vehicle platforms that encompass new body designs with superior volume benefits and payload as well as cab-over, better turning radius, and technology availability. In addition, OEMs can leverage the expertise of start-ups to cut down on time to market for cutting-edge concepts.

Key Startups

Three key mobile freight brokering startups are paving the way for cost savings and disrupting regional logistics:

1. uShip: The only platform that works for a range of shipments—cars, motorcycles, animals/pets, heavy equipment, household goods, boats and more—operates in Argentina, Brazil, Colombia, Mexico, Chile and Peru.

2. TruckPad: Among the first few companies to venture into automated freight matching in LATAM, TruckPad is a mobile-based app that aims to connect drivers to loads, with several value-added services soon to be integrated. It leverages the Brazilian market structure, where almost one-third of the truck driver population is comprised of independent truck drivers (about 1 million drivers).

3. RIO: A full-fledged Volkswagen Truck & Bus brand, and to be sponsored by MAN Trucks & Bus, RIO is an open source cloud-based solution for data flow to integrate the various facets of the logistics value chain. It has been available in all MAN trucks since mid-2017 and as an option in Scania trucks.

SCPA: ONE FOR THE RECORD BOOKS

South Carolina Ports Authority (SCPA) set a new container volume record, handling 2.2 million TEUs during 2017, and posted nine-percent container volume growth. The port’s total container volume in 2017 surpassed the previous record of 2 million TEUs achieved in 2016.

In addition, the port moved 182,884 TEUs in December 2017, an increase of 11.2 percent over December 2016 and the highest December in SCPA history.

“Global container trade growth was the strongest it has been since 2010, mirroring surprising strength in the global economy,” says Jim Newsome, SCPA president and CEO. “We expect to see continued strength, albeit slightly more modest, into 2018 with growth in the emerging market economies as a key factor in sustaining this positive outlook.”

As measured by the total number of boxes handled, SCPA moved a total of 1.2 million pier containers in 2017.

In non-containerized cargo, SCPA’s Charleston breakbulk facilities handled a total of 783,363 tons during the year. Nearly 235,000 finished vehicles moved across the dock of the Columbus Street Terminal in 2017.

In addition to record-breaking volumes, significant advancement of key SCPA projects marked 2017. The



port continued construction of the Leatherman Terminal, representing major growth capacity for its container business when Phase One opens in 2020.

During the year, SCPA also celebrated the groundbreaking of Inland Port Dillon, which will open in April, and a new headquarters building, scheduled to open in December.

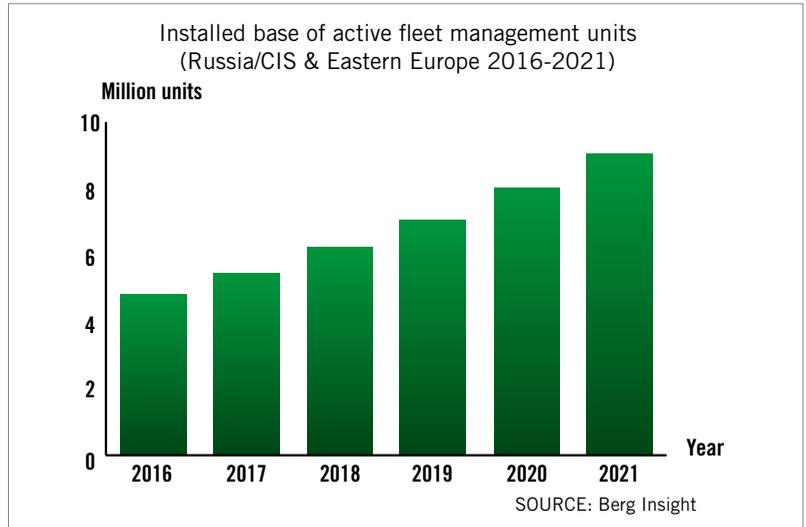
Fleets Don't Fail Me Now

The number of active fleet management systems deployed in commercial vehicle fleets in Russia/CIS and Eastern Europe was 4.8 million during the fourth quarter of 2016, according to a new report from analyst firm Berg Insight (see chart, right). Growing at a compound annual growth rate (CAGR) of 13.5 percent, this number is expected to reach 9.1 million by 2021.

The Russian market alone accounts for a significant share of the region's total installed base and is forecasted to grow from 2.1 million active units at the end of 2016 to 3.5 million units by 2021. The top 15 providers of fleet management solutions for commercial vehicles across Russia, the rest of the CIS and Eastern Europe together have a combined installed base of more than 2.6 million active units in the region and approximately half of the market is evenly represented by the top 10 players.

The leading fleet management solution providers in terms of installed base in the CIS and Eastern Europe include diverse players from a number of countries. "Belarus-based Gurtam is the leading fleet management software provider, focused on software, providing a hardware-agnostic tracking platform offering compatibility with over 1,300 different device models from hundreds of third-party hardware manufacturers," says Rickard Andersson, senior analyst, Berg Insight.

"Arvento Mobile Systems from Turkey and TechnoKom



based in Russia are the first and second runners-up, followed by Turkish Mobiliz and Russian players NIS, SCOUT, and Navigator Group," Andersson says.

Additional top 15 players include Russia-based Omnicomm, which has approximately 100,000 active fleet management units, as well as Infotech in Turkey, Fort Telecom and SpaceTeam in Russia, the European market leader TomTom Telematics, Princip in the Czech Republic, the major truck OEM Scania and Secret Control, which is based in Hungary.

"With the exception of TomTom Telematics and Scania, the major international solution providers based in Western Europe, North America, or South Africa are yet to reach the top 15 list for this region," Andersson notes.

Peak Season Piques Airfreight Demand

Global air freight is on track to achieve its strongest operational and financial performance since the post-global financial crisis rebound in 2010. Demand measured in freight ton kilometers (FTKs) rose in November 2017 by 8.8 percent over 2016 totals, according to the International Air Transport Association (IATA).

While the 2010 gains lasted for about one year following the Great Recession, 2017 gains should extend into 2018, predicts IATA. A broad-based global upturn, high consumer confidence, and international e-commerce growth should drive continued growth.

Exporters in Europe, China, and Japan report robust activity, due in large part to solid demand from U.S. businesses and consumers.

November 2017 marked the 16th consecutive month that capacity demand exceeded cargo space, according to IATA. This has led to a steady rise in freight rates, a trend likely to continue as Chinese production ramps up ahead of the Lunar New Year, which begins Feb. 16, 2018 and closes down factories.

All six world reporting regions—Asia-Pacific, North America, Europe, Middle East, Latin America, Africa—saw year-on-year gains, according to IATA. Airlines in the Asia-Pacific—the largest region by market share—posted gains of 8.1 percent. North American and European carriers reported gains of 9.6 percent and 9.9 percent, respectively.



MIDDLE EAST GAIN FOR CRANE

Crane Worldwide Logistics has expanded in the Kingdom of Saudi Arabia, opening a fully operational office based in Dammam. Providing airfreight, ocean freight, and logistics services, the operation is strategically located in Al-Khobar and served by King Fahd International Airport and King Abdul Aziz Port.

Crane Worldwide Logistics also has its own entities in both Dubai and Abu Dhabi with business across a number of sectors including automotive, aerospace, and energy.

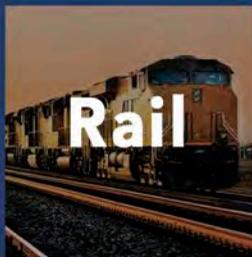
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WTO Conference Marked by Lack of Consensus on Pretty Much Everything

Nobody left satisfied when the World Trade Organization (WTO) wrapped up its 11th Ministerial Conference in Buenos Aires in December 2017. Here are the highlights:

- The United States largely withdrew from its traditional leadership role at the WTO conference, expressing interest in developing more direct, bilateral trade deals with trading partners.
- The European Union (EU) stepped into the former U.S. role as the largest leading participant in favor of multilateral trade agreements. Even the EU, with its 28 member countries, couldn't wield enough power to force agreements between trade partners.
- Somewhere in the middle between bilateral and multilateral agreements lie plurilateral agreements, some of which may move forward in 2018—the most notable being a commitment to explore a plurilateral agreement on e-commerce. The United States and the European Union were among the 70 member countries supporting the establishment of global e-commerce agreements and best practices.
- The United States reneged on a promise to force consensus on global food stockholding rules, upsetting developing nations—especially India. India retaliated by blocking a ban on government subsidies for illegal fisheries and refusing to entertain any new issues before resolving old ones.
- For shippers and the supply chain, the lack of progress means that international trade will maintain the status quo for now. If bilateral and plurilateral trade agreements take precedence over multilateral agreements down the road, shippers and logistics providers will need to account for less universal, more varied rules based on agreements between origin and destination countries.

Ultimately, the conference amounted to individual members holding negotiations hostage in varied attempts to force agreements on their own measures. This doesn't bode well for the future of the WTO, which relies entirely on its members reaching consensus to enact new agreements.

— By Jason McDowell

Special Delivery

With delivery dates of June 2018 and January 2019, Ethiopian Cargo and Logistics Services, a division of the Ethiopian Airlines Group, is leasing the first Aeronautical Engineers Inc. (AEI)-converted Boeing 737-800 freighters (737-800SF) from GE Capital Aviation Services.

“In line with our Vision 2025 Ethiopian Cargo and Logistics strategic roadmap, we are expanding our cargo fleet and network to support trade within Africa and with the rest of the world by facilitating the export of perishables and the import of high value goods into the continent,” says Tewelde Gebremariam, CEO of Ethiopian Airlines Group.

Ethiopian Cargo and Logistics provides airport-to-airport services across a network of more than 91 destinations on both freighter and belly hold services, including direct service and arranged connection flights. It is also the largest network cargo operator in Africa. With six 777 and two 757 freighters serving 39 cargo destinations in Africa, the Middle East, Asia, the Americas and Europe, Ethiopia's state-of-the-art cargo terminal delivers an annual capacity of one million tons with services that range from general cargo to special cargo—including perishable, valuable or dangerous goods, live animals, and mail and courier.

The AEI-converted freighter accommodates 11 full height containers plus one AEP/AEH, and a main deck payload of up to 52,000 pounds. It also offers key features for cargo operators, such as a hydraulically operated cargo door.



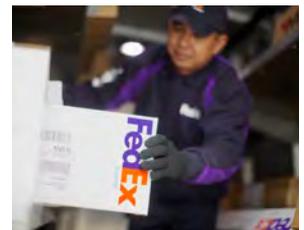
REALIGNING LOGISTICS

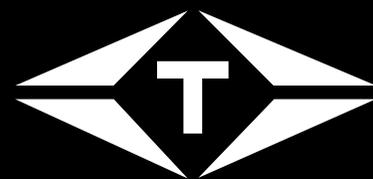
FedEx Corp. will realign its specialty logistics and e-commerce solutions in a new structure under FedEx Trade Networks, Inc. (FTN), beginning March 1, 2018. The goal is to create an organization focused on serving the unique needs of this important growth driver.

“In order to improve our ability to leverage the unique capabilities of our specialty companies, we are realigning several companies in a new organizational structure under FedEx Trade Networks, led by FTN CEO Richard W. Smith,” says David J. Bronczek, president and chief operating officer of FedEx Corporation.

The elements of this organization are:

- FedEx Custom Critical
- FedEx Cross Border
- FedEx Supply Chain
- FedEx Trade Networks Transport & Brokerage
- FedEx Forward Depots, a new company responsible for critical inventory and service parts logistics, 3-D printing, repair center, and the FedEx packaging lab.





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Venezuela Crisis Surpasses Great Depression

The collapse of Venezuela’s economy has reached historic proportions, equal to or surpassing the 1929 and 1939 U.S. Great Depressions. That’s according to economist Gerver Torres, a researcher at the Gallup Company and senior associate at the Center for Strategic and International Studies in a recent lecture at the University of Miami’s Robert and Judi Prokop Newman Alumni Center.

The country has entered unknown territories, such as hyperinflation and an escalation of multiple crises, from which it can only come out with international aid, Torres said. There is no way to stabilize Venezuela’s economy without proper international assistance, so he believes that a program of restructuring the external debt, together with the International Monetary Fund, will be almost a mandatory step toward reconstructing the Venezuelan economy.

Torres discussed the medium and long-term tasks that Venezuela will have to address regarding social issues, such as reunifying the country as a people, the massive redistribution of power, the destabilization of the society, and the institutionalization of the country and citizen empowerment, including an emphasis on individuals assuming responsibility.

Likewise, Torres considers it of the utmost importance that private capital be mobilized toward all productive areas, and that Venezuela must assume a rapid and effective integration, not only with Latin America, but also with the rest of the world.

Funding High-Tech Supply Chain Startups

Singapore-based investment company, Temasek and Kuehne Nagel International AG, a global logistics group, have signed a Memorandum of Understanding to establish a joint venture to invest globally in early stage companies developing cutting-edge technology for logistics and supply chains.

The joint venture targets investments in early stage companies developing technologies and services with the potential to transform traditional business models in logistics, improve efficiency, and provide an enhanced value proposition for consumers.

The cooperation will focus particularly on the areas of big data and predictive analytics, artificial intelligence, blockchain, and robotics.

U.S. Economy Going Strong and Steady

The U.S. economy continues to experience robust growth supported by real wage increases, lower unemployment, and easy access to credit, which all support stronger private consumption, according to the Atradius December Economic Update report.

The report’s key takeaways for the U.S. economy include:

- 1** World trade will see five-percent growth in 2017 and 3.5 percent in 2018 driven by intra-regional trade flows in Asia and strong import demand from North America.
- 2** U.S. shale production has proven resilient and is expected to continue to keep prices moderate in 2018.
- 3** A massive tax overhaul has been passed by both houses of Congress and could be signed into law by the end of the year, suggesting that fiscal policy should contribute to growth next year.
- 4** Business insolvencies in advanced markets are expected to decrease three percent in 2017, followed by a two-percent decline in 2018.

Emerging Markets

% Real GDP growth forecasts

	2017	2018
Emerging Asia	6.0	5.9
Eastern Europe	3.1	2.7
Latin America	1.1	2.5
Emerging Markets	4.4	4.7

Advanced Markets

% Real GDP growth forecasts

	2017	2018
United Kingdom	1.5	1.5
United States	2.2	2.6

Eurozone

% Real GDP growth forecasts

	2017	2018		2017	2018
Austria	2.9	2.2	Ireland	4.1	2.5
Belgium	1.7	1.5	Italy	1.6	1.4
France	1.8	1.8	Netherlands	3.1	2.1
Germany	2.2	2.1	Portugal	2.7	2.2
Greece	1.1	2.4	Spain	2.3	2.0
Euro Area				2.3	2.0

Source: Oxford Economics



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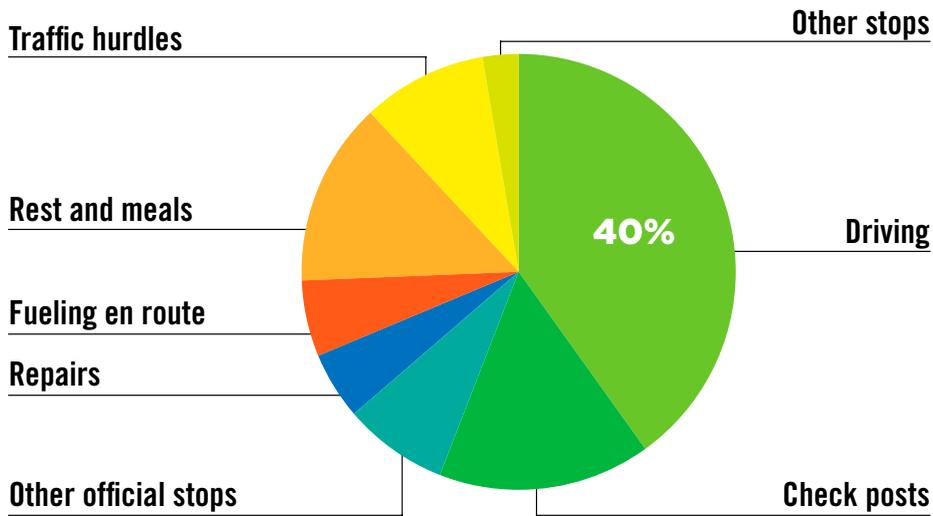
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Indian truckers spend only 40% of their time driving



Source: International Bank for Reconstruction and Development/The World Bank

India's trucking system has long been inefficient. In fact, up to 60 percent of a typical Indian truck move consisted of time spent stationary, according to a 2014 World Bank report. Arduous state border checks are one reason behind the inefficiency. To help address this drag on the economy, India introduced a historic goods and services tax (GST) in July 2017. GST is a single tax on the supply of goods and services, right from the manufacturer to the consumer.

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Managing Complexity in the Aerospace Supply Chain



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Aerospace is currently an industry at an inflection point, as it struggles to meet unprecedented challenges.

With the advent of new technologies like the Internet of Things and Blockchain, supply chains in virtually every industry are undergoing massive change. However, many companies still maintain legacy systems, processes, and supplier relationships that make it very challenging to take advantage of these new approaches to boost the efficiency of their supply chains.

Adopting new technologies and processes, and driving fundamental change to the way business has been conducted for many years, requires executives with the ability to see the true big picture and identify opportunities across complex global supply chains. Preparing the next generation of supply chain and logistics executives has been the objective of the Supply Chain Transportation and Logistics (SCTL) Master's program at the University of Washington since its inception. The interdisciplinary, engineering-based program is offered through the Department of Civil and Environmental Engineering; with a decidedly quantitative and holistic approach, the program helps its students to advance their careers by driving major changes in the way contemporary supply chains operate. To date the program has prepared hundreds of students to assume exactly such transformative roles at firms like Amazon, Tesla, and Boeing. Not surprisingly, as a firm with one of the world's most complex supply chains, professionals from across Boeing are well-represented in the program.

As one of the global centers of commercial aviation, Seattle is home to an intricate ecosystem of 1,700 suppliers that manufacture the inputs Boeing assembles into aircraft in its numerous facilities in the Puget Sound. Worldwide the company has nearly 6,500 suppliers in 100 countries¹. While this number of suppliers obviously creates considerable complexity, the fact that for some components the supply chain is 10 levels deep only magnifies these challenges. A supplier in Japan who manufactures bearings might supply their product to their customer, who assembles it into another product and sells it to their upstream customer, who assembles that product into a sub-assembly that wends its way through several additional tiers of suppliers before finally being assembled into a jet engine that is in turn installed onto a finished Boeing aircraft.

Further adding to these significant supply chain challenges are the massive cost reductions big players like Boeing and Airbus are driving through their supply chains. (This is largely due to the decreasing prices discount carriers like RyanAir are willing to pay for their aircraft.) In some instances suppliers are being asked to decrease their prices by 20%, even though the average supplier margin in the industry is only 16%². This new reality is likely to cause further supply chain disruptions, as some smaller may go out of business or commit to contracts they ultimately can't fulfill. If the bearing supplier in Japan folds, especially without much warning, the impact all the way up the supply chain can be staggering. The 60+ Boeing students who have enrolled in the SCTL Master's program have learned how to identify major supply chain challenges, determine root causes, and design cross-functional solutions that span the entire supply chain to improve Boeing's efficiency and profitability.

Aerospace is currently an industry at an inflection point, as it struggles to meet unprecedented challenges. Meeting these challenges will require bold, out-of-the-box thinking – perhaps nothing short of reinventing the entire aerospace supply chain. SCTL students, instructed by a faculty of experienced practitioners from across many industries, have been successful in advancing their professional careers by developing end-to-end solutions to real supply chain and logistics problems, and helping their companies in a variety of industries compete in a rapidly-changing business environment.

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REVERSE LOGISTICS

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Seamless Returns Start With Serial Numbers

Although serial numbers were initially created to track production, they are invaluable tools for reverse logistics. Here's how they can streamline supply chains.

Serialized products are easier to manage during the returns process. If retailers capture a serial number at the point of sale (PoS), they know an item was purchased from them, because they have the date and time, location, price, and payment method in their ERP system. Without a serial number, customers can game the system with fraudulent activity that violates the retailer's returns policy or the manufacturer's warranty.

A serial number also makes it possible to track a particular unit as it moves through the repair and refurbishing process, and prevents a refurbished outlet item from being returned as new.

Serial numbers also allow a manufacturer to know exactly when a product was produced, so a recall can target as small a number of units as possible.

Catching Counterfeiters

A serial number also deters would-be counterfeiters. If the retailer verifies a unit's serial number before accepting a return, only valid units can be returned, and attempts to make multiple copies of one serial number will be caught.

Historically, the cost of applying and

storing serial numbers meant they were only placed on high-value items. Henry Ford put serial numbers on Model T engines in 1908, but their use began at least one century earlier. Patek Philippe put serial numbers on its watches around 1839. John Dickson & Son of Scotland started putting serial numbers on its guns in 1812. Vehicle Identification Numbers on cars and trucks weren't introduced until 1954.

Barcoding and plummeting storage costs mean the price point where serialization makes economic sense has fallen lower and lower. Today, all web-connected or IoT devices contain an International Mobile Equipment Identity (IMEI) or similar number, which uniquely identifies the device throughout its lifetime.

In many industries, the serial number is printed on the packaging. The manufacturer knows which units were sent to a retailer or distributor, but then nothing about the ownership or location until it is registered (hopefully) or warranty service is requested (more likely).

When the serial number is captured at the point of sale, the retailer and manufacturer know exactly where and when

the item was sold, which starts the clock on the returns period and warranty.

The downside to PoS capture is labor: The item must be scanned twice. As much as manufacturers embrace the benefits of PoS serial number capture, retailers are not interested in doubling their labor costs by scanning every item twice.

One solution is to take advantage of 2D barcodes capable of carrying multiple pieces of information. A 2D barcode can easily hold a model number, UPC, serial number, and more. A growing number of companies have begun to put such 2D barcodes on their products and packaging.

Single Scan: The Holy Grail?

These ad-hoc systems, however, lack standardization as manufacturers encode information differently. To address varying formats, the Standards Committee of the Reverse Logistics Association (RLA) has developed a system called Smart QR Labels (SQRL), which add a four-character tag before each piece of data, so that anyone scanning the 2D barcode can know what the information contained in the barcode represents. The RLA is working with several companies on pilot projects.

Seamless returns start with serial numbers. Serializing products is a key step for all reverse logistics stakeholders. ■



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LEAN SUPPLY CHAIN

BY PAUL A. MYERSON

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Peak Season Planning: A Year-Round Venture

It's never too early to start planning for peak season supply chain capacity. To meet customer demand at a reasonable cost, it is best to plan ahead as much as possible with a lean, flexible supply chain.

Many retailers do an inordinate volume of business—some as high as 70 percent—from Black Friday until the end of the year. This can be especially tricky because lead times for some items can be as long as six months.

How can you deal with these challenges without disappointing the customer or blowing your budget? It's best to consider—on the aggregate, tactically as well as operationally—your demand and supply options.

Pick Your Process

Aggregate or sales and operations planning is an industry best practice that attempts to meet forecast demand with adequate material, manpower, and machine capacity while minimizing cost over a medium-term planning period. The output of this process is the aggregate plan or net production (or purchasing/buying in the case of wholesale and retail) requirements.

The process includes coordinating demand forecasts with functional areas

and the supply chain. The solution also integrates the internal and external resources necessary for a successful aggregate plan.

This type of forward-looking, integrated approach nets many benefits, including:

- Higher inventory turns
- Lower fulfillment costs
- Improved customer service
- Shorter lead times
- Improved market intelligence
- Earlier and faster decision making

General strategies to consider are known as demand and supply options. You can implement them in the short, medium, and long term, depending on which options you use.

Demand options can shift demand from peak periods to off-peak periods. They can also create demand during off-peak periods so that overall demand corresponds more closely to capacity in the planning horizon and can include adjustments to pricing, promotion, back-ordering, and new complementary,

counter-seasonal products or services.

Supply or capacity options allow planners to change supply by adjusting labor, inventory, and subcontracting. Other supply options can also include using a just-in-time (JIT) strategy, drop trailers, and direct store delivery.

Communication Ensures Visibility

Many manufacturers start assembling products, mapping out product specs to determine capacity needs, and working with their transportation and distribution partners on reliable and cost-effective logistics solutions up to six months in advance.

It is critical that you stay in constant communication with suppliers, transportation and warehousing partners, distributors, and retailers to ensure complete visibility into product demand, truck and warehouse capacity, and potential supply chain disruptions. All supply chain participants should establish a contingency plan in case of weather issues, product demand surges, port closures, or strikes.

As the saying goes, “to be forewarned is to be forearmed.” As we head into 2018, start your peak season and holiday planning earlier, using a more structured methodology. ■

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BY MICHELE BROWN

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Welcome to the Neo-Panamax Era: Big Ships, Big Opportunities

The arrival of the cargo vessel *T. Roosevelt* at Port Elizabeth, New Jersey, in September 2017, marked the beginning of a new era for international commerce and trade. At 14,414 TEUs, four times longer than a football field, *T. Roosevelt* was the largest vessel to dock at an East Coast port after traversing the widened and deepened Panama Canal. Larger containerships will follow.

A \$1.3-billion project to raise the clearance of the Bayonne Bridge from 150 to 215 feet was completed in 2017. As a result, in June 2017, containerships carrying up to 18,000 TEUs were authorized to navigate beneath the bridge to access Port Newark and Port Elizabeth.

Why should companies take notice? Because the widening of the Panama Canal ushers in an era of big ships and big opportunities.

Logistics Shifts

New Jersey has long been an attractive place for companies due to its strategic location in the heart of the U.S. Northeast corridor, providing access to one of the world's most concentrated and affluent consumer markets. A distribution center in central New Jersey can serve more than 22 million consumers within a two-hour drive.

Easier, faster, less expensive access to this highly concentrated market is

also one reason the U.S. Department of Commerce predicts a shift in container movement from West Coast to East Coast ports. As the East Coast's busiest port, the Port of New York and New Jersey will grab a lion's share of the business. It already has seen volume jump 7.7 percent year-over-year (November 2017 vs. November 2016).

Delivery speed, combined with the ability to ship and receive goods on containerships three times the size of traditional cargo vessels, can result in significant savings in international shipping costs for companies with a New Jersey location. It also opens new opportunities for expansion into Asian markets.

The Port Authority of New York and New Jersey—with its shipping terminals, containership companies, and railroad—has been gearing up for the arrival of neo-Panamax vessels for several years.

ExpressRail in Port Newark has been built out to double intermodal capacity

and facilitate sea/land connections. CSX also has been investing heavily in infrastructure improvements.

More than \$250 million also was invested to expand roadway capacity into and out of the ports. In addition, a \$2.3-billion investment to widen the New Jersey Turnpike (Interstate 95)—which included approximately 170 lane miles of road improvements to alleviate traffic from the ports, as well as points north and south—expands New Jersey's industrial market more than 30 miles and enhances logistics capabilities.

New Era Beckons

From an increase in seaborne cargo deliveries to an uptick in industrial real estate development, a flurry of activity in and around New Jersey's ports is already bringing economic growth to the state. Industrial development and leasing activity also has been surging, especially in adjacent markets.

This surge in activity has both an immediate and long-term impact on the state's economy. It also has a positive effect on the supply chain, making it easier for businesses of all types to access the suppliers, vendors, and partners they need to grow. Companies with a New Jersey location will be well-positioned to capture new opportunities in the neo-Panamax era. Are you ready? ■



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[SMART MOVES]

BY ANDY MOSES

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What Do Young Professionals Want From a Supply Chain Career?

Today, the supply chain faces a unique challenge. Upwards of 60 million employees are exiting the supply chain sector with only 40 million people joining the industry to fill the gap. So, how do we recruit and retain the young talent our industry needs to thrive?

The inaugural 2018 CSCMP/Penske Young Professionals Survey set out to answer this pressing question. The opportunity for interesting work, as well as development and advancement, tops the list of requirements for young professionals, reveals the Penske Logistics and the Council of Supply Chain Management Professionals survey of nearly 300 supply chain professionals under age 30.

Survey respondents stop short of pointing to pay as a key reason they are attracted to the industry, although most agree that supply chain management is a profession that provides a comfortable living.

Of course, getting inside the minds

of young professionals creates the opportunity to ask a wide range of other questions that can shed light on the best ways to attract, keep, and develop young talent. Young professionals commented on what they are looking for in a job, how they search for one, their preferred methods for delivery of training and development programs, and whether or not they think their education prepared them for their supply chain careers.

The average young professional responding to the survey has worked in the supply chain industry for about three years and is employed by a manufacturing, third-party logistics, or transportation and warehousing company. Additionally, the survey uncovered

the following in terms of job satisfaction:

- 81 percent of respondents strongly agree that the supply chain is a good career choice.
- 20 percent pursued a career in supply chain due to a variety of opportunities or job types.
- 86 percent are either very satisfied or somewhat satisfied with their current employer.
- 76 percent would describe their work as satisfying, 67 percent say rewarding, and 60 percent say exciting.
- 71 percent agree that it's easy to advance in the field.

The survey also shows that young professionals want to work closely with their supervisors. The majority say they prefer in-person training, delivered through mentoring or task-based activities. Accordingly, the main reason respondents would apply to another employer is development opportunities, which

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[RISKS & REWARDS]

BY JIM WETEKAMP

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How to Prepare for the Unexpected

Disruptions are part of our world. Weather, labor strikes, materials shortages, and demand spikes or valleys are simply part of doing business. High-performing supply chain organizations are differentiated on how well they respond to the unexpected.

Moments when things don't go well should remind anyone involved in the intricate and complex supply chain process to never take your foot off the pedal of continuous improvement. When the supply chain works, companies succeed. When they don't, no one is happy.

For transportation and logistics companies that manage the last mile of the supply chain, hiccups cause more than headaches—they cost money. Supply chain disruptions can have a significant impact on a company's profits, contributing to a loss of as much as seven percent, reports a 2013 World Economic Forum study.

Responsive or Reactive?

When teams embrace the reality that something will happen to interrupt best-laid plans, they can prepare. Smart logistics procurement teams have learned awarding business to the lowest bidder isn't the best strategy. It might look good on paper, but when something goes wrong, teams often end up

paying exorbitant fees or scrambling to replace the supplier when supply is at its lowest and demand is at its greatest.

The best-in-class model recognizes collaborative relationships with suppliers, built on intelligence and transparency, provide the foundation needed to work together—both when things go well and when they don't go so well.

Withstanding What May Come

A proactive stance starts with harnessing the power of technology and category expertise to build strong sourcing models for managing the complex global delivery of goods.

Integrated technology platforms bring innovation in spend analysis, e-sourcing, contract management, sourcing optimization, and supplier value management to help teams get the answers they need to fine tune logistics strategies.

Make sure to ask the following questions:

- Who are we spending with, how much, and where are they located?

- Are there other suppliers who we might engage to reduce risk?
- Which suppliers have demonstrated a commitment to working with us on potential obstacles and ways to resolve them?

Once they establish a clear picture of supply chain partners, logistics procurement teams can design and implement the sophisticated strategies necessary to navigate the vagaries of consumer demand, market conditions, and unexpected disruptions.

Some examples of these strategies include:

- Using routing guides, developed through sourcing initiatives for both carrier selection and price, to track and enforce compliance.
- Identifying emerging lanes to ensure freight pricing remains competitive even as the network changes.
- Working closely with carriers and internal stakeholders to minimize unnecessary expenditures driven by costly surprises.
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[IT MATTERS]

BY MAC MCGARY

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Blockchain Technology: Good in a Supply Chain Crisis

Blockchain, the technology that underpins digital currencies such as bitcoin, offers substantive benefits to supply chains disrupted by natural disasters such as hurricanes and floods.

Blockchain is a digital ledger that creates a chronological and unchangeable record of transactions. It uses an autonomous network of computers to constantly verify the legitimacy of updates to the ledger.

Just as it validates financial exchanges between independent parties transferring bitcoin to one another, this technology would also help supply chains authenticate third-party transactions on a global scale as they attempt to recover from an unforeseen circumstance such as a natural disaster.

Supply Chain Visibility

The existence of a verifiable database of all transactions, as well as a transparent record of provenance, keeps shippers and their logistics providers aware of the status of their supply chain transactions.

In the event of severe weather, blockchain gives supply chain partners the opportunity to take measures to

ensure they remain as efficient as possible. Blockchain technology provides a streamlined way for global operations to understand how a weather event has negatively impacted routing so they can efficiently adapt contingency plans.

Another key advantage of blockchain is that no single entity controls the network. This helps align incentives between institutions and individuals because it removes concerns about disclosure and accountability. In the event of a natural disaster, blockchain can ensure competing players cooperate to share assets and resources, eliminating the incentive to behave capitalistically. Transparency across all network transactions quickly removes price gouging, and better rewards ethical players.

With a fairer, faster exchange in place, companies affected by incidents such as flooding or intense winter storms can benefit by receiving help from partners

in the form of resources, such as talent, equipment, cargo, and warehouse space from other logistics providers. They can also receive faster payments and utilize digital currencies to generate much-needed liquidity to maintain cash flow and finance recovery operations.

Blockchain can allow users to attach digital tokens—similar to bitcoin and Ethereum—to products, allowing them to assess market and price risk along the supply chain. This lets companies ascertain the exact value they have invested in the production, shipping, and delivery of a good at any place along the supply chain.

Because many companies will find they have goods that are stranded or require alternate routing, they can achieve improved transparency in associating the costs with certain market and price risks.

Considerable Challenges Ahead

The widespread adoption of blockchain technology across global supply chain operations poses significant challenges. Creating a universal system that

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BY PERRY BELCASTRO

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5 Ways Your 3PL Can Help Meet E-commerce Challenges

With unlimited e-commerce potential on the horizon, it is worth exploring if an experienced third-party logistics (3PL) provider can help you accommodate growth and ensure an optimal customer experience.

If you've just launched your e-commerce

channel or are striving to make that channel more seamless, scalable, and cost-effective, an experienced 3PL can be a valuable resource. Here are five common e-commerce challenges that a 3PL can help address.

1. Facilitate smooth start-ups. Change is the only constant in e-commerce. A smooth startup is critical to help maintain your speed to market, control costs, and uphold service levels.

Handling this transition on your own is difficult. To avoid putting your business at risk, consider external support. An experienced 3PL puts processes in place and has the resources and expertise to guide your startup.

2. Stay on top of technology. Sophisticated technology solutions are fast becoming prerequisites for the optimal omnichannel customer experience. Technology provides enterprise-wide visibility and the ability to pull from multiple fulfillment sources. It also offers real-time information about product availability, order status, and

shipment tracking.

Implementing technology solutions with internal resources requires expertise, financial investment, and ability to scale. By outsourcing to a 3PL, you can bypass these requirements.

3. Improve order accuracy. Handling an increase in volume without impacting order accuracy requires continued focus on process and quality. Successfully implementing Lean Six Sigma methodologies can help optimize fulfillment processes and deliver consistent, measurable results. Fulfillment automation solutions further improve order accuracy.

As with technology, these initiatives require investment and expertise. A 3PL with experience in continuous improvement methodologies can custom engineer processes, incorporate proven best practices, and leverage advanced fulfillment automation.

4. Provide cost-effective shipping. E-commerce customers demand fast, free shipping. To minimize transportation costs, strive to provide competitive service using economy shipping options

whenever possible. With strategically located distribution centers, it's possible to reach more than 98 percent of the United States within two business days via ground service.

This heightened service level requires an established distribution network and sufficient buying power with carriers. With a network of facilities around the country, a 3PL can offer convenient locations to help control shipping costs. Their established carrier network gives you flexibility to select the optimal mode/level of service for each shipment at the best price.

5. Accommodate business growth. E-commerce sales growth can be explosive and unpredictable. You need to react quickly to order volume increases, changing customer demands, seasonal promotions, and business fluctuations. You'll need sufficient warehouse space and staff to accommodate peak demand. Unfortunately, you're left paying for the excess space and labor when volume slows.

By offering scalable space, flexible staffing, value-added services—such as gift set assembly, embroidery, coupon insertion—and a variety of transportation options, 3PLs provide the flexibility to meet the peaks and valleys in your business without the associated overhead investment. ■

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BY RANDY SWART

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Slowing Down the Driver Shortage

The driver shortage has been an issue in the transportation industry for well over a decade. Carriers need to develop successful tactics and strategies for recruiting and retaining drivers in order to remain competitive.

Carriers must first focus on finding drivers who are not only qualified and driven, but also a fit for the company's culture. To attract qualified drivers,

companies should create a comprehensive recruiting strategy that incorporates online and in-person tactics.

Finding the Right Fit

Job seekers increasingly search for opportunities through online sources, so carriers must ensure they have an online presence in locations that cater to these prospective candidates.

One example is social media. More and more, candidates find opportunities through social media referrals, job board accounts, and corporate recruiting and HR accounts. Companies that are active on social media can get on these candidates' radar and empower potential drivers to self-identify culture fit.

Implementing in-person tactics helps carriers reach candidates who are not active online, build relationships with prospects, and determine if the candidate is a fit with the company culture. These tactics could include hosting hiring

events or open houses, offering driver programs, and attending industry events or competitions. Select carriers even offer company-sponsored CDL training programs to alleviate the stress of becoming a certified driver.

Once companies recruit qualified and talented employees, strategies to improve retention become pivotal. To retain talented and dedicated drivers, companies must implement programs that reflect their goals and values.

Keeping Talent Happy

Retention strategies have evolved beyond pay raises, promotions, and surface resolutions to address deeper issues today's drivers face.

Knowing that trucking employees are mostly a remote workforce that is in high demand, companies must ensure their communications get through and that they address employee concerns. Retaining talent should be a continuous exercise driven by promoting open communication and encouraging employee feedback.

Trucking companies with successful retention rates often focus on

creating a positive work environment and investing in additional training and employee growth. A few policies they can implement include providing survey opportunities to drivers, hosting company-wide town halls, creating ongoing engagement and recognition programs, and organizing consistent and updated training sessions.

Trucking companies achieve success in recruiting and retaining drivers through implementing internal communication campaigns, training, and driver appreciation initiatives. Examples of these initiatives include internal trucking championships, apprenticeships, and leadership development programs.

These programs create a positive environment that values employee feedback, rewards quality work, and encourages career development.

Benefits of Retention

There is no silver bullet for recruiting and retaining truck drivers, but carriers can take some steps to alleviate the difficulties tied to the driver shortage.

Although there are upfront costs associated with implementing recruiting and retention programs, the return on investment from retaining qualified employees makes the endeavor well worth the expense.

Retaining qualified drivers not only reduces costs, but it also upholds the trucking company's brand. ■

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VIEWPOINT

BY SHREYAS BHAT

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Four Ways to Optimize Your Supply Chain

Supply chain optimization techniques, if leveraged properly, can help companies achieve their strategic business objectives, drive significant reductions in operating costs, and make informed cross functional decisions in complex scenarios.

This comprehensive approach helps find the right balance between minimizing costs and meeting business constraints and strategic goals.

The following four primary techniques can help you achieve supply chain optimization.

1. Strategic Optimization. Brand strategy is the guiding precept for supply chain management. To support the brand strategy, supply chains are designed to align their assets to help meet business objectives. Network design pre-determines about 80 percent of transportation costs, according to studies.

This is where optimization solutions such as distribution center (DC) network design or strategic sourcing provide value. DC network optimization helps decide if you have right number of DCs, identifies the best location, and determines capacity.

For specific core items identified as critical to business objectives that call for securing long-term supply, a strategic sourcing solution offers answers to what suppliers to source, what the supplier's capacity is, and where to make capital investments.

The benefits of strategic optimization include an optimal footprint of assets and long-term capacity to support your brand strategy objectives.

2. Tactical Optimization. After you complete your DC network design, the next step is to optimize annual sourcing decisions and product flows. Buyers often conduct bids to secure the lowest product cost from suppliers.

By leveraging supply sourcing optimization, buyers can make decisions on awarding business to suppliers using the lowest total landed cost while meeting constraints such as the minimum percent allocation of product given to one supplier.

Optimizing sourcing decisions empowers buyers to make informed holistic choices. Optimizing product flow helps determine if a product should move direct from a supplier or through a consolidation center. By moving products through consolidation centers, brands take advantage of shared assets and risk pooling to reduce logistics cost.

3. Continuous Improvement. Supply chains are dynamic. Over time, demand changes, new items are introduced into the system, and geographic locations

evolve. Perform strategic and tactical optimization analyses periodically as part of a continuous improvement process. This disciplined approach ensures product flows most efficiently throughout the supply chain and develops a culture of making evidence-based informed decisions.

4. Experimentation. Supply chain agility and flexibility are hot topics. Supply chain optimization techniques enable companies to utilize analytical optimization models to replicate current product movements and cost structures. Brands can then test various scenarios such as, "What if my demand grows by 20 percent in a specific market?" and then evaluate optimal responses.

This experimentation-based approach can identify focus areas to add flex capacity, stress test your supply chain for disruptions, and evaluate the costs of recovery plans.

Gaining an Advantage

Supply chain optimization techniques take commitment and a process-driven approach to ensure they are successfully applied. If done correctly, supply chain optimization techniques can unlock value by enabling your supply chain to be more flexible and adapt to changing market conditions to deliver a competitive advantage. ■

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E-COMMERCE

BY JONATHAN TRAN

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Inventory Strategies That Satisfy and Retain Customers

The Amazon Effect continues to weigh heavily on the supply chain. Consumers expect to receive packages within a few days—or within one day—of placing an order. The demand for lightning-quick fulfillment, coupled with myriad small-order additions, has led to a complex operating environment.

Shipping is the second-most widely reported reason for consumer dissatisfaction when shopping online, says a 2017 consumer survey by market research company Statista. Lost packages and late deliveries are the two most common causes of consumer dissatisfaction, according to a second Statista survey.

Any one of the various moving supply chain parts may be responsible for shipping delays. For instance, inventory discrepancies at warehouses might be the reason for a slow shipment—if a consumer places an order for an item that isn't actually in stock (despite what the website says), the warehouse cannot fulfill the order.

Keeping Good Records

Shippers can turn their attention to the following three frequently overlooked components of inventory record management.

1. Don't let short shipment holds bog down the entire warehouse. Late-arriving packages are often the result of inventory inaccuracies, when the

quantity of an item listed is less than the quantity received. When short-shipped orders happen, they can create an inventory freeze and affect the warehouse's ability to fulfill additional orders.

Rather than freeze a warehouse's entire inventory, shippers can ensure fulfillment systems unlock held inventory in order to fulfill orders not associated with the SKU in question.

2. Normalize adjustment codes across inventory pools. As companies grow, they tend to use a variety of different warehouses in disparate geographic locations. As the number of inventory pools increases, managing inventory across those pools often becomes more complex. After a short-shipped order, for instance, if inventory adjustment codes at different warehouses are not all synced, it's difficult to know which held items to unfreeze.

Normalizing inventory codes across all warehouses seems like an obvious answer, but it is a solution that many companies leave out of their maintenance routines. Normalizing codes

provides a better idea of the items that are potentially available and helps forecast when an order can be fulfilled.

3. Connected inventory-adjustment systems. A lack of centralized management tools is a common root cause of issues like these. Identifying shipment holds and syncing inventory adjustment codes won't help improve short-shipped rates unless there is a way to manage all those changes.

Before addressing these components, organizations should ensure all databases and other inventory processing systems are connected and working in lockstep to highlight inventory discrepancies and stop issues before they start.

Simplify and Streamline

In their study *Inventory Record Inaccuracy: An Empirical Analysis*, Nicole DeHoratius and Ananth Raman explored more than 250,000 SKUs across one retailer's 37 stores. The study found 65 percent of inventory records were inaccurate and product categories were responsible for much of the variance.

Essentially, implementing tools and processes to simplify store environments and streamline distribution is key to fixing inventory inaccuracies and ensuring consumers remain happy. Follow these tips to better position yourself for future growth and retention. ■



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*Source: 2016 IBM Consumer Expectations Study



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How TMS is Proving 'Time is Money' for Shippers in 2018

There is only one way forward for high-volume shippers who are facing a logistics environment where they'll be forced to produce far more efficient shipping using far fewer resources in a much more competitive environment. Expectations surrounding shipping velocity (and the fines increasingly imposed for late delivery) have never been higher. The visibility required to plan, execute and monitor freight movements—and most importantly—efficiently schedule pickups and deliveries, can only be delivered through the use of powerful logistics technologies like TMS, optimization tools, appointment/dock door scheduling and others. Shippers simply can no longer afford the extra time it takes to manage these processes manually or use outdated and less-efficient logistics solutions.

The demands heaped upon transportation logistics in the era of accelerated supply chain management continue to pile up at exactly the same time as truckload capacity enters a historic shortage. Yes, capacity shortages have been experienced before, but the premium consumers place upon near-immediate access to goods—from consumer products like apparel, home furnishings, groceries and electronics to B2B items like construction materials, raw materials, packaging, and more—is exacerbated by the exodus of carriers and drivers sparked by the ELD mandate.

Restricted capacity normally means it takes more time and costs more money to move goods through the supply chain. Yet, shippers with solid TMS platforms in place carve extra time out for their operations and can actually save money not only in terms of freight rates, but also in terms of cost avoidance (the penalties levied on late pickup/delivery) as well as in labor expenses.

Saving time *is* saving money for shippers leveraging advanced scheduling capabilities like those offered by UltraShipTMS. Powerful new appointment scheduling solutions use TMS data to provide real-time carrier notification of available loading dock doors, hours of operation, and loading times for each dock door. This upgrade to traditional scheduling in TMS informs transportation planners with the unique method of scheduling—Appointment Time, Appointment Window, Hours of Operation or any other method—in use at any given location.

Carriers are provided access to the TMS so they can select from a list of available appointment types and times. Appointment times, pickup and/or delivery appointments, and other scheduling data can be set in the order management section of the TMS and transmitted via EDI, prior to offering a load to a carrier. Moreover, the system disallows scheduling if the pickup or delivery requested can't possibly be achieved given the parameters in the TMS for appointment time/day, product availability transit times and other critical considerations.

Helping to further improve timely pickups and thus, higher on-time delivery rates, Advanced Scheduling tools also support easy dock door scheduling. Vendors are given access to scheduling interfaces via a vendor portal. There, they can determine scheduling availability and reserve specific dock times from among the available open slots. A best-in-class solution produces system-generated messages to be issued to DC management whenever a door is scheduled or released. DC management may also view the entire schedule for a global view of daily DC throughput. Even dock users can be provided access for purposes of reserving dock doors as needed for maintenance, storage or any other reason.

Better scheduling automation and management saves time by:

- Improving utilization of driver hours of service
- Boosting on-time pickups/deliveries
- Minimizing late fees
- Optimizing labor utilization at the warehouse
- Reducing man-hours dedicated to scheduling calls/emails for transportation managers
- Improving visibility into delayed shipments and enabling subsequent re-routing

Not only does the time saved by improving scheduling translate to money saved, but improved logistics also translates to greater competitive advantage in the marketplace.

Want to save time and money in a tough logistics environment? Engage solutions with advanced scheduling capabilities now!



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Paul Thompson, Founder and Chairman, Transportation Insight
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Accelerate Breakthrough by Helping Human Experts

Imagine the art of the possible in an advanced digital age. What breakthroughs emerge? A look inside supply chain innovation labs shows engineers and academia collaborating as:

- The artificial intelligence revolution accelerates
- Algorithms pave the way toward superintelligence
- Shippers align supply chains to carrier networks to grow with less capacity
- Technology-centric supply chains optimize all modes
- Data scientists hone multi-modal, interactive metrics
- The multi-generational workforce excels in adaptability, waste reduction and innovation

From AI and blockchain to a trucking evolution contending with new ELD regulation, capacity shifts, surging volumes and a future with driverless vehicles—exponential change is here. Some argue the human mind is incapable of perceiving it. Yet, human creative intelligence and humility—which arguably elude AI—may be the X factors required for sustainability in our industry.

While machine learning and predictive intelligence will shape this era, creative companies that value collaboration, human expertise and servant leadership can change the game. In a framework of “it’s all about we,” CEO blueprints reveal leaders who do good work and show consideration for associates, customers and business partners can achieve more and drive transformation.

With the crosscurrents of change springing up faster than voice recognition apps on a smartphone, human experts equipped with insight can quickly multiply expertise. Multi-modal advisement from industry thought leaders, technology deployment, training and soft skills development combine to launch adaptive, innovative game changers.

When markets tighten, supply chains generally shift to focus on reliable service. Broad industry knowledge becomes critical. Decision makers seek proven processes, deep domain expertise including understanding of carrier strengths in all modes, cost and service. By leveraging shipping volume, visibility, long-term, executive-level carrier relationships and a mode- and carrier-agnostic philosophy that yields best lane, best price, best service options in a co-managed environment, shippers with an Enterprise Logistics Partner can improve performance despite constraints. Good shipper behavior is encouraged to reduce dwell times, establish reliable dock appointments, quickly pay and clearly communicate issues that may impact drivers’ hours.

Great supply chain strategy can provide success for all stakeholders when designed with operational excellence, transparency and trustworthiness. Companies that are genuinely built to last—without exception—have high trustworthiness and competence. Shippers who foster long-term relationships with partners, who also value high-growth, entrench service dependability.

“What-if” scenario analysis also is valuable during disruptions. Mixed integer, linear optimization-based tools allow shippers to put constraints into the model of the supply chain network. Shippers can evaluate complex business and economic trade-offs, while rethinking network flows and lean process improvements. By examining the entire multi-modal supply chain, leaders can make the quantum leap from incremental improvement to predictive business processes and entirely new business models to evolve profitable performance.

Nimble companies use advanced analytics to evaluate same-day delivery options, last-mile delivery capabilities and knowledge of LTL shipping intricacies. Omni-channel shippers are also addressing risks while targeting growth as:

- E-commerce platforms have emerged to avert global trade non-compliance, penalties and seizures
- New sustainability business codes of conduct require third-party audits, inspection and analysis
- Warehouse sourcing optimized for e-commerce fulfillment allows for rapid market entry

Next-generation supply chain leaders embrace change to drive efficiencies. Innovation is how each of us is successful. Passionate, collaborative visionaries who find success by helping their teams accomplish their goals can help their companies do the same.

Neural networks lay the groundwork for the unimaginable. Siri, Alexa and Google Assistant fascinate, as we ponder technology and this thing called success. But the highest level of life is not success. The highest level of being is significance. Significance is not what you do for yourself—significance is what you do for others. When you value people, you accelerate the art of the possible and achieve breakthrough.

Paul Thompson is Founder and Chairman of Transportation Insight, an Enterprise Logistics Provider offering multi-modal (LTL, Parcel, TL) and e-commerce supply chain solutions. A recognized innovator in long-term value creation, Thompson was named the inaugural Grant Thornton North Carolina 100 Cultural Leader of the Year and received the 2015 EY Entrepreneur Of The Year® Southeast Region.



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Top 3 Supply Chain Check-ups Provide Cost Savings

At the onset of overseas procurement, logistics professionals focus on supply chain strategy. Finding the right supplier, defining sales terms, determining the best transportation solution and speed to market mean sourcing start-up can be time intensive. When the goods finally arrive at the consignee, many supply chain professionals relax a little knowing that leg of the supply chain is established. But is “set it and forget it” a cost effective strategy?

When cargo consists of hundreds of SKUs or thousands of shipments moving via 10, 20, or 50 trade lanes, the complexity of cargo management can be challenging. In the age of Big Data, information is plentiful—but useless when not consistently reviewed and acted upon.

Paring the information to a few key points can bring cost clarity to the big picture, and make the task a little less daunting. A few quick supply chain check-ups pull together the right data to make it actionable (*download this tip sheet to learn the top five cargo transportation tactics at bit.ly/2msczWR*).

1. Container Utilization

For goods shipping via ocean carrier, how much of the container does the cargo occupy? When the container weight isn't maxed, available space equals money left on the table.

Assess the loss by calculating the useable, available space and the cost per cubic foot/meter. Periodically reviewing container loads and adjusting for maximum utilization will result in cost savings. Some best practices for ensuring container loads are maximized include:

- Revising packaging or pallet usage to gain space efficiencies, including possibly floor loading the container to fit more product (e.g., being sure to calculate the additional costs associated with offloading a floor loaded container at destination).
- Using container load calculators to determine optimal positioning within the container, as well as space utilization by cargo type.
- Utilizing consolidations such as shipping cargo together with goods from other suppliers at origin (i.e., a buyer's consolidation) or co-mingling cargo with other importers' goods (i.e., less than container load (LCL) consolidation).

2. Routing Review

Whether locking in carrier contracts or making use of spot rates, re-evaluating routing options should be a regular component of a supply chain check-up. Shifting market conditions or an expanding list of consignees has a big impact on the bottom line—and even more so if routing isn't routinely evaluated.

Market conditions are myriad. Anticipating contract re-negotiations at the ports, impacts of weather phenomenon, or chassis shortages are considerations for how goods are routed. As important, distribution strategies may require realignment when customers or consignees are added. Additional consignees may necessitate more shipments or bi-coastal warehousing, triggering a routing review.

Each leg of the trade lane should be evaluated to ensure a streamlined supply chain. For example, is there construction at the origin port? Is the port of unloading still logical given the consignees' locations? Are there chassis shortages that make an alternative port of lading more favorable? Is all-water routing a sound alternative over mini land bridge?

3. Discourage Demurrage & Detention

Without the right coordination and planning, daily storage fees at the airport or container yard (i.e., demurrage) can rack up quickly. Alongside those fees, detention can simultaneously be incurred when equipment, such as containers, are kept beyond the allotted free time. Avoiding these charges is the best tactic to achieving cost savings, and quantifying this expense provides an additional diagnostic measurement in supply chain health.

Experienced Customs brokers will ensure all of the required paperwork is prepared accurately in advance of the cargo's arrival—without the right documents, US Customs and Border Protection may delay cargo release, which can quickly devour available storage or per diem free time. Additionally, cargo and shipment delivery instructions should be shared with the carrier, vendor, and all third parties well in advance to avoid delays.

Proactively avoiding demurrage and detention becomes easier with the right tools or partnerships. Monitoring container movement through online tools and reporting or directly through a freight forwarder helps ensure these charges are avoided. Moreover, larger shippers have the buying power to negotiate extended free time.

During a supply chain check-up, focusing on a few of the right diagnostics results in healthy cost savings.



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Rapid Rollout Plan for Manhattan's WMS

Currently, there is no proven rapid implementation strategy for Enterprise Warehouse Management Solutions. Complexity quadruples based on the MDM, ERP, EOM, WCS, MHE, and interface architecture, and presents unique challenges for each probable combination.

In the case of Manhattan, there are not many system integrators whom understand the product in-depth, and can implement quickly and efficiently.

ITOrizon has a long history of designing and implementing Manhattan SCM solutions, and we agree with Gartner on their WMS magic quadrant assessment.

We've come up with 10 steps for a rapid implementation strategy.

Step 1. Building a thorough BRD for selected vendors

Based on your strategic objectives and KPIs the RFP has been completed. A granular BRD is like a contract, and helps assure that design goes in the right direction, and accounts for every vendor's industry expertise.

Step 2. Pre-designing the operations flow, inventory segmentation, slotting, warehouse automation, and ERP/EOM/TMS/MDM Integration

Pre-design the operations flow to draw the line precisely for your WMS, WCS, MHE, TMS, ERP, EOM, and MDM vendors. We want to govern the systems based on your requirements, rather than on their capabilities and limitations on core functionality, integration architecture, budget, timeline, and resources.

Step 3. Presenting pre-design to Manhattan and all your MHE vendors, and getting final design

ITOrizon recommends having pre-design sessions with all software vendors, to get everyone on board with a single vision, and a consolidated design.

ITOrizon wants Manhattan to be the owner of the WMS design, to make sure, as a software vendor, they are not blindsided. They will provide the final design, considering your current objectives, and future roadmap.

Step 4. Exploring base and alternate solutions to avoid enhancements in Phase 1

Customers should religiously explore base solutions and base alternatives, keeping enhancements to ZERO. We have learned that taking this route helps you go live fast and gives time to adapt and focus on continuous improvements later.

Simplicity is the key.

Step 5. Enabling WMOS test automation for full continuous regression testing

It is ITOrizon's consistent observation that customers slip on both regression testing and manual testing, and force themselves not to take builds from Manhattan, because they are afraid of breaking things. We recommend taking builds and fixes and investing in Test Automation for managing the effort, to ensure timeliness and consistency of builds.

Post Implementation Strategy

Step 6. Building integration automation

Integration is where customers struggle because it's very difficult to automate integration. We recommend setting up integration tests across multiple applications. This approach has enabled our customers to roll out process improvements across systems in an agile way (even every two weeks), as part of their development sprints.

Step 7. Building VPT framework

For industries such as retail, you don't want systems to fail during peak times or high stages of customer demand. Retail is where rapid implementation is vital because of the repeated promotions, peak seasons, market disruptions, and seasonal needs. These factors will continuously throw curve balls, delaying projects and subsequently doubling and tripling costs. Build ongoing performance testing into your process.

Step 8. Implementing enhancements and process improvements in an agile way

Once you have gone live with no enhancements, evaluate each process on a repeat basis, and assess where your KPIs can improve, and where you can remove bottlenecks. Every two weeks, roll out new improvements through automation.

Step 9. Implementing LMS

This is where you can track not only productivity, but also labor standards. ITOrizon recommends LMS to be put in place once the floor is satisfactorily operationalized with a WM go live. This is also an essential step in continuous improvement.

Step 10. Implementing SCI

Monitor your supply chain performance in real-time through dashboard monitoring and data warehousing. Make strategic decisions through these powerful analytical tools that give visible impacts on the company's BI ecosystem, and the supply chain business processes themselves.



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It's Time to Make Inbound Freight Management a Priority

Frequently overlooked and often pushed to the bottom of a shipper's supply chain agenda, good inbound freight management can help companies improve shipment visibility, save money, and enhance customer service—all of which add to the bottom line and boost profitability.

Unfortunately, few shippers make inbound freight a priority, and even fewer consider it a strategic supply chain initiative. In fact, it's often the "final frontier" for businesses that are trying to eke additional costs out of their transportation spend.

Done right, inbound freight management does more than just help companies gain an understanding of where their shipments are at any given moment. It also stokes better supplier-carrier-customer relationships, reduces the need for excess inventory, improves reliability across the supply chain, and creates an atmosphere of accountability for all supply chain partners.

Here are three steps you can take to start managing your inbound freight more effectively today:

1. Partner with your suppliers to lay out a plan of action. Determine the most cost-effective and efficient way to ship and unload your freight, and build a plan with your suppliers that benefits both parties. There is no "magic number" for a percentage of shipments that should be vendor-controlled vs. customer controlled. Give your suppliers a choice so that they can select the most effective service and billing procedure. Then, implement a standard routing guide for supplier compliance. This will establish a set of mandatory guidelines that will be used for all vendor-controlled (VDS) and customer pick-up (CPU) shipments. Supplier compliance programs reduce your cost of goods by making your carriers and warehouse more efficient. In the event your suppliers fail to comply, they will share in your cost through violations outlined in the routing guide.

2. Create strong alliances with your carriers. Consolidate inbound shipments to full truckload wherever possible to reduce freight and unloading costs. Reducing the number of individual LTL shipments will decrease the cost of freight, dramatically increasing the efficiency of your distribution center and significantly reducing unloading costs. Think how much more efficient your operations will be with less trucks and less deliveries. For example, unloading 10 to 14 different LTL shipments can be five times the cost of unloading a single truckload. The customer and the supplier can share all of these savings through the efficiency of consolidated shipments and drop trailer programs. By consolidating your LTL

pool, you can simplify yard management and maximize consolidation opportunities. Select carriers that provide attractive rates and superior service and try to limit that set to two to four different carriers, whether the shipments are CPU or VDS. This will give each carrier enough business to ensure LTL consolidation does not affect service levels. Having a strong partnership with your carriers also opens up other opportunities for additional savings such as backhaul agreements with LTL carriers to consolidate freight to single truckload for pick up by your own fleet for the final mile.

3. Leverage technology to your advantage. Utilize a transportation management system (TMS) to maximize inbound freight management. For example, leverage your TMS to implement an allowance program for freight costs and unloading expenses with your suppliers. In most cases, allowances are negotiated once or twice a year, and rarely take into account fluctuating costs and carrier rates. Oftentimes, market rates rise above negotiated rates. Kuebix TMS enables the creation of dynamic rate allowances to ensure savings on both TL and LTL shipments by calculating the best possible real-time vendor allowances based on actual carrier rates as demand dictates. Additionally, a TMS will automate tracking, scheduling and door assignment, which will directly reduce your labor spend. Finally, if you cannot measure something it is hard to improve it. An effective TMS will capture every relevant piece of data and return reports, dashboards and scorecards that allow you to analyze your inbound freight program and identify opportunities for increased efficiency.

Ultimately, good inbound freight management facilitated by technology helps shippers achieve cost and productivity goals that very often get overlooked in the logistics space. By taking a step back and gaining a better understanding of your current inbound environment—then working with suppliers and carriers to come up with a plan of action to improve it—you'll be able to leverage all of the market's capacity, get the best rates, and gain better visibility over your end-to-end supply chain.

Download the full Kuebix whitepaper on "Better Management of Inbound Freight" in the Kuebix Resource Center at www.kuebix.com/resource-center.

Founded by a freight industry technology innovator, Kuebix offers a transportation management system (TMS) with Freight Intelligence that enables companies to capitalize on supply chain opportunities through visibility, control and the use of predictive analytics. Learn more about Kuebix at www.kuebix.com.

Polaris Transportation Group Embraces Blockchain Technology

Without question, Polaris' ongoing and increasing investments in technology have created a competitive advantage. It has been a core strength in the company's ability to compete and take market share from the larger, publicly funded competitors.

Polaris Transportation Group is the largest privately held Canadian cross-border LTL carrier and has enjoyed growth in each of its 24 years of history, with 2017 results being the best yet. Blockchain and robotic process automation is where the company is placing its next big bet.

Polaris Transportation Group President, Dave Cox, explains: "In general, the pace of change is going to accelerate with the further evolution of the digital age. In the transportation space, we see new ways to serve customers and make our business better as technology enables solutions to business challenges we've struggled with for years. It is a liberating feeling for us and the global supply chains that we participate in."

Specifically, Mr. Cox is investing in projects relating to customer service, operational precision and risk management. The return on investment offered in these three key areas has become quite compelling in the past six months as blockchain and robotic process automation solutions become more accessible and integrated.

"The thought of increasing the speed of information sharing and execution while lowering the costs of connectivity and counter party validation empowers true scale for fleets of all sizes," Mr. Cox adds.

"Today, we have large customers who want to connect to us directly but their systems either won't allow, or the costs to connect become a barrier," Mr. Cox explains further. "However, joining a global supply chain information stream, or blockchain, alongside our customer allows integration of information and cost

advantages where we both serve several of the same participants.

"The change in conversation and the scale on investment becomes clearer, as opposed to the costly, non uniform, bi-lateral connections with those same stakeholders," he adds.

In terms of operational precision, blockchain pivots the traditional "waiting for an order" to a more proactive relationship where a customer request is anticipated as early as when the raw materials are sourced in another part of the world.

Mr. Cox adds, "Having a P&D fleet that is organized geographically isn't the best solution but it is what we have today. Knowing where and when trucks will be needed earlier in the process will allow us to optimize the customer experience and our operations – leaving less waste in the system. When you think about the value of knowing what orders you'll have to execute tomorrow today, for an LTL operator, it allows the system to flow in a totally different and better way."

From a risk management perspective, blockchain, and its inherent hyper ledger reconciliation and smart contracts provide for a purer approach to payments and managing credit. Moreover, the validation process associated with a global block chain and its members, transitions the business away from receivable collections and the need for three references on a new account application. Mr. Cox shares, "Knowing if a key customer has a customer that is growing or slowing, in real time, allows us to make more timely and informed decisions in a more efficient way, from a cost structure perspective."

They say that inevitably, the future always comes. For Polaris Transportation Group, the future can't come fast enough.

Polaris Transportation is the largest Canadian privately held cross border LTL carrier serving every US zip code and Canadian postal code on a daily basis. For nearly 25 years, Polaris has been a carrier of choice for Fortune 500 companies, 3PLs, global freight forwarders and small to medium size businesses alike. The Polaris Transportation Group is comprised of five operating divisions that are not only leading providers of cross border LTL but of global logistics and hazmat certified warehousing and transport. Leading technology, sustainable growth and a collaborative spirit are hallmarks of their brand and delivering as promised, their commitment to their customers. For more information, please visit their website at polaristransport.com, call 1-800-409-2269, or email customer@polaristransport.com.





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Top 8 Logistics Challenges Facing the Industry

These days you have more challenges than just trying to keep trucks full; you have your hands full of business process needs that can often feel like too much to handle.

According to a third-party logistics study by Capgemini, “cutting transportation costs” makes the top of the list as far as concerns for the logistics industry. Some other obvious pain points make the list as well, but perhaps the most important—and at times, challenging—concern is the need for greater innovations and technology advances while remaining budget conscious.

Here is a snapshot into eight of the top challenges facing the industry.

1. Fuel Costs. One of the highest costs contributing to the “cutting transportation costs” concern is fuel prices. Higher fuel prices are likely to increase transportation costs for U.S. shippers this year by pushing up fuel surcharges. Rising U.S. diesel fuel prices are escalating surcharges added to freight rates, which is reversing a two-year trend that cut into the revenue and earnings of truckers as fuel prices plummeted.

2. Business Process Improvement. Notwithstanding the need for new technology, which we discuss in number eight on this list, it has become an increasing challenge for the logistics industry to stay on top of new advances in business processes. Taking advantage of these new opportunities sounds enticing, but adoption and onboarding can be overwhelming.

3. Improved Customer Service. Customers want full transparency into where their delivery is at all times. These days, the location of a package is as interconnected as your social network. In fact, as customer expectations have increased, their willingness to pay for fast shipping has decreased, with just about 64 percent of consumers unwilling to pay anything extra for less than two-day shipping.

4. Economy. With high fuel prices comes a greater credit crisis and rising inflationary demands that take a greater toll on the U.S. economy. This industry is then pressured by increasing compliance regulations, declining demand, and additional capacity with additional increases in key cost centers.

5. Driver Shortage & Retention. Hiring and retention remain an issue despite the lower demand mentioned above.

6. Government Regulations. Carriers face significant compliance regulations imposed by federal, state, and local authorities.

7. Environmental Issues. The anti-idling and other emission reduction regulations brought about by state and local governments has created concern that the compliance costs could exceed benefits.

8. Technology Strategy & Implementation. While the industry understands and supports many of the benefits of these technologies, some questions remain as to how they will pay for it and who will help implement the improvements.

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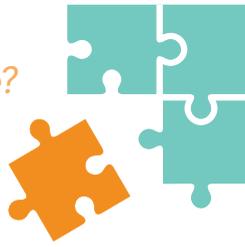
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Supply Chain Challenge?
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Maximizing Deliveries While Driving Down Transportation Costs

Transplace established an LTL consolidation program to increase load capacity and reduce freight costs for a Canadian hardware wholesaler.

THE CHALLENGE

As a leading hardware wholesaler, Orgill Canada Hardlines serves small hardware stores throughout Canada. With the majority of its shipments moving less-than-truckload (LTL), Orgill wanted to maximize its deliveries in order to drive cost out of its transportation network and improve the product delivery cycle. Orgill also needed to maintain a high level of service and meet the seven-day order cycle established for all customers – some of which were located in remote territories of Canada.

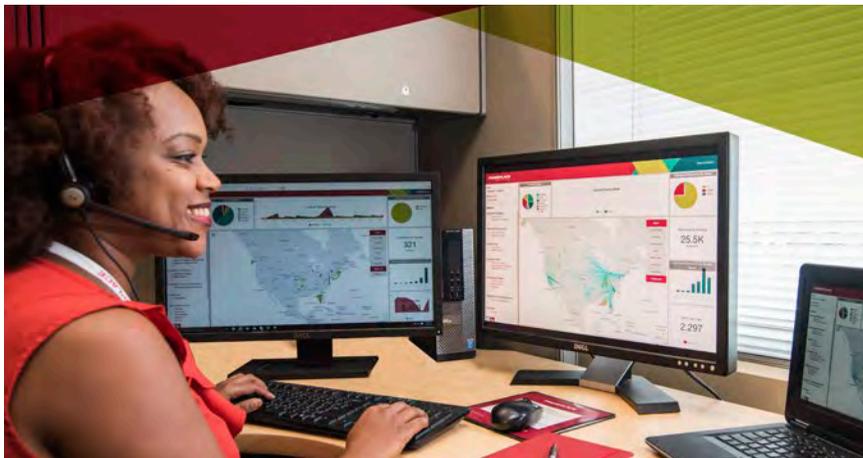
THE SOLUTION

Orgill partnered with Transplace to establish an LTL consolidation program utilizing regional pool points and a mix of linehaul and LTL carriers. LTL shipments would be consolidated at Orgill's distribution centers, where the consolidated truckload—which would be comprised of up to 35 LTL shipments—would then be line hauled to a regional carrier's cross-dock located in one of the major centers across Canada for final delivery.

By working with the best linehaul

and LTL carriers across Canada, Transplace was able to utilize the carriers' strongest capabilities for shipping into the different regions of the country.

As a result, Orgill was able to increase the load capacity of the linehaul trucks by about 30% and reduce freight costs by \$1.6M annually. Additionally, establishing pool points helped Orgill meet the seven-day order cycles for all of its customers—even in the most remote territories in Canada.



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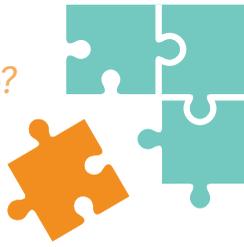
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Supply Chain Challenge?
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How Leadership Training Can Improve Company Culture

Use this advice to implement a leadership training and development program that can pay long term dividends.

THE CHALLENGE

Third-party logistics (3PL) providers, like most companies, are focused on results. However, all reputable 3PL providers understand that investing in training its warehouse operations' employees is a necessary cost of doing business. Certifications for employees driving fork trucks, using RF guns, and operating pick to light systems are mandatory to ensure the safety of employees and that the job is completed correctly.

Some 3PL providers resist making any further training investments specifically at the leadership level, failing to realize the positive impact on long-term business results.



THE SOLUTION

MD Logistics believes in making investments in the training and development of company leaders and has implemented a leadership program that exhibits the following high performance characteristics. The return on their investment shows through the organization's positive culture and business results.

Treat People like People. Leaders are encouraged to get to know their employees as individuals, a personal investment that will pay long-term dividends.

Engage People of All Levels in Conversation. A winning culture exists when people of all levels are encouraged to have face-to-face conversations. Communication is the biggest obstacle to developing leaders today and technology is exacerbating the problem.

Create a Shared Piece of Community. Leaders are encouraged to create a sense of community within their teams; one where team

members contribute to the same goal and feel connected, rewarded and fulfilled once it is obtained.

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DIGITAL SUPPLY CHAIN

WHAT'S *YOUR* REALITY?



What does the digital supply chain mean for your company? More integration, better visibility, a single version of the truth, a clearer view of the future—and maybe a few flying robots.

Maybe you thought your supply chain was digital already. You use barcode scanners, a transportation management system (TMS), and enterprise resource planning (ERP) software; surely you're conducting business in zeroes and ones.

While it's true that every supply chain these days uses some kind of digital technology, many companies want to take the digital enterprise to a whole new level. Their leaders talk about using advanced technologies to produce grand transformations, making their supply chains faster, smarter, more efficient, more integrated, and more agile.

The drive toward the digital supply chain clearly has captured imaginations at leading companies. Eighty percent of respondents to a 2017 survey of supply chain professionals, conducted by material handling trade association MHI in partnership with Deloitte, say the digital supply chain will become the dominant model within five years, while 16 percent say this new model already prevails.

The technologies that prompt the most disruptive changes are: robotics and automation, predictive analytics, the Internet of Things (IoT), driverless vehicles and drones, sensors and automatic identification, and inventory and network optimization tools, according to survey respondents.

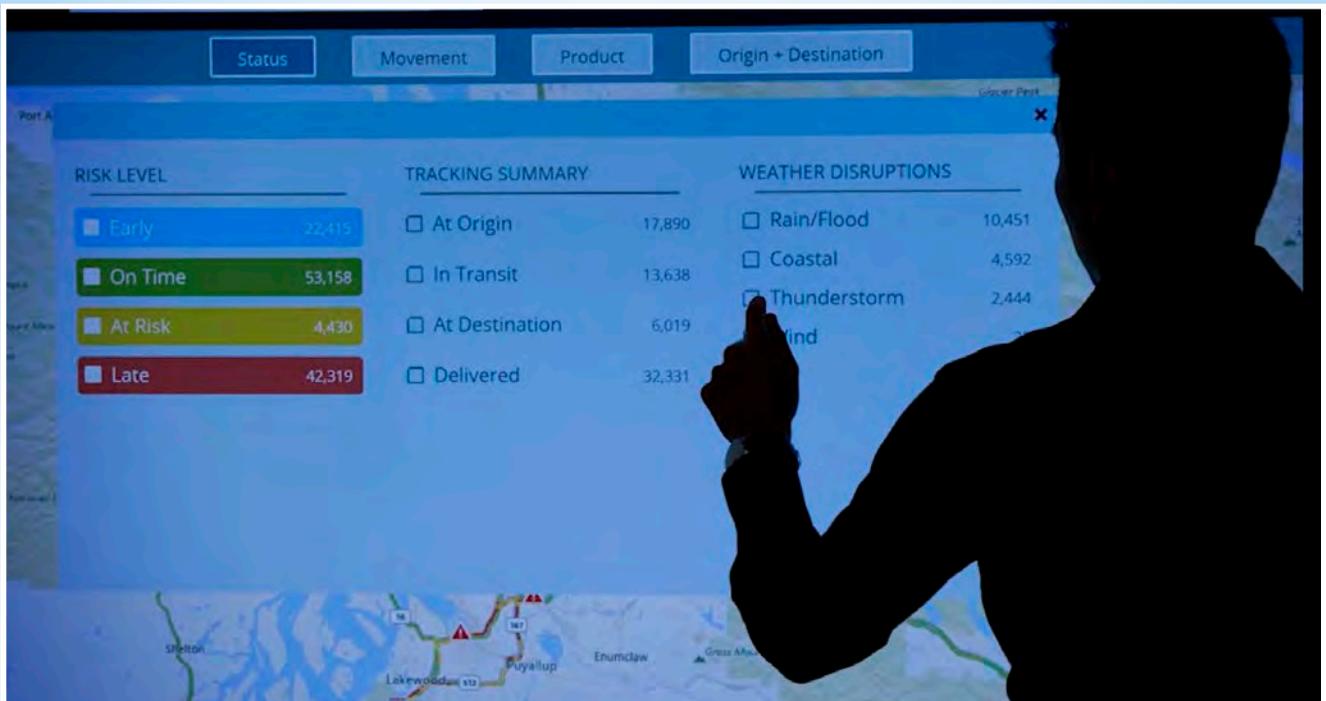
"The adoption rate of these technologies over the

past four years is absolutely incredible," says George Prest, chief executive officer at MHI in Charlotte, North Carolina. "Companies are using all these tools to get products built faster, better, and cheaper."

As one might expect with any hot, new technology trend, studies on the state of the digital supply chain abound. According to a study that New York-based business software company Infor, which owns cloud-based global supply chain management service GT Nexus, conducted with Capgemini, more than three-quarters of the 337 executives in 20 countries surveyed say digital transformation of the supply chain is important or very important. Seventy percent say they already have such transformations underway.

Also as one might expect with a hot, new technology trend, it's hard to pin down a precise definition of "digital supply chain." But ask enough people, and you'll come up with something like this: the digital supply chain draws data from many sources along the supply chain, integrates that data as much as possible, and uses it not only to improve supply chain processes, but maybe also to reshape those processes altogether.

by Merrill Douglas



C.H. Robinson's Navisphere Vision solution provides visibility into all sources of information about a global supply chain in one place. It also helps users avoid disruptions and make smarter decisions to help ensure products reach their destinations on time.

For example (to cite two cases mentioned in the MHI report), a company might use advanced robotics to develop a fully automated omnichannel fulfillment center; or a hospital might use predictive analytics to make sure an emergency room is always stocked with the supplies required for the next scheduled procedure.

At Amber Road, a provider of global trade management solutions, when people talk about the benefits of a digital supply chain, they focus on four values: “cost savings, agility, risk reduction, and improved visibility,” says Gary Barraco, director, global product marketing at the company, in East Rutherford, New Jersey. Agility is the most important value of all, according to Amber Road customers. “Unless you have agility, you can’t reduce costs or minimize risk,” Barraco says. “And visibility comes along with that.”

One overriding goal of the digital supply chain is to break down silos among trading partners, according to Greg Kefer, vice president, corporate marketing at Infor. Everyone having access to the same data creates a single version of the truth.

Kefer compares this to the single

truth that appears on the social networking platform LinkedIn. “When you change jobs, your entire network gets the news instantly,” he says. In a fully digital supply chain, when someone issues a purchase order, or a shipment arrives at a port, everyone who needs that information gets the same details at the same time.

Supporting Smart Decisions

While visibility is crucial in the digital supply chain, simply knowing the facts does not, by itself, produce a revolution. Now that companies can capture and store vast volumes of data about their operations, they need ways to extract business intelligence from that mass and use it to support smart decisions.

“It has come to the point where the volume of data being generated in the supply chain has surpassed what humans can process,” Kefer says. As companies pull more and more data from sensors, scanners, and other sources that make up the IoT, they need analytics technology to make sense of that raw material.

A new software solution from transportation and logistics firm C.H.

Robinson and its managed services division, TMC, does exactly that: uses big data to make predictions and recommend action. Called *Navisphere Vision*, the solution starts by collecting data from all of a shipper’s transportation partners, as often as the partners can provide it. *Navisphere Vision* uses that data to build a real-time picture of all the shipper’s freight. Users view shipment status information on a map display, and they can filter it based on a variety of factors, such as line of business, product, or SKU.

Of course, shipment-tracking systems have been available for years. The newer twist is that *Navisphere Vision* predicts how freight will travel in the future. The insights come largely from computer models that C.H. Robinson has developed using data from millions of shipments the company has managed over the years.

“Based on the truck’s location and destination, we use historical shipment data to build algorithms that predict whether the truck will be on time or late,” says Chad Lindbloom, chief information officer at C.H. Robinson in Eden Prairie, Minnesota.

C.H. Robinson is further developing



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The bexmachine in the field at Good Land Organics in Goleta, California, during a Bext360 pilot program in July 2017.

its algorithms to incorporate factors such as weather and traffic conditions. “For example, if the track of a snowstorm is going to intersect with the track of a truck, we’ll input a prediction for a three-hour delay,” Lindbloom says.

The system can also draw information from the log where C.H. Robinson’s contract carriers and dispatchers record problems that affect their deliveries. Natural language processing technology extracts relevant data from the text. “Then we highlight on a map potential impacts to real-time events,” says Brett Cooksey, the company’s director of information technology.

For example, a C.H. Robinson contract carrier making a delivery to a warehouse might learn that staff in that facility has gone on strike. Any *Navisphere Vision* customer with shipments moving to or from that warehouse—whether or not C.H. Robinson manages that freight—would get warnings about potential strike-related delays.

Beyond advising shippers about possible problems, *Navisphere Vision* might someday recommend corrective actions. “Then, over time, we can build up enough of that information to start taking action on behalf of users,” Cooksey says.

For example, instead of suggesting

that a company reroute a shipment to avoid bad weather, the software could execute the change on its own. To reach that point, C.H. Robinson will first have to improve its artificial intelligence (AI) capabilities, Cooksey adds.

Currency and Coffee

AI also figures in the work of Bext360, a Denver-based firm that is bringing that technology, plus machine vision and blockchain, into the coffee fields of Africa and South America.

Bext360 is harnessing those technologies and others to pay coffee farmers faster and track individual batches of coffee throughout the supply chain. The data it collects along the way can provide detailed information about the product to roasters, wholesalers, retailers, and consumers.

The process starts with a machine that Bext360 installs at the washing station where local coffee farmers deliver their product. Farmers pour harvested coffee into the box, which uses machine vision and AI to evaluate the coffee cherries one by one and assign a quality score to each. “We can now give the farmer feedback and also pay based on current quality,” says Daniel Jones, CEO at Bext360.

The system makes a digital payment to farmers on their phones, using the local currency or a cryptocurrency based on blockchain technology.

As processors extract green coffee beans from the cherries, and then roast and transport them, Bext360 uses machine vision and AI to track those processes. It adds that information to its data about each batch, stored in a tamper-proof, encrypted format.

The company also tracks the condition of the product in transit, using GPS, temperature sensors, radio frequency identification (RFID), and other technologies. “We can record that and correlate it back to the original collection of the cherries,” Jones says.

All this tracking, which establishes the quality of specific batches of coffee, grown on specific farms, allows farmers who deliver higher-quality coffee to command more money than they earn today.

Bext360 expects to lease its systems to large coffee trading houses, and provide its data as a service. The data will generate better information for use in marketing, and will help companies seeking certification for fair trade, environmental responsibility, and other good practices.

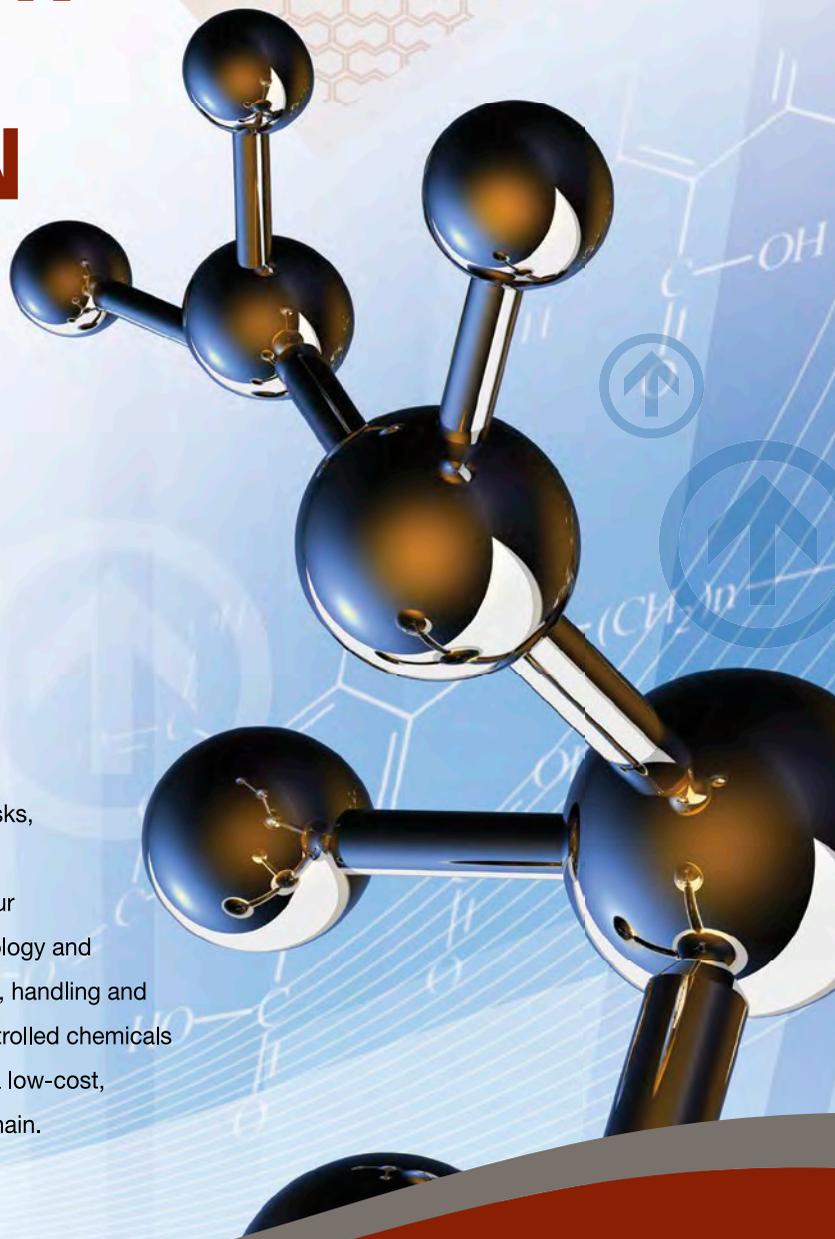


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Coffee retailers form a second prospective market. Companies such as Starbucks and Blue Bottle like to show customers where their coffee was grown, but the information they can offer today is limited. “You can’t see where the coffee was produced, or the day it was produced, or any kind of real provenance,” Jones says.

Bext360 can provide that information. Someday, the data might also show customers how their purchases help the farmers who grew the coffee in their cups. “For example, if you buy a cappuccino at Blue Bottle, your receipt could say that 10 cents of your purchase went to building a school in Uganda where that coffee was from,” Jones says.

In late 2017, Bext360 ran a pilot of its system in Uganda, with coffee shipped through Kampala to Denver for roasting and sale. The system also operates in Ethiopia.

Bext360 is looking for opportunities to apply its technology to other commodities as well, such as chocolate, nuts, and seafood.

“We’re doing a mini-pilot in Nova Scotia,” Jones says. The aim is to track

where fishermen harvest shellfish such as lobsters, shrimp, and scallops, to make sure no one takes more than the environment will bear. “They’re sustainable if they’re harvested correctly and there’s no cheating,” he says.

Send in the Drones

Besides taking the measure of coffee beans and seafood, new technologies can help distribution centers maintain correct inventory data. Such accuracy is crucial when you’re trying to keep product flowing to customers, without the delays caused by stockouts. “If you don’t have inventory accuracy, you don’t have velocity,” says Matt Yearling, CEO of PINC Solutions, in Union City, California.

A warehouse management system (WMS) tracks how many units of each product you have on hand, but those systems have always relied on humans to feed them information. “And it’s not timely information, either,” Yearling says. Even in the best-run warehouse, the account of inventory in the WMS is no more than 90 percent accurate, he adds.

To address that problem, PINC has introduced a system that sends a small, unmanned aerial vehicle equipped with optical sensors into all the nooks and crannies of a warehouse to conduct automated cycle counting.

You could call this vehicle a drone, but it isn’t the kind that a human pilot flies with a handheld controller. It’s actually a flying robot, finding its own way past racking and around corners with help from onboard cameras and machine learning software.

“We feed the drone a map at the beginning, but it’s constantly looking and updating as it continues to exist in the environment,” Yearling says.

Along with the cameras for navigation, the drone carries a high-resolution camera for capturing inventory data. Onboard software picks out significant objects in the camera’s field of vision, such as a label displaying a barcode or an alphanumeric identifier. “You train it to understand the preferred mechanism and that will provide the highest accuracy rate when the system reads it,” Yearling says.

As it collects and interprets this data,



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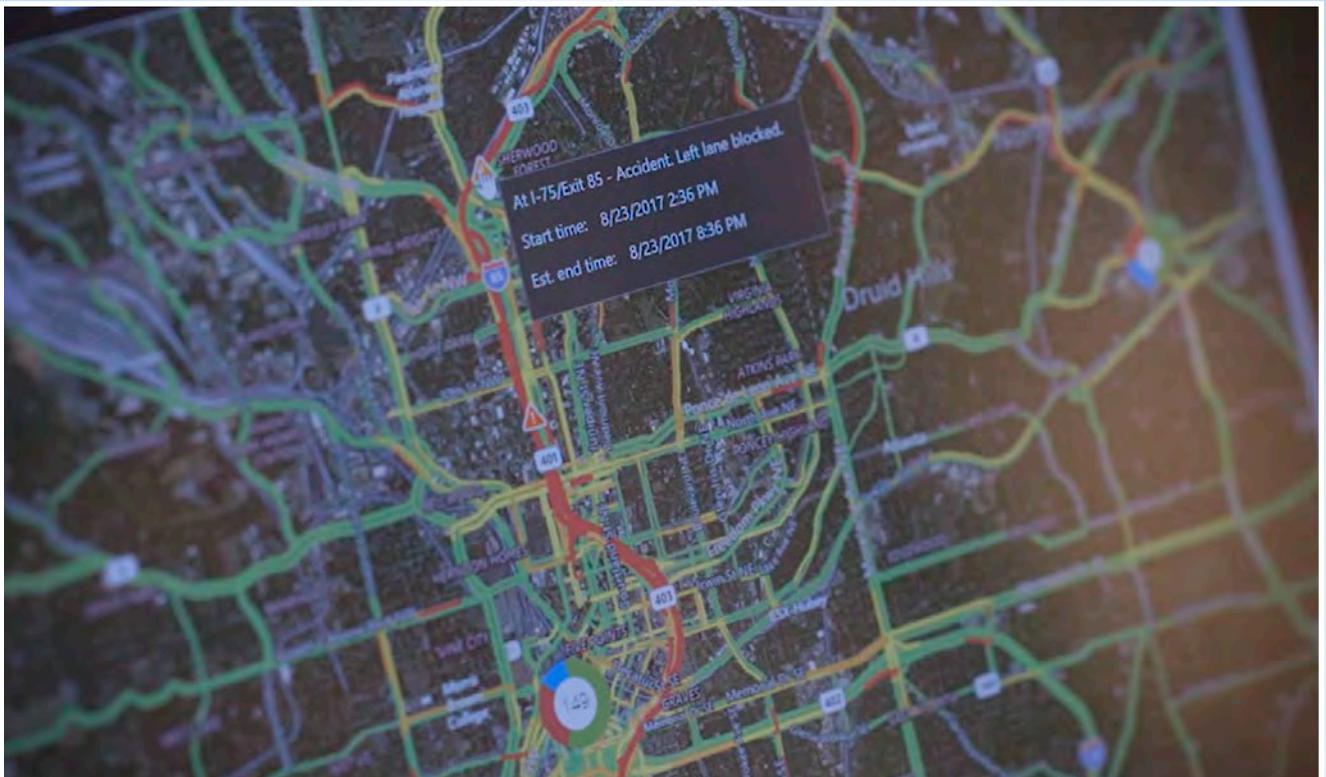
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Using application programming interface (API) technology, solutions such as *Navisphere Vision* pull data and status updates from vendors and suppliers—plus traffic, weather, and geopolitical monitoring sources—to provide a holistic, real-time view of the supply chain.

the drone transmits the results across a wireless link to a cloud-based system, which then uses the information for inventory management.

Because the drone can count inventory as often as needed, it ensures that a company always has a current snapshot of the products in a warehouse. That's not possible when you rely on humans walking the aisles with barcode scanners to conduct cycle counts. "Labor today is so stretched, companies don't achieve what they mean to do," Yearling says

Handing the repetitive task of cycle counting to robots, companies can assign employees to higher-value activities, such as managing exceptions.

Because they can easily penetrate narrow aisles and reach product stored at any height, the drones also offer a safety advantage. "Removing people from a 'dangerous' environment is attractive," Yearling says. But the real return on investment comes from the ability to maintain inventory accuracy, and to do that faster, better, and cheaper.

While the thought of implementing drones, AI, and other leading-edge

technologies sparks buzz, for many companies the journey to digital supply chain transformation starts with a more basic step: eliminating manual processes.

"Every thing, every supplier, every data point, has to be digital and shared on a common platform so we can collaborate," says Barraco. Otherwise, the data flow grinds to a halt each time someone uses fax or e-mail to share information.

Where to Start

Converting all your processes and communications with suppliers to digital format on a common platform can be a huge undertaking. "No one can roll out a digital transformation across the entire supply chain at one time," Barraco says. "It has to be done in phases." To choose where to start, identify your biggest supply chain pain points and address them first.

Value stream mapping can help a company locate the most effective starting point for a digital transformation. "Quantify your processes from a dollar perspective, to see where the most efficiency value is achieved," says Cooksey. "That's where you start."

As companies swap manual processes for digital ones and adopt new technology, they also need to make sure they have the talent onboard to take advantage of those innovations.

"The technology is way ahead of our workforce capabilities," says Prest. The warehouse of the future will require workers who know how to install, program, and maintain automated systems. MHI is working with technical schools to develop programs that can prepare young people for those kinds of jobs.

Whatever starting point a company chooses, it's important to get moving now on a digital transformation, with its promise of a single view of the truth for everyone involved in a company's supply chain.

"Don't sit around and wait for blockchain to mature," Kefer says. Before that and other new technologies enter the mainstream, companies must put themselves in a position to take advantage of their capabilities. "Your company is going nowhere until you centralize your data and get a holistic view of what's going on," he says. ■

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Less-than-truckload carriers are developing new strategies to serve retailers and manufacturers who create the goods that impatient e-commerce consumers expect will be delivered fast and free.

By Emma James

In today's "I want it now" market, parcel services need to meet the increased demands of impatient consumers. Many e-commerce shipments are also likely to include a less-than-truckload (LTL) carrier. These carriers often handle the "middle mile," and as customer expectations grow, LTL carriers are also being impacted as they serve the retailers and manufacturers producing and selling the products that are in demand.

This new market dynamic creates challenges for LTL carriers, including smaller shipments and requests for more frequent deliveries. Speed is also part of the equation, with shrinking delivery windows and fewer days in transit. LTL carriers are adapting to the "new normal" in a variety of ways, including purchasing different types of equipment, adding expedited and guaranteed services, and expanding last-mile capabilities.



LTL carriers such as A. Duie Pyle are leveraging opportunities in e-commerce and expedited shipping by updating equipment and technology, and adding priority services.

Regional carrier A. Duie Pyle can attest to changing requirements and the impact that e-commerce is having on LTL carriers. As a family owned and operated business for more than 90 years, the company provides a range of integrated transportation and distribution services, with 24 LTL and truckload (TL) service centers and nine warehouses located throughout the Northeast region.

Addressing the Trend

“Smaller shipments are increasing as a percentage of our overall business,” says Randy Swart, chief operating officer at A. Duie Pyle. “Requests for deliveries earlier in the day that use time-defined services are increasing as well.”

To address these trends, A. Duie Pyle is investing in different types of equipment. “We have added a substantial number of smaller trucks to our fleet with lift gates to handle the increase in smaller shipments to customers without docks and in more congested areas,” Swart explains.

There are advantages to being a regional provider in today’s Amazon-impacted world. “As a regional carrier,

our freight does not go through any breakbulk facilities; it goes directly from the pickup service center to the delivery center, which reduces time and handlings,” Swart says. “It also allows us to select the proper vehicle for the shipment size and delivery area because of our service density in the region.”

Like many larger LTL carriers, Pyle also offers expedited services designed to provide greater predictability. The company’s Pyle Priority guarantees reliable service for time-sensitive shipments with options for delivery by 10 a.m., noon, or 5 p.m., or customized shipping parameters through its Pyle Guarantee Express (GEX) service.

Old Dominion Freight Line (ODFL) is addressing the demand for smaller, more frequent shipments by adding hubs and smaller service centers. An LTL carrier, ODFL provides regional, inter-regional, and national LTL services as well as a range of specialized services for expedited transportation and consumer household pickup and delivery.

Another downstream impact of the e-commerce explosion, according to ODFL, is the increasing severity of penalties some retailers impose for late

or early shipments. Today, retailers are working to serve brick-and-mortar customers as well as online shoppers, making inventory management a critical factor, and adding complexity to their supply chains. Some big box retailers are implementing even stricter delivery requirements to exert greater control over their supply chains.

Just how onerous are these requirements? In 2017, Walmart implemented an initiative called On-Time and In-Full or OTIF, according to a *Bloomberg News* report. Carriers are required to deliver 100 percent in full on the “must arrive by” date 75 percent of the time. Late or missing shipments could result in a fine of three percent of the value of the goods being shipped.

Target is also tightening deadlines with fines for late or early shipments that could reach as high as \$10,000, according to a Reuters report.

Hefty Fines

“When you look at the big picture, three or five percent of the value of goods is a costly fine for our customers,” says Steve Hartsell, director of expedited services for ODFL. Myriad factors—from

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XPO Logistics is investing in technology to expedite fulfillment and shipping to meet the demands of e-commerce customers.

unexpected weather or highway congestion to a pickup not being ready at the origin—could result in a shipment not meeting its delivery window.

ODFL is committed to helping shippers control as many variables as possible, and has developed a service designed to help them avoid hefty fines. OD Guaranteed MABD—Must Arrive By Date assigns a customer service representative to a shipper to act as the single point of access for all details regarding MABD shipments. These representatives make sure MABD shipments stay on track. Other service features include dynamic in-transit upgrades when needed to meet delivery windows.

ODFL proactively developed a department specifically to serve MABD customers. “We saw this coming, with the increase of e-commerce,” says Hartsell. While these shipments move in the same operational system as its other LTL shipments, the carrier sorts and handles MABD shipments differently than non-time-definite shipments.

In addition to its MABD service, ODFL has added other options

designed to serve the new consumer-driven market. The carrier offers guaranteed Friday-to-Monday delivery through OD Weekend Promise and OD Expedited On Demand services.

Across its product portfolio of LTL services, technology investments and plans that have been in the works for years are a factor in ODFL’s ability to effectively serve manufacturers and retailers, regardless of the changing market dynamics. One example is the use of paperless docks, which speed the entire ODFL network, Hartsell says.

In addition, ODFL uses portal and web-based applications to gain efficiency and make interactions easier for customers.

One-Stop Shopping

Just as consumers are looking for a one-stop shopping experience—buying everything from shoes to sushi through companies such as Amazon—many shippers are also looking for a single provider to handle every aspect of an e-commerce shipment’s lifecycle, including last-mile delivery. That is the

value proposition that XPO Logistics brings to the e-commerce supply chain, according to Scott Malat, the company’s chief strategy officer.

A global logistics provider, XPO operates an integrated network of people, technology, and physical assets in 32 countries, with 1,444 locations and more than 91,000 employees. The company greatly expanded its footprint in LTL trucking in 2015, when it acquired Con-Way Freight. Today, XPO has two reporting segments: transportation and logistics.

Larger shippers are taking advantage of a combination of XPO services to leverage the synergies among them. “Approximately 90 of our top 100 customers use XPO for multiple solutions,” Malat says.

While LTL is a part of the overall solution XPO offers, the company is investing heavily in last-mile services to support e-commerce. “We handle heavy, large consumer goods, such as TVs or furniture,” says Malat.

XPO transports or coordinates transportation of these goods and provides

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(TOP) Pyle Priority guarantees reliable service for time-sensitive shipments with options for delivery by 10 a.m., noon, or 5 p.m.



(LEFT) XPO facilitates nearly 13 million last-mile deliveries annually, including installation and assembly of appliances and large electronics.

delivery and installation in the home. “We have been moving appliances and providing home installations for more than two decades,” says Malat.

In a typical calendar year, XPO would oversee nearly 13 million home and commercial deliveries, with the majority including installation and assembly of appliances, large electronics, furniture, and other hard-to-handle items.

With more people buying products online, the companies and individuals

delivering these goods inside their homes directly reflect a retailer’s brand, Malat says. That is one reason why XPO invests heavily in training and hiring employees or carriers with appropriate skill sets and excellent reputations.

Meeting high customer standards is part of the XPO Logistics culture. “Across our company, 70 percent of all employee and executive incentive compensation is based on customer service ratings,” Malat notes.

XPO has also been investing in last-mile service hubs, and recently announced plans to double its last-mile footprint to 85 service hubs by late 2018. As part of this planned expansion, XPO opened eight new service hubs in advance of Cyber Monday in 2017. XPO employs skilled professionals who predict demand and future trends, allowing the company to stay one step ahead of customer needs, Malat says.

Delivering in a Changing Market

LTL carriers across the board are stepping up to the plate to deliver the level of service, flexibility, and technology required by today’s impatient consumers. In fact, “We don’t view serving impatient consumers as a challenge, but as an opportunity to expand and grow,” says ODFL’s Hartsell. His comments are validated by industry analyst Dave Ross of Stifel, who states that e-commerce will continue to drive growth across the LTL industry for some time.

As Hartsell says, “In an e-commerce world, LTL will be just fine.” ■

“Will I face logistics challenges in 2018?”



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Shippers seek 3PLs to provide transportation, distribution, fulfillment, and warehousing solutions. The right 3PL partner, however, offers continuous improvement in ways that some shippers couldn't hope to expect.

by Jason McDowell

Shippers choose third-party logistics (3PL) providers for myriad reasons. 3PLs provide infrastructure and up-to-date technology solutions that shippers may not have or be able to afford to invest in. They provide consistent, reliable service that shippers can pass on to customers. They stay updated with the latest regulations and best practices. They can scale up and down as needed, and help meet sustainability objectives. The list goes on.

Perhaps the best reason companies choose to outsource some or all of their logistics operations, however, is because 3PLs provide lasting benefits that grow throughout the course of the relationship. The long-term effects 3PLs provide enable shippers to improve the bottom line and capitalize on new efficiencies long beyond the date the contract gets signed.



By outsourcing daily transportation challenges, Entrust Datacard can focus on its core competency: making and selling secure ID and card personalization solutions.

When security is your business, it can be difficult to trust. When Entrust Datacard—a provider of security solutions—needed a partner to optimize its distribution and transportation operations, it paired up with Crane Worldwide Logistics, a global 3PL with distribution capabilities in all the right locations.

“All of Entrust Datacard’s customer orders in Asia Pacific and Brazil were filled from our Minneapolis location by air freight, resulting in deliveries as long as 10 days with expensive trans-Pacific airfreight rates for customers,” says Marc Schopp, vice president of global logistics for Entrust Datacard.

Crane now manages fulfillment centers on behalf of Entrust Datacard in the South Pacific, Asia Pacific, and Brazil, while also managing inbound and outbound freight between the company, vendors, and customers.

MANAGE MORE, MANAGE FASTER

“It comes down to speed, and our ability to manage more and to manage it faster,” says Pete Mento, vice president of global trade and managed services for Crane Worldwide Logistics.

With the 3PL on board, the security firm noticed immediate improvement. “Working with Crane to optimize the inventory levels in-region allowed us to reduce our order delivery time to one to three days, which allows our customers to manage their order sizes, thereby increasing their cash flow and optimizing inventory levels,” Schopp says.

“Orders previously lost to local competitors were obtained with such a quick delivery time,” he adds. “Customers often pay a much lower freight cost now that the deliveries are local. This total cost of ownership reduction, along with decreased delivery times, allows Entrust Datacard’s logistics division to be part of our value proposition to our customers.

“It’s always great for a logistics group to be told they are helping our sales teams make sales rather than hindering them,” Schopp says.

By letting Crane handle day-to-day transportation challenges, Entrust Datacard’s internal logistics operation can focus on big-picture issues such as customer satisfaction, manufacturing, and expansion, while ensuring regional representatives still have the data they need to drive sales.

“Our teams see inventory availability in real time and place hot orders that can be fulfilled immediately without waiting for the U.S. team to wake up,” Schopp says. “These orders ship locally, same day, more than 99 percent of the time. This has had an incredible impact on our ability to help customers in urgent situations and keep their equipment running.”

A TRUE PARTNERSHIP

The continuous improvement the relationship drives is fueled by an understanding of what partnership truly means. The free flow of information between the two is crucial to interminable success.

“We push improvement by gathering the data Entrust Datacard needs to properly manage its providers,” says Mento. “Transportation companies often get graded by the stats they bring into the conversation themselves. That seems backward—with better data you can measure the issue, come up with ideas for improvement, then judge if the ideas are working.”

True partners don’t just phone it in, but find ways to improve the projects

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they take on by cutting costs and meeting challenges in new ways. “Crane places value on continuous improvement and works with our global team on both big and small network optimization opportunities,” Schopp says. “That continues to reduce our supply chain costs.

“We expect to partner with Crane and look at areas that can be optimized either for cost, cutting order fulfillment time, or reducing inventory—all with the goal to better please our customers and grow business.”

HOME IS WHERE THE DÉCOR IS

With thousands of direct sales representatives depending on products to arrive undamaged and on time, home décor company Signature Homestyles needs an expert capable of managing transportation between suppliers in China and its facility in Illinois.



To facilitate transportation between its global suppliers and domestic distribution center, home decor company Signature HomeStyles forged a close relationship with a 3PL.

3PL Partnership Bowls Over Kellogg's

With 2015 sales of \$13.5 billion, Kellogg Company is the world's leading cereal company; second largest producer of cookies, crackers, and savory snacks; and a leading North American frozen foods company. Kellogg's customers vary in size and requirements, from retail multiples through to corner shops.

To serve this diverse customer base, Kellogg's needed to improve the management and distribution of its in-store point of sale (POS) materials. The solution had to reduce traveling time for sales people, while also offering a daily picking service and national distribution.

Kellogg's turned to SEKO, a Itasca, Illinois-based third-party logistics provider for guidance.

SEKO worked collaboratively with the Kellogg's sales and marketing team to review and suggest improvements to the existing processes. First, SEKO provided a dedicated warehouse, with an account manager, supported by SEKO's Warehouse Management System (WMS).

Next, SEKO implemented a reclassification of all stockkeeping units (SKUs) with simplified codes, and designed a photographic product booklet to simplify choice for the customer.

Lastly, SEKO redesigned the product ordering process to reduce errors, duplicates, and returns.

As a result of this 3PL partnership, Kellogg's improved speed to market for point-of-sale materials by 60 percent, while reducing inventory levels by 35 percent. Kellogg's now has greater control of inventory and a faster turnaround

time on orders as well as reduced returns and lower costs. It also needs fewer deliveries, thanks to the introduction of drop boxes for the sales team.

Kellogg's also netted the following benefits from the SEKO solution:

- Total visibility of point-of-sale products through the MySEKO WMS portal.
- Instant ordering of stock on-site through handheld devices.
- Same-day pick/pack services for next day delivery.
- Reduced inventory and delivery costs, minimizing returns and errors.
- Significantly increased speed to market and customer take-up.
- A single solution for Kellogg's nationwide clients

“In a difficult market, the speed of delivery to our clients makes the difference between selling and staying on the shelf,” says Yvonne O'Meara, product manager for Kellogg's. “The SEKO Warehouse Management Solution has allowed us to reduce delivery times by up to 48 hours, giving our sales team a tremendous edge over our competition.”



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Fortunately, A.N. Deringer was up to the challenge.

“Deringer’s Atlanta customer service center manages the international freight forwarding, customs brokerage, importer security filings, and final delivery for Signature HomeStyles,” says Lori Smith, branch manager for A.N. Deringer’s Atlanta facility. “Value-added services include account management, daily container tracking reports, and communication regarding shipments.”

By using the 3PL, the multi-level marketing firm turned a complicated international shipping process into a simple point-and-click function.

“Transportation management is complex and our shipments originate in China,” says Lisa Farooqui, purchasing manager at Signature Homestyles. “Deringer oversees and simplifies the inbound freight for us from end-to-end.”

“We start with booking the cargo space and end with the delivery order,” she adds. “Deringer manages freight

transportation from the port in China to Chicago, and coordinates with our trucker for delivery to our dock. It takes care of customs clearance and maintains the necessary compliance.

“We also rely heavily on its daily status report to provide all updates necessary to track the shipment until it delivers to our dock,” she says. “We have full visibility of shipments from start to finish.”

CONTINUING IMPROVEMENT

While Signature Homestyles has used A.N. Deringer for many years, it still realizes improvements. “We don’t have to deal directly with carriers; Deringer is the go-to for any freight-related issues,” Farooqui says. “The process, paperwork, and regulations involved in international trade are always changing, and Deringer helps things run smoothly.

“And we don’t have to chase them for updates—we get a daily report that answers questions that arise,” she adds.

Behind the scenes, Deringer handles

complications and fluctuations without involving the shipper, which improves efficiency and reduces costs.

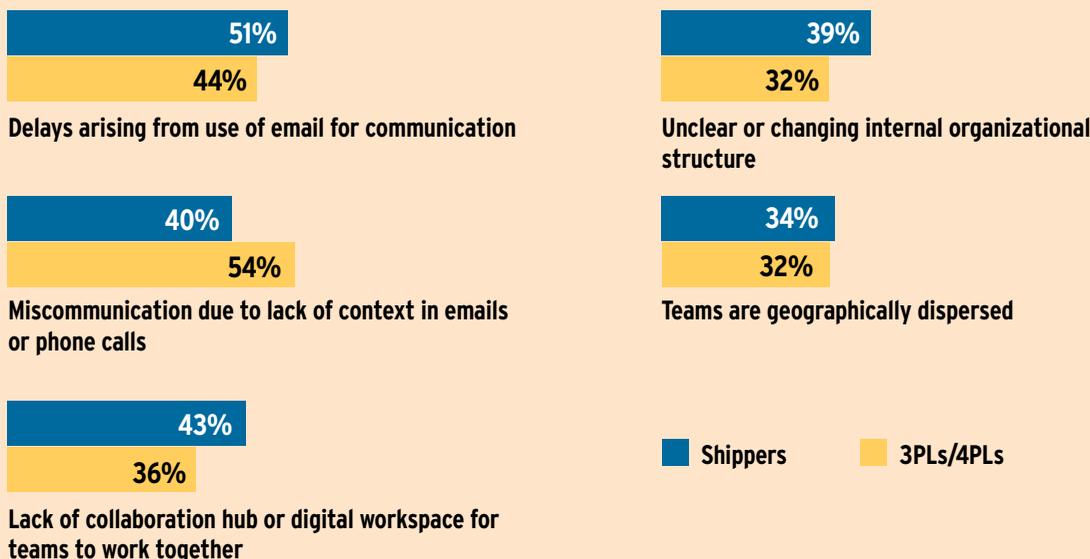
“We continuously monitor the ocean container market, ensuring Signature HomeStyles benefits from the best rates and transit times,” Smith says. “We keep them informed of upcoming changes in the trade network, along with customs and government compliance alerts that may affect imports. As their needs change over time, we update the reports with details they require to proactively ensure the timely release of freight.”

Many shippers rely heavily on 3PLs to efficiently move their freight without the need to heavily invest in infrastructure, software, or assets. In the end, 3PLs operate as the silent heroes of the supply chain on behalf of their partners. Regulations change, rates fluctuate, new technologies offer better ways to meet challenges—and, by their very nature, third-party logistics providers are on top of it all. ■

What We Have Here is a Failure to Communicate...Sometimes

While numerous types of important interfaces connect shippers and 3PLs, those of greatest immediate consequence occur in the execution phase of the relationship, according to respondents to the 22nd Annual Third-Party Logistics Study. One of these interfaces is direct communication, which can sometimes be lacking between shippers and 3PLs. This chart focuses on several root causes of communication problems that shippers and 3PLs may experience.

EXAMPLE ROOT CAUSES OF COMMUNICATIONS ISSUES WITH 3PLs/4PLs



SOURCE: 22nd Annual Third-Party Logistics Study



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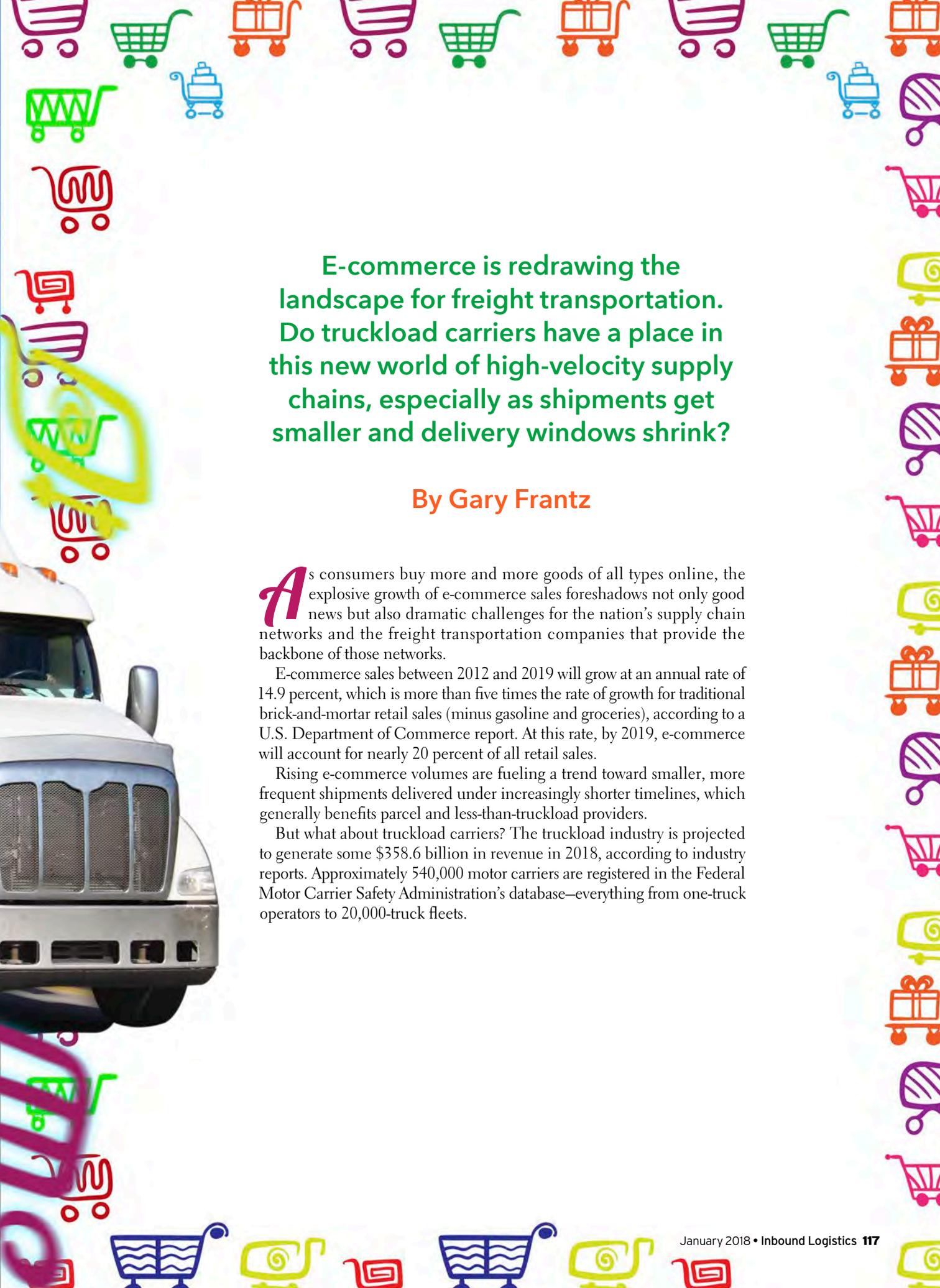
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Truckload Carriers and E-Commerce:

Serving the Middle Mile





E-commerce is redrawing the landscape for freight transportation. Do truckload carriers have a place in this new world of high-velocity supply chains, especially as shipments get smaller and delivery windows shrink?

By Gary Frantz

As consumers buy more and more goods of all types online, the explosive growth of e-commerce sales foreshadows not only good news but also dramatic challenges for the nation's supply chain networks and the freight transportation companies that provide the backbone of those networks.

E-commerce sales between 2012 and 2019 will grow at an annual rate of 14.9 percent, which is more than five times the rate of growth for traditional brick-and-mortar retail sales (minus gasoline and groceries), according to a U.S. Department of Commerce report. At this rate, by 2019, e-commerce will account for nearly 20 percent of all retail sales.

Rising e-commerce volumes are fueling a trend toward smaller, more frequent shipments delivered under increasingly shorter timelines, which generally benefits parcel and less-than-truckload providers.

But what about truckload carriers? The truckload industry is projected to generate some \$358.6 billion in revenue in 2018, according to industry reports. Approximately 540,000 motor carriers are registered in the Federal Motor Carrier Safety Administration's database—everything from one-truck operators to 20,000-truck fleets.



To better serve the e-commerce market, truckload carriers such as USA Truck are working to make services more convenient and price-competitive, and to offer options such as variable service levels.

Where does the nation's largest trucking segment play in an environment where virtually every business that sells or makes a product is adjusting its supply chain strategies to compete and win in an e-commerce-driven world? As this new landscape continues to unfold, who will be the winners?

"Truckload today already has a huge business in e-commerce," says Satish Jindel, president of SJ Consulting Group in Pittsburgh. "Truckload carriers are moving lots of loads between Amazon distribution centers, as well as from manufacturing sites into fulfillment warehouses. It's the middle-mile piece."

Traveling the Middle Mile

"Regardless of where the product is being consumed, from online or a brick-and-mortar store, it still has to travel that middle mile," agrees Rachal Snider, a former Kraft-Heinz supply chain executive who recently joined Niles, Illinois-based third-party logistics (3PL) provider AFN Logistics as vice president, customer supply chain. "Full truckload will continue to thrive there."

Truckload service options such as expedited, dedicated, multi-stop, pooling, or consolidation opportunities offer

flexibility and should be part of an overall transportation strategy for managing e-commerce-generated freight. "We will see more collaboration with shippers as we get more innovative," Snider adds.

As a 3PL, AFN's goal is "working with the carrier and the shipper, trying to keep landed cost as low as possible, and doing whatever we can to increase velocity. Velocity is the value," she says.

E-commerce is fueling growth at most of CRST International's divisions, but particularly in its expedited business, which deploys some 2,000 trucks with team drivers. "We are seeing huge demand out of the ports, mostly California," says David Rusch, president and chief executive of the Cedar Rapids, Iowa-based provider of truckload and logistics services. "It's heavily e-commerce-driven, going to fulfillment centers across the country."

Keeping up with that demand is proving a challenge. "For every truck running expedited, we have three loads to choose from," Rusch notes. The choke point is qualified drivers. Recruiting and retaining drivers, especially for teams, "is the toughest I've seen in 40 years," he adds.

He also sees supply chain velocity as the sweet spot, the critical performance

factor most shippers say is paramount. Meeting the demands of high-velocity supply chains requires dedicated personnel and resources, operational discipline, constant communication and predictable service.

Little Room for Error

"Speed and consistency are the top priorities with e-commerce freight," says Rusch. "There is little room for error, and when a problem comes up, you have to be prepared and act quickly. It is much more intense and demanding than traditional, commoditized truckload freight."

It's clear that e-commerce is disrupting traditional retail sales mediums, with convenience, selection, and price being the key drivers of changing consumer-buying behaviors.

"If we accept that as the objective function in the growth of e-commerce, we can apply that to freight delivery," says James Reed, chief executive of USA Truck, a \$430-million truckload carrier based in Van Buren, Arkansas. "How do we make it convenient, offer choices such as variable service levels, and be price-competitive?"

"It's generally by offering time-critical, flexible options," he adds. "That's where



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it lands for shippers. They need flexibility and consumer choice, and it can't be price-prohibitive. There is a classic utility curve to think about here. When the benefits of flexibility and choice exceed the price, people will change."

As shippers work to get closer to their customers, and carriers adjust to evolving demands, "we have to be totally linked in with them and able to change our networks to align with where they are headed," says Reed. "The demands of e-commerce are just as new to shippers as they are to us. Everyone is trying to figure it out."

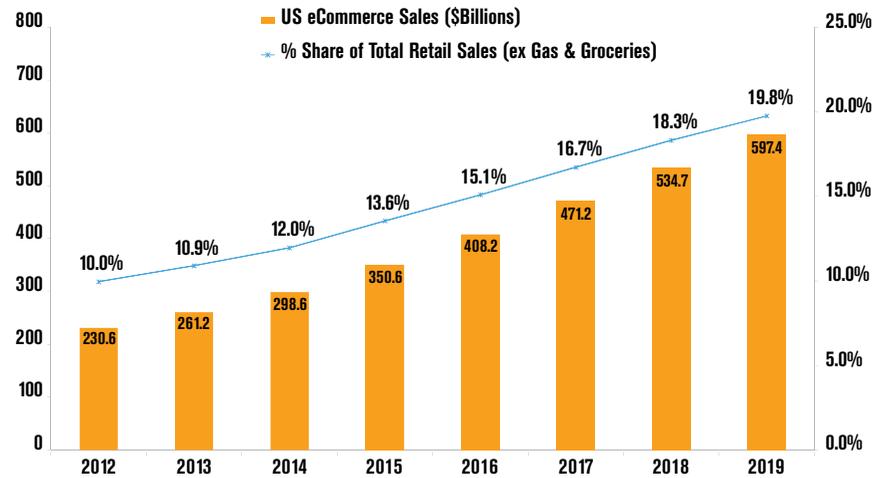
Finding the Sweet Spot

Feedback and collaboration are critical. "When we talk with customers, they are intrigued, excited, and a little enlightened," says Reed. "They want to share ideas. They want open dialog. They don't have preconceived notions of what the solution should be."

The sweet spot, Reed says, "is having a voice, helping customers find out what's best for them, and then delivering on that."

Shippers can incorporate truckload services in three primary areas of their strategies for e-commerce generated

The E-Commerce Challenge



SOURCE: US Department of Commerce, BofA Merrill Lynch Estimates

Most of today's retailers and supply chain partners understand the shift in sales to the online channel but, for many years, the inclusion of gasoline, groceries, and automobile sales in U.S. retail sales numbers masked the true extent of e-commerce penetration.

freight. "First, shippers can move truckloads of high-volume items direct to distribution centers," says John Larkin, managing director of transportation and logistics for Stifel Equity Research. "Second, truckloads of multiple SKUs can be used to reallocate inventories between distribution centers, or, third, to deliver multiple SKU loads to smaller

footprint urban fulfillment centers."

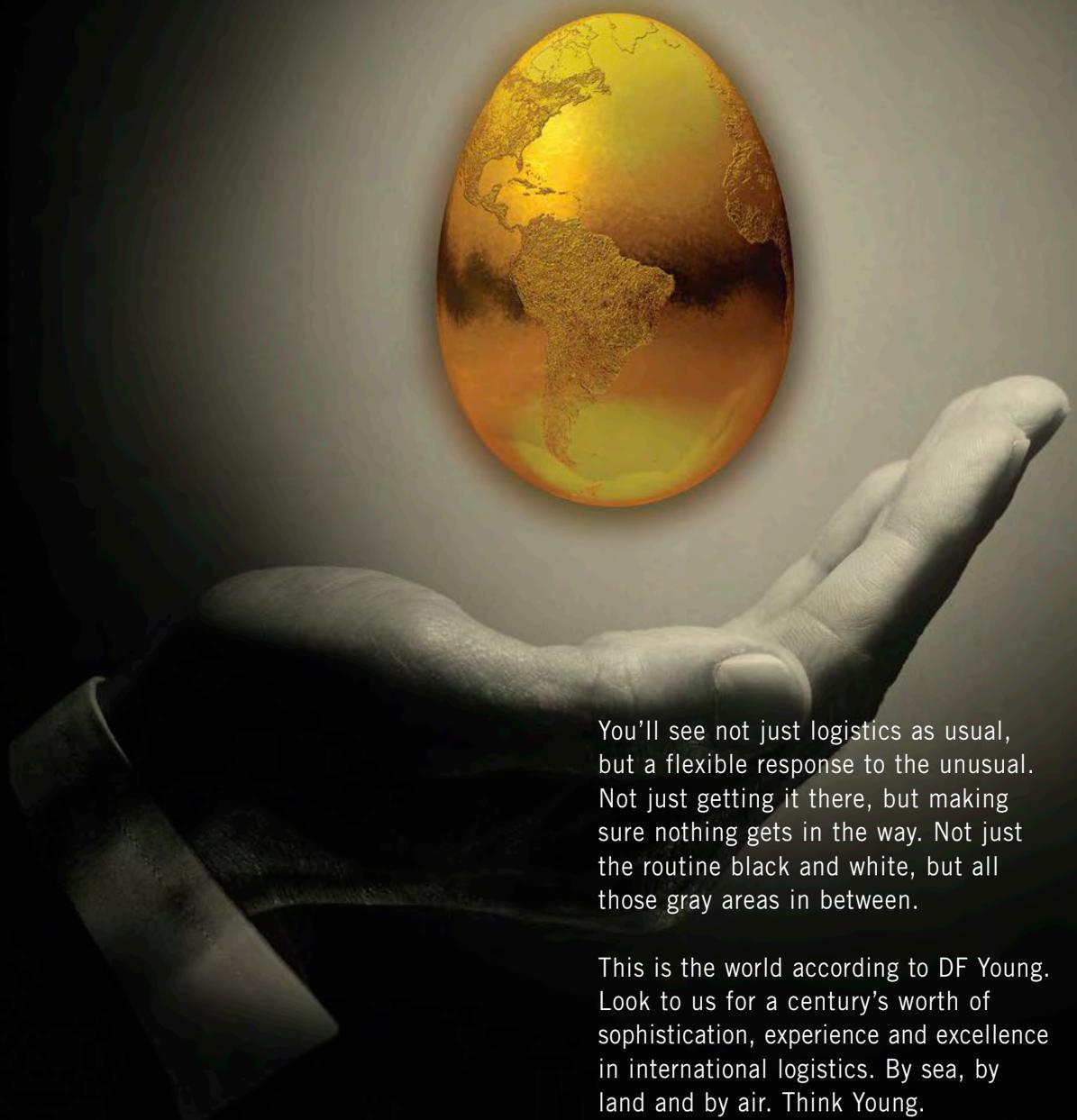
One challenge is for carriers to find some regularity in shipment patterns to ensure network balance isn't thrown out of kilter. "This is not a trivial challenge," Larkin adds.

Truckload carriers clearly have a place in this market, however. "Truckload carriers can deal directly



AFN Logistics' team works closely with shippers and carriers to keep landed costs as low as possible, while increasing the shipment velocity that e-commerce requires.

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Strategies including commingling freight from multiple e-commerce customers, or building dynamic, dedicated routes, create opportunity in the e-commerce market for truckload carriers such as Knight-Swift Transportation.

with e-commerce shippers, or can provide alternative line-haul service for LTL carriers and parcel carriers,” Larkin notes. The LTL and parcel business often can be easier to manage as it’s less volume- and lane-variable than traffic hauled directly for an e-commerce shipper.

How has e-commerce changed the game? “Given customers e-commerce service expectations, and continually evolving e-commerce freight patterns, truckload carriers need to deliver higher service levels,” Larkin explains. “And they need to be more flexible with respect to operating plans. Not all carriers will be up to the task.”

How do truckload carriers identify the opportunities, risks, and challenges of e-commerce freight, and then find the service and value proposition that resonates with the shipper?

It requires taking a step back, finding a different approach, and understanding why this market is different. “Carriers have to be able to innovate and create—provide a solution, not just a truck,” says Michael S. McClelland, senior vice president and head of \$1.1-billion Knight Transportation’s supply chain solutions group.

He sees three areas of opportunity. First are the traditional “big DC to big DC” moves, which typically are longer

length-of-haul yet require stringent service and visibility.

Second is moving goods from big DCs to a growing number of smaller regional or metro-focused fulfillment centers, where the length of haul is much shorter and on-time delivery just as critical.

Third is helping e-commerce shippers “connect the dots.”

“What has emerged is more use of truckload carriers between major metro areas, repositioning fast-moving inventory between multiple fulfillment centers,” says McClelland. “We’re also seeing more opportunity for pool distribution, multi-pick or multi-drop operations, and pick-and-run strategies where one truck and driver makes en-route pickups from multiple suppliers and delivers to a warehouse or retail store.”

Optimizing for e-Commerce

With the technologies available today, all these strategies have come into play. “Those who are more agile are using data and advanced analytics to identify trends and then optimize for them,” notes McClelland. “Whether it’s commingling freight from multiple e-commerce customers, or building dynamic, dedicated routes, that’s opportunity for truckload—helping customers

manage through the ups and downs of their business.”

McClelland also echoes a common theme from many carrier executives: E-commerce freight requires a focused team with specific skills, tools, and resources. “Because of the high customer expectations and service sensitivity, carriers cannot mix e-commerce freight with regular business,” he says. “They need a team that is trained for and dedicated to that business.”

Overall, shippers need to recognize how e-commerce is changing not only their business, but that of their truckload carriers. It’s a shift that has implications for both parties.

“Truckload carriers should not panic and think they have business at risk just because of e-commerce,” says SJ Consulting’s Jindel. “Especially in light of the capacity imbalance we see today, truckload carriers should use the opportunity to bring more discipline to how they allocate capacity and how customers use it.”

Jindel cites as an example the time and money a driver and carrier lose when the driver has to wait hours at the customer’s dock to load or unload.

“This has to change,” he says. “When the market is tight, that is the best time to bring better pricing and operating disciplines to the market.” ■



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What the **Health** is Going on?

The U.S. healthcare system faces many challenges that efficient supply chain management can help heal.

by **Karen M. Kroll**



The U.S. healthcare system faces many challenges that efficient supply chain management can help heal. “A strong, clinically integrated supply chain will drive significant savings and improve patient outcomes,” says Chris Mele, consulting director, supply chain operations, with Vizient Inc., a healthcare performance improvement company.

Within healthcare, supplies are the second-largest cost after labor, says Jeff Girardi, director, industry affairs with the Health Industry Distributors Association.

Healthcare supply chains in the United States range from those with sophisticated, centralized distribution centers and supply operations that serve multiple affiliates, to those that rely on manufacturers and distributors to perform many of these functions, says Scott Mooney, vice president, distribution operations with McKesson U.S. Pharmaceuticals.

Manufacturers of durable goods and medical devices typically ship directly to healthcare providers, often weekly. Distributors are more common with pharmaceuticals.

Healthcare providers typically don’t source raw goods; instead they purchase supplies that have already been produced. In comparison, many fast food chains own or contract with farms that produce tomato products and ketchup, and often are involved in the processing operations.

Among the challenges facing supply chain professionals working in healthcare, complexity



tops the list. The healthcare supply chain consists of numerous, unrelated items: food, medicine, supplies, and implantable devices are just a few. Many products are regulated and must remain both sanitary and within established temperature ranges, says Gerald Ledlow, Ph.D., interim dean, UT Health Northeast, a part of the University of Texas system.

The multitude of players—healthcare providers, insurers, administrators, and patients—adds to the complexity. They make it “difficult for anyone at the supplier level to understand what the customer, whether a medical professional or patient, wants and needs,” says Julius Heil, president and CEO of Intalere, a supply chain firm focused on healthcare.

Healthcare providers need inventory that accommodates “edge” cases, such as replacement knees for both the seven-foot-tall basketball player and the petite gymnast, as well as everyone in between.

Inventory is Spreading

As more procedures move from hospitals to outpatient surgery centers, supply chain professionals must manage inventory across an increasing number of locations. “What’s needed to deliver the most efficient care when the points of care are exploding?” asks Chris Luoma, vice president, product management with GHX, a healthcare business and data automation company.

Fragmentation is another challenge. Hospitals have tended to operate as islands. When one innovates, others typically don’t see and can’t learn from that experience. “The structure of healthcare prevented many innovations from taking hold,” says Jonathan Byrnes, senior lecturer at MIT. Fragmentation also inhibits economies of scale.

To be sure, some consolidation is occurring. Some providers are opening



PHOTO: Healthcare Industry Distributors Association

Some healthcare providers are consolidating distribution centers to supply several hospitals. They often locate these DCs in areas where real estate costs are lower.

distribution centers that supply several hospitals. The warehouses often are located where real estate costs are lower, says Shay Corcia, senior director in the health solutions practice with FTI Consulting. Hospitals gain space for additional procedure rooms, and it’s less expensive for vendors to make larger deliveries to one distribution point, rather than numerous small deliveries to multiple locations.

Another challenge has been the perception that any extra funds within the healthcare system should be allocated to patient care. Of course, most supply chain professionals in healthcare put patient health and safety first. At the same time, investments in the

infrastructure needed to run healthcare systems, including the supply chain, can both save money and boost patient care.

Transparency Deficiency

That point often is lost, however. More than three-quarters of respondents to a recent survey were manually counting inventory in some parts of their supply chain. “These manual systems typically lack the data sharing and transparency necessary to provide hospital staff with vital information,” says Lisa Zierten, director of marketing for hospital services with Cardinal Health, a healthcare services and products company.



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Insight Into Action



PHOTO: Healthcare Industry Distributors Association.

Data analytics shared with physicians and other healthcare providers reveal the value of standardizing healthcare supplies.

Many healthcare providers and supply chain professionals are taking steps to address these challenges. BJC Healthcare System, a nonprofit healthcare system based in St. Louis, is investing heavily in supply chain technology and talent management across its 14 hospitals and approximately 200 physician offices, says Al McQueen, director, supply chain central operations. For instance, it centrally manages some medical devices and high-value items, so the smaller hospitals don't need to stock these products or place orders for more than they need just to meet minimum order quantities.

BJC also is exploring the use of RFID technology for implantable devices and some more expensive supplies. "RFID would allow us to track unique items," says Troy Compardo, director, regional supply chain operations. Implementing this technology enhances patient safety, as expired or obsolete products are highlighted. It also streamlines inventory management.

Technologies such as RFID that enhance visibility across the supply chain help all parties better understand buying and utilization patterns. That

can drive efficiencies and lower costs.

Product standardization, such as carrying several types of exam gloves instead of several dozen, allows for better tracking of costs and more efficient procurement.

Moreover, providers can quickly become experts when working with a smaller number of products. "There's a reason Southwest Airlines flies only 737s," says Shaun Clinton, senior vice president for supply chain management with Texas Health Resources, a nonprofit health system in the Dallas-Fort Worth area.

Supply Chain Fights for Life

These benefits can be key to making the case for investments in supply chain technology. "The supply chain department competes for capital dollars against revenue-producing departments such as surgery and interventional radiology," Mele notes. Showing how a dollar invested in supply chain technology will save money that can be reinvested in revenue-producing areas, "is a challenge every supply chain leader faces," he says.

Compelling data analytics also can help show physicians and other

healthcare providers the value of supply standardization. "Clinicians are very data-driven," Compardo notes.

To be sure, many physicians prefer certain products or brands for different reasons, and most patients understandably want doctors who know and have experience with the products they're using. And, the human body is so variable that it's unlikely one product will work for every patient. The goal is to "identify the products that should be exceptions," Clinton says.

To make the case for an appropriate level of standardization, supply chain professionals today need to be able to read medical literature and studies, and tell when, for instance, a sample size is too small to credibly apply to a broader population. "The skill set required for sourcing has changed," Clinton says. "We have to get more scientific about how we make decisions."

Supply chain leaders also need to be able to demonstrate the value of their department and justify investments to the C suite. "Those who are able to get technology approved tend to have an easier time managing their supply chain," Mele says.

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Rules of Practice

Regulation is driving changes in the healthcare supply chain. For example, the **Unique Device Identifier (UDI)** regulation requires many medical devices to incorporate serial numbers, expiration and manufactured dates, and other information within their labels and packaging. This data allows healthcare professionals to monitor reusable products over their lifetime, and identify which were implanted in each patient.

The **Drug Supply Chain Security Act** requires that packaging for some prescription drugs include a unique product identifier and data about the drug and who handled it. "These rules provide a greater ability to understand where a product has been, how it was managed, and who received or used it," says Scott Mooney, vice president, distribution operations, McKesson U.S. Pharmaceuticals.

The **Affordable Care Act (ACA)** likely will continue to influence healthcare, even if it's replaced or changed. One result of the ACA was "focusing people on outcomes and quality," says Shaun Clinton, senior vice president for supply chain management with Texas Health Resources. "That was a sea change." For instance, the ACA required the Center for Medicare and Medicaid Services to reduce payments to some hospitals with excess readmissions.

Before the ACA, a fee-for-service model was more common. Under this model, the supply chain's goal is product availability, says Lisa Zierten, director of marketing for hospital services with Cardinal Health. In a value-based reimbursement model, such as the ACA, the supply chain needs to help reduce the total cost of care.



PHOTO: Intalere

Managing the healthcare supply chain is complex because it consists of numerous, unrelated items; many products are regulated and must remain sanitary.

Even as more healthcare supply chains capture investments and gain sophistication, challenges remain. One stems, at least in part, from the group purchasing organizations (GPOs) through which many order supplies, says Patrick Flaherty, executive vice president, strategy and innovation with Pensiamo Inc., a supply chain firm focused on healthcare.

The software and hardware investments needed to improve supply chain efficiency, such as warehouse management systems, fall outside the budgets of some healthcare systems. GPOs can spread the costs over the thousands of healthcare providers they serve.

However, GPO fees are a percentage of the volume of sales going through them. The higher the prices, the greater their revenue.

Operating margins among hospitals and other healthcare providers have steadily decreased as access to care has increased. Suppliers, however, have been less impacted; indeed, many device manufacturers enjoy healthy margins. "It's difficult to address the problem by focusing on one part of the equation," he says.

Flaherty has observed more

commitment to investing in and elevating the role of the healthcare supply chain, but notes the efforts aren't enough. With one-third of hospitals operating in the red, major change is needed, he says.

Change From an Outside Force

"If we don't disrupt and align our goals to benefit both providers and suppliers, something else will force change," he notes. It might come from a company like Amazon entering the market, or wholesale bankruptcies that prompt medical centers to cut lines that aren't profitable, endangering patient care.

One change that shows promise is additive manufacturing, or 3D printing. Rather than suppliers shipping multiple sizes of implantable devices such as hip replacements to each hospital, surgeons design and create products on-site.

The U.S. healthcare education system also needs to incorporate courses on supply chain. "We have to change the culture to be more supply chain sensitive," Ledlow says.

While supply chain management shouldn't drive healthcare, it can contribute to a more effective system. ■



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Creating The Internet of Everything

From factory floor to retail store, companies are linking up products, conveyances, machines, and tools along the entire supply chain.

By Merrill Douglas

If you're like most people today, you're already connected to the Internet of Things (IoT) in your private life—through your fitness tracker or thermostat, and most certainly through your phone. If this technology isn't also established in your business, it's only a matter of time.

By 2020, IoT will encompass 20.4 billion “things,” predicts Gartner. And the subset of IoT known as the Industrial Internet of Things (IIoT) will add \$14.2 trillion to the global economy by 2030, according to Accenture.

Like IoT, the term IIoT refers to a constellation of data sources—sensors, mobile devices, cameras, computers, and other systems that capture information—along with the networks and software platforms that assemble the data and put it to use.

IIoT includes IoT not just in settings such as manufacturing and freight transportation, but also in arenas including healthcare and retail. “We characterize IIoT in terms of factors such as industrial-strength requirements, and involving safety and people's lives,” says Stephen Mellor, chief technology officer at the Industrial Internet Consortium (IIC) in Needham, Massachusetts.

In the supply chain, the notion of capturing data from “things” is not exactly new. For many years, companies have used capture devices such as barcode scanners, radio frequency identification (RFID) readers, and GPS antennas to take data from products in warehouses, in transit, on retail shelves, and at the point of sale.

In the beginning, that data mainly drove processes within a company's own four walls. Today, many of the systems using captured data have moved into the cloud. And vendors have developed internet-based platforms where trading

partners share data and use it for new purposes, such as predictive analytics. They've added new data capture technologies to the mix, and they've started conversations between machines and other machines.

As IIoT evolves into an Internet of Everything, new solutions are creating benefits all along the supply chain.

Stock and Load

For instance, over the past two years, Zebra Technologies—known for a broad range of data capture solutions—has combined several kinds of sensors in two new IIoT solutions, one for retail locations and one for the loading dock.

SmartLens for Retail unites RFID, video sensors, video analytics, and ultrasonic microlocation sensors in an appliance that monitors inventory in a store. The RFID readers capture data from tags attached to inventory, while the other technologies focus on the products themselves.

“The video analytics and locationing can make different inferences about inventory that’s in motion and what or who is associated with it,” says Mark Wheeler, director of supply chain solutions at Zebra Technologies in Lincolnshire, Illinois. A retailer mounts the appliances on the ceiling at various points around the store and uses the

analytics to gain business intelligence.

SmartPack Trailer also combines several different sensors in an appliance, in this case mounted near a trailer that’s being loaded or unloaded. Using video and three-dimensional sensing, the system monitors the work to see how effectively the company is using space inside the trailer.

“We’re able to derive actionable intelligence from that information and then provide it to a mobile manager,” Wheeler says.

Viewing the metrics on a mobile computer, the manager can make real-time decisions about how the company should use its assets. “Do I need to schedule another truck because this one is going to fill up soon? Or am I not going to make my cutoff time? Maybe I need to put more resources on it to get that done,” Wheeler says.

In September 2017, Zebra announced a new IoT-based product called Savanna, which is a development platform that provides a consistent way to access data from multiple kinds of sensors, and to apply analytics. The goal is to make it easier for third parties to create IoT-based solutions of their own.

Zebra is currently working with five companies—Baidu Cloud, The Descartes Systems Group, Problem Solutions, Reflexis Systems, and

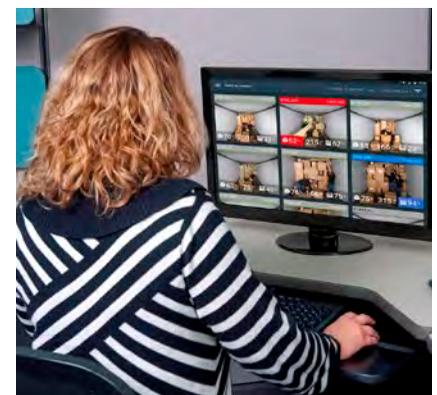
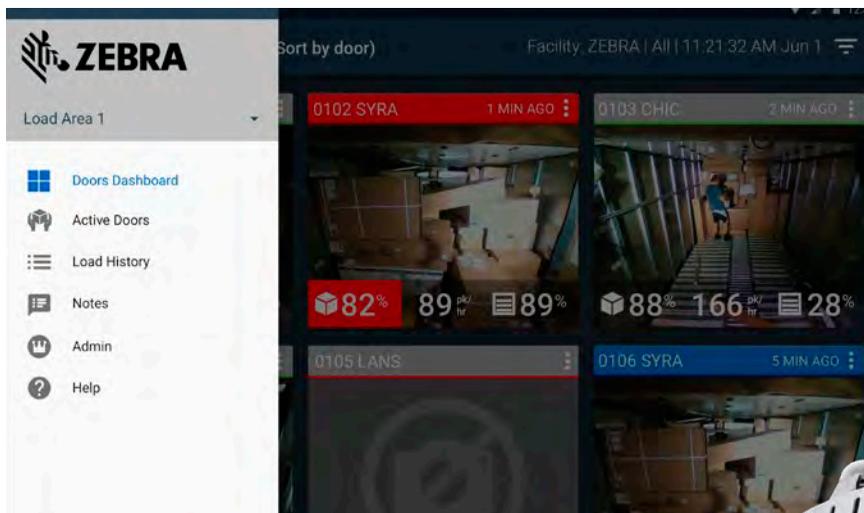
StayLinked Corporation—to develop vertical solutions based on Savanna.

Like Zebra, global logistics and supply chain management company C.H. Robinson is focusing hard on IoT. In late 2017, the company sponsored a whitepaper that explains how IoT-based systems could improve efficiency in the global supply chain. One of the business cases this paper examines concerns the semiconductor supply chain.

When shipping equipment used to produce semiconductors, companies can use sensors to collect data on a variety of factors. “The information could include the weather conditions encountered by the aircraft transporting sensitive and high-value equipment, vibration ratings from shock and tilt sensors, and many other kinds of data,” says Stephen Huang, manager of C.H. Robinson’s Asia operations, which are based in Shanghai.

Predictive Modeling

Applying predictive modeling to this data, a company could determine which weather conditions are most likely to harm the product. Then it could alter the routes of air shipments to avoid that kind of weather, the whitepaper says. The company might also use the data to figure out what packaging would best protect the equipment in transit.



Zebra Technologies offers two IIoT solutions: SmartPack Trailer, which uses video and three-dimensional sensing to provide real-time visibility during loading operations (top photos), and SmartLens, which relies on RFID, video sensors and analytics, and ultrasonic microlocation sensors to capture data and offer visibility into the retail sales floor (bottom, right).



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In addition, manufacturers and their logistics service providers could use data derived from IoT systems to better manage inventories.

C.H. Robinson is using some of these concepts in its work with a manufacturer that ships tools from Taiwan and the United States to its factories in China. All sensitive and high-value equipment moves by air.

“The airfreight shipments have sensors that can warn of potential damage in the packaging during transport,” Huang says. “If the sensors record a shock or tilt on the shipment, our team notifies the company.”

In China, IoT has become particularly important for transporting fresh produce, Huang says. For example, companies use temperature sensors to make sure they maintain the cold chain from the time of harvest all the way to the warehouse. Food companies that sell to retailers also do predictive modeling to help them better manage their replenishment.

IloT in the Factory

Farther up in the supply chain, companies are using IloT to improve manufacturing processes in several ways. One goal is to keep production machinery up and running.

Trained engineers might listen to machines, hear that something sounds wrong, and then take them off line to see if they need maintenance, says Mellor. But if you use sensors to monitor machines as they work, you can determine what constitutes effective operations and then do maintenance only when the machine strays from its normal parameters—when it vibrates at the wrong frequency, for example.

“It’s a much more concrete way of thinking about maintenance issues,” Mellor says. “And it increases the efficiency of the factory significantly, because if you don’t need to take a machine down, then you keep making the things you’re supposed to be making.”

German manufacturer Bosch has tested several IloT applications as part of a testbed program sponsored by the IIC. Bosch works with Cisco and TechM to test the use of sensors to track and trace

“IloT increases the efficiency of the factory. If you don’t need to take a machine down, you can keep making the things you’re supposed to be making.”

—Stephen Mellor
Chief Technology Officer
Industrial Internet Consortium

power tools used in a Bosch plant in Homburg; with SAP to track forklifts operating in a Bosch plant in Tranreut, Bavaria; and on its own to track freight in Bavaria, according to Dirk Slama, vice president of business development at Bosch Software Innovations. The tests started in 2015 and are still in progress.

The goals of the Homburg test are to more easily find tools while they’re in use on the factory floor, to make sure tools are used for the right functions at each location along the production line, and to monitor the tools’ performance, according to a 2017 ICC report.

The tools are programmed to perform certain functions at certain workstations. If an employee tries to perform the wrong function, a sensor detects the problem, and the software shuts the tool down, the report says. Similarly, if a sensor detects a problem—say, if a screw starts to break while a worker is trying to tighten it—the system sounds an alarm, prompting the worker to unwind the screw.

Bosch uses these kinds of testbeds to evaluate new technologies and concepts. “If the testbed is successful, we merge the results into the existing product lines, or create new product lines,” Slama says.

WIP It Up

GlobeRanger, a business unit of Fujitsu based in Richardson, Texas, uses RFID in a line of IloT solutions for manufacturing and distribution. One solution monitors work-in-process (WIP) on the production floor, helping a company make both

Connecting to IloT Resources

Interested in learning more about incorporating Industrial Internet of Things (IloT) technology into your supply chain? Here are a few of the many companies that provide IloT hardware and systems.

AAEON Electronics

www.aaeon.com/en

Provides Industry 4.0 integrated solutions, hardware and intelligent automated services, as well as IoT solution platforms that seamlessly consolidate virtual and physical networks.

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Rockwell Automation

www.rockwellautomation.com

Offers industrial network solutions—switches, routers, physical media—to connect automation products across plants and throughout the enterprise.

Axiomtek

us.axiomtek.com

Offers more than 400 products widely used in the industrial computer and embedded fields.

Beckhoff Automation

www.beckhoffautomation.com

Implements open automation systems based on PC Control technology. The product range covers Industrial PCs and automation software.

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IIoT is even more useful when you start integrating data from multiple locations or functions—that is, when you really start building an Internet of Everything.

tactical and strategic adjustments to increase efficiency.

One GlobeRanger customer has been using the WIP solution since 2016 in a plant that makes aerospace components. The company attaches an RFID tag to a stack of documents—called a traveler—that accompanies each component as it moves from one workstation to the next. When the part arrives at a new station, workers put the traveler in a bin that contains an RFID reader.

“Our software is constantly polling that bin, to say—for example—that the part is here, it arrived at 3 p.m. Thursday, it was still here at 8:30 Friday, and then they started the next stage at 9 a.m.,” says David South, vice president of solution management and channel sales at GlobeRanger.

Based on this data, GlobeRanger’s software calculates how long each operation takes on each part, as well as how long each part sits in the queue when an operation is done, waiting to move to the next station. GlobeRanger displays the metrics in a dashboard, using red-yellow-green coding to show how production is running across the factory.

“If a particular process has gone red, you click on it and see that it has been backed up for hours or days,” South says. That would prompt the manager to investigate the problem, perhaps learning that a new employee at that workstation needs extra training.

The solution can also mine accumulated data to look for patterns—for example, certain days when the work always moves more slowly than on others. “Then you can make strategic decisions for the future,” South says.

Like GlobeRanger’s factory floor

solution, or Zebra’s SmartPack loading solution, IIoT technology can provide a lot of value by collecting data from one point along the supply chain. But some experts note that IIoT is even more useful when you start integrating data from multiple locations or functions—that is, when you really start building an Internet of Everything.

A company that proposes an integrated IIoT initiative, rather than a standalone project focused on one function, will probably make a much more compelling business case, says Thomas Boykin, specialist leader, strategy and operations, supply chain and manufacturing operations at Deloitte Consulting in Atlanta.

For example, IIoT technologies can provide a holistic view of a global supply chain, where technologies for tracking, tracing, and sending alerts are active 24/7. “The IoT enables many of those technologies to be brought together, to maximize the value,” Boykin says.

Consider a container sitting in a port in China, filled with components for a manufacturing process in the United States. When data from the container indicates that it hasn’t been loaded onto a ship as scheduled, the logistics team might start to make alternative shipping arrangements, if they can.

But what about the production planners? They know which components the factory needs for which production runs. But if they don’t get the same alerts as the logistics team, they won’t know that some crucial parts are now due to arrive in six weeks instead of four. It would be useful to connect them, too, to the IIoT solution.

“To the degree that they know about that delay, they can make adjustments to their schedules almost in real time,” Boykin says. For instance, they might move up production of a product that doesn’t need the components that are running late. “The Internet of Things expands the information’s value because you’re connecting more players and more links in the supply chain,” he adds.

As companies connect more links in their supply chains to the Industrial Internet of Things, perhaps one day it really will evolve into the Internet

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Connecting to IIoT Resources

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www.globeranger.com

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www.senetco.com

Provides cloud-based network connectivity platforms for the build-out and management of the Internet of Things.

Supermicro Computer

www.supermicro.com

Supermicro IoT Gateways connect smart sensors and devices to the cloud over wireless or local networks.

Zebra Technologies

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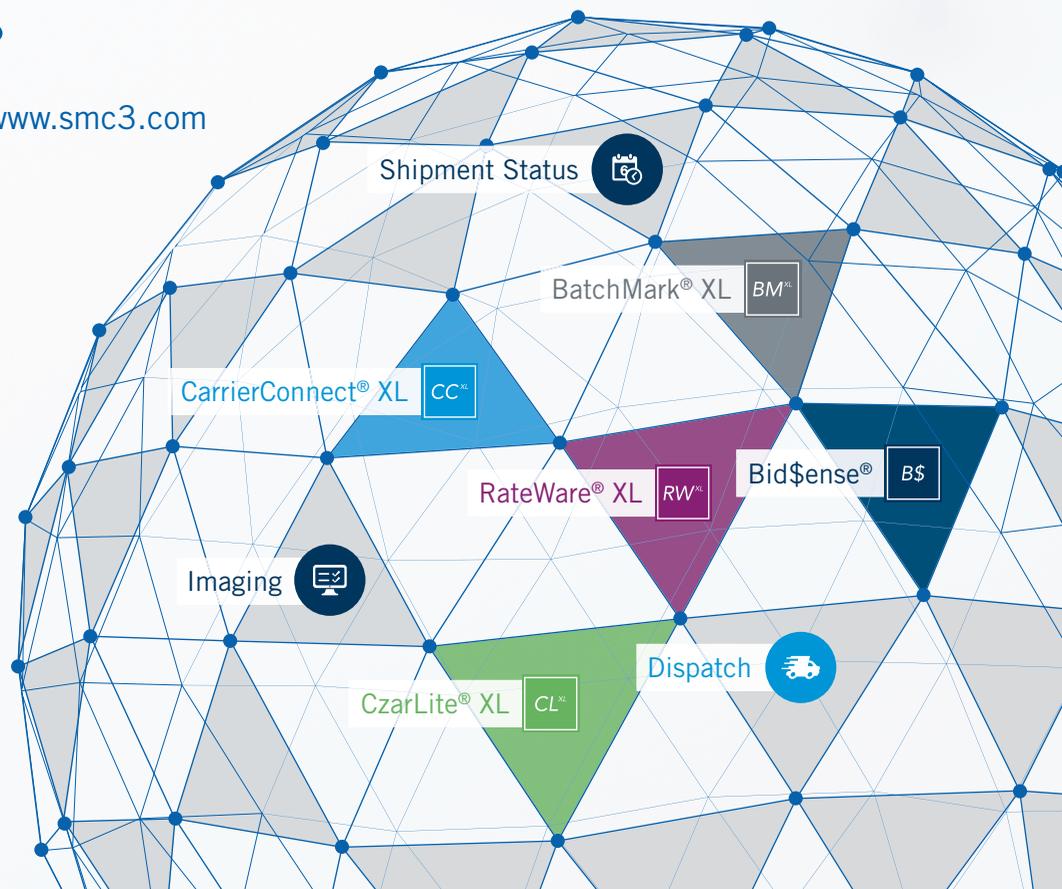
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VMI Strategies: A Matter of Trust

Vendor-managed inventory (VMI) programs rely on strong working relationships, collaboration, and mutual trust between supply chain partners to make things happen.

By Tom Gresham

The key to a successful vendor-managed inventory (VMI) program is trust, but sometimes that trust can be elusive, says Carl Hall, CEO of Cincinnati-based TrueCommerce Datalliance, which specializes in helping companies implement and operate VMI programs.

Under the VMI approach, a vendor maintains product inventory at the buyer's location, such as a retailer or distributor. This means, for instance, that a spark plug supplier would be responsible for maintaining the inventory at the auto parts store that sells it to customers. The supplier would determine the store's spark plug inventory based on information, such as sales data, that the store provides.

Relinquishing control of a product's inventory on its shelves might seem like a high-risk move for the auto parts store, especially when compared to the traditional model that places responsibility for inventory management with the store. "Some buyers will worry that the supplier is going to load them up, and double or triple their inventories beyond anything that makes sense," Hall says.

Hall once encountered such doubt from a Baltimore distributor who was starting a VMI partnership with a Cleveland supplier using a Datalliance computer to make inventory decisions. The distributor made a point that illustrates the misgivings organizations must first overcome before embracing VMI.

"He said, 'How will the guy using a computer in Cincinnati do a better job managing my inventory than I can do right here in Baltimore?'" Hall says. "He thought, 'I just can't trust this idea.'"



Still, interest in VMI has grown in recent years as customer expectations about the availability of products have intensified, placing heightened pressure on supply chain partners to be as precise and prompt as possible with inventory. Consequently, unease about VMI is succumbing to a motivation to explore a process that promotes strong communication between partners, and emphasizes ensuring that the right amount of an item—not too much, not too little—is always in stock.

“The world keeps moving faster,” Hall says. “It used to be great if you received an order in a few weeks. Now we expect delivery the next day or even the same day. It’s getting into those shorter cycle times that makes it so important for suppliers and distributors to work together to make sure they have the right product available when customers want it. It’s about taking as much fat as possible out of the supply chain.”

Robust Results

In terms of potential impact, VMI offers rich possibilities for both suppliers and distributors when the circumstances are right. According to Brad Steger, general manager, process ERP and supply chain management at Aptean, an enterprise application software provider based in Atlanta, VMI offers four major benefits:

1. Better visibility for both the buyer and supplier of goods.
2. Improved manufacturing process performance and improved sales against control groups.
3. Reduced overstocking, lead times, and supply chain network spend.
4. Improved customer confidence and satisfaction.

In case studies Aptean developed with two clients, some striking statistics show the benefits VMI offers at its best. The clients saw inventory on target increase from 15 percent to 90 percent in the partnership, order lead time reduced from 32 hours to five hours, stockouts were eliminated, and inventory levels decreased by as much as 50 percent.

Similarly, Datalliance often sees compelling results after a switch to VMI. Typical improvements include stockouts dropping dramatically, inventory turns increasing by approximately 25 percent—meaning the product is turning over

Get Your VMI Program in Shape

By Ellen Campbell-Kaminski

The start of a new year is the perfect opportunity to evaluate whether or not your current vendor managed inventory (VMI) vendor is in the best possible condition to help you achieve your goals. Here are four factors to consider.

1. Ability to scale. A good VMI platform should be able to grow and scale as your business matures. Maybe you started your VMI program 10 years ago with one key customer. Your company looks far different than it did then, and it likely won’t look the same five years down the road. At this point, you’ve experienced the benefits of VMI and want to extend that beyond your original trading partner. Make sure your vendor offers a solution that is utilized across a large customer base, managing tens of thousands of locations, and millions of SKUs.

2. Clear and predictable pricing. Businesses do not like surprises, especially when it comes to billing. Does your VMI service provider offer a pricing approach that is understandable and easy to predict? Does it vary month to month with hidden fees and fluctuations that make budgeting a challenge?

3. IT impact. These days every business and every department is being asked to do more with less. Your colleagues in the IT department are no exception. What are the implementation and ongoing resource requirements of your current program? Select a VMI platform provider that offers a hosted (cloud) solution that significantly minimizes the impact on IT resources. Cloud-based solutions are easier to implement, maintain, and support.

4. Flexibility. In the same way that your organization has changed since you originally started your vendor managed inventory program, so have your customers’ needs. Make sure your solution can adapt to and accommodate the differing requirements of a diverse customer set. For example, do you need to accommodate different demand signals or plan different routes to market? Does your system provide the flexibility to replenish a distribution center, a mixing center, a cross-dock operation or direct-to-store?

5. Expertise and support. Is your VMI provider simply selling you a software package or is there a shared commitment to your success? Do they provide ongoing service, support and consulting to ensure that you are optimizing your program and maximizing your return on investment? What is the best way to evaluate a VMI provider’s post-sales support? Ask their existing customers!

As you prepare for a new year, it’s helpful to take some time to evaluate if your VMI provider is best in class.

Ellen Campbell-Kaminski is the former vice president of marketing at Datalliance, which has specialized in helping companies implement and operate VMI programs since 1991.

More information: www.datalliance.com

25 percent more often—and sales increasing more than 20 percent. “That’s huge money in the pockets of distributors,” Hall says.

The growing availability of more complete and accurate data strengthens VMI’s capability to produce major results. “It makes for more intelligent decisions about orders to make sure we get the right product in the right place at the right time,” Hall says.

Years ago, Hall worked at IBM as a consultant; his clients included Procter & Gamble, an early innovator in the VMI field. During that time, he worked with a woman at Procter & Gamble whose focus was the supply chain. She spent time on conference calls every day, eyeing the products in short supply and the allocated stock. She had Post-it notes plastered over her desk about shipments and schedules.

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“We don’t have to do that manual work anymore,” Hall says. “Today, we can look at all the data, process it systematically, and ensure we’re making good decisions.”

Collaboration is Key

A primary consideration in any VMI arrangement is how well the potential partners click as collaborators. In fact, Hall says, “the willingness to work together is more important than the math” and should be the first variable companies weigh before launching a new VMI effort.

“You have to ask, ‘What’s my relationship with this particular customer or supplier?’” Hall says. “I want to do business with people who are important to me. That may not always be the biggest company but the one that’s important because they drive my success. Those are the people that you want to look for when you’re thinking about VMI.”

A key part of VMI’s collaborative component is the role that reliable data from each party plays in the relationship. If a distributor does not offer accurate or timely data, then it will be challenging for the supplier to optimally maintain the inventory.

“As much as such systems automate

the overall process, they still require two parties to understand their individual responsibilities and the importance of the data they provide,” Steger says. “Data accuracy and timeliness are critical to a successful VMI program. The more data that is available, the more the systems can automate current activities and drive future decisions through predictive analytics.”

Because effective collaboration is critical for VMI to succeed, it is essential for companies to be clear and upfront with each other about their plans and goals.

“I see struggles with VMI when those expectations haven’t been spelled out,” Hall says. “Once we all know the expectations, companies are pretty good about meeting them. When we don’t set expectations, we get into trouble.”

Ease of Adoption

VMI carries the appealing trait of being both quick to install—Steger says Aptean’s VMI packages are typically up and running in fewer than 30 days with clients realizing benefits almost immediately—and inexpensive to launch. Aptean offers two VMI tools: iSupply focuses on raw materials and manufacturing, and Vision

targets finished goods for retailers and distribution centers.

“Due to short implementation timelines, multi-tenant Software-as-a-Service (SaaS) offerings, and overall ease of use, the entry level expense in both resources and dollars is minimal,” Steger says.

In addition, “VMI has been around for a long time now and is a proven technology,” he says. “There aren’t any major technical challenges that should stop repetitive manufacturers from using VMI to help improve supply chain performance.”

Datalliance delivers its VMI program via the internet using the SaaS model. Its clients do not need any additional IT staff or equipment to support VMI adoption. When Datalliance launched in 1991 “it was very expensive to implement VMI,” Hall says, because of the high cost of gathering and manipulating data, and producing the necessary computing power.

“All those costs have gotten tremendously lower, so it is a much less expensive process than it used to be,” he says. “That allows us to extend farther down the supply chain. You don’t need to be Walmart or Procter & Gamble to make VMI work from a financial perspective anymore.”

VMI and Growth

Industries that have seen “a lot of strength” in adopting VMI in recent years include medical device manufacturing, health care, home entertainment/retail, automotive, and food and beverage/retail, Steger says.

During his lengthy career working with VMI, Hall has seen “the pendulum swing to different industries at different points in time.” Overall, Datalliance is observing enthusiasm—and consequently growth—in VMI. Hall is particularly gratified to see the abundance of Datalliance’s existing VMI clients who are adding new partners. At a meeting Datalliance held in 2017 with 70 companies using its VMI offering, 58 of them said they planned to grow their VMI efforts in 2018.

“We’re seeing a lot of growth within that marketplace, where companies are continuing to push forward and add more supply chain partners to their VMI pool,” Hall says. “And it’s helping make their supply chains better.” ■

Retailers typically participate in suppliers' VMI programs to collaboratively improve inventory performance and customer service rates (fill rates) due to fewer stock-outs.





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SUPPLY CHAIN IMPATIENCE:

No time to wait

Supply chains are adapting to serve today's "hurry up" world of impatient consumers. Meet delivery expectations or customers go elsewhere—faster than a mouse click.

By Emma James

Patience was once considered a virtue. However, it is not a word often associated with consumers in today's marketplace. From Amazon Dash to Alexa, it is possible to order everything from lunch to luxury items via mobile apps, and receive products overnight or even within one hour. And, the trend of "impatient customers" shopping online, looking for fast and free delivery, shows no signs of slowing down.

In the second quarter of 2017, e-commerce sales reached more than \$111 billion on a seasonally adjusted basis, stated a U.S. Census Bureau report. This means that e-commerce accounted for 8.9 percent of all retail sales during that period. Anecdotally, LEGACY Supply Chain Services, which provides e-fulfillment services to retailers in the United States and Canada, states that the large retailers it serves in Canada are experiencing up to 100 percent year-over-year growth in e-commerce.

The variety of items that consumers can purchase online is also expanding. One of the most widely covered news events of summer 2017 was Amazon's purchase of Whole Foods and its aggressive entry into the grocery retail sector. With consumers demanding fresh, locally sourced food and moving away from past practices of eating

processed foods with a long shelf life, meeting these needs on a large scale with fast delivery is even more complex than serving other markets dominating the e-commerce space. The food supply chain requires exact temperature controls, strict adherence to "use by" dates, and compliance with the Food Modernization Safety Act.

Customers in the Driver's Seat

While a boon for impatient customers looking to access everything easily and quickly, e-commerce and the Amazon business model appear to be having a profound impact on supply chain management. "Consumers have become the driving force behind logistics spending," according to A.T. Kearney's latest *State of Logistics* report.

There seems to be agreement across the transportation sector that these market dynamics will affect supply chains in fundamental ways for a long time. "Industries are churning with disruption and business as usual will not return," states the Kearney report.

Companies that serve the retail and manufacturing verticals confirm the study's finding with real-world examples. Ryder Logistics, for example, says that many clients face the need to re-engineer their entire supply chain. "What was once a unidirectional



Amazon's Dash Button lets customers order products in a single click.

process has now become much more complex as retailers deal with the full blast of customer whims," says Jimmy Fitzpatrick, group director for Ryder.

Pat Antonucci, vice president of Canadian operations for LEGACY Supply Chain Services, echoes these comments. LEGACY provides e-fulfillment and other logistics services to customers in the United States and Canada. From Antonucci's perspective, it is the smaller retailers who are most challenged to meet the demands of today's impatient customers.

With so many product choices and ways to access them, brand loyalty cannot protect a company from being replaced by a faster or less expensive option or retailer. "Part of LEGACY's culture is that you never get a second chance to make a good first impression," says Antonucci. Many customers LEGACY serves literally do not get second chances very often if there is an issue with products or deliveries, he notes.

The New Normal

So, how do supply chain managers operate in this "new normal"? Many establish regional or local delivery models to place products closer to customers, a strategy that has led to more warehouses being added to their networks. Additionally, companies need fewer, smaller shipments often being delivered to homes, which has led to an increased demand for parcel and courier services.

Across both the warehouse and transportation sectors, there is tremendous pressure to perform at higher levels, accelerating the speed of delivery. This has led to a new focus on technology solutions for every aspect of the supply chain. Across the board, supply chain managers are looking for technology tools that provide greater visibility, actionable intelligence, and connectivity.

Amazon's \$13.7-billion purchase of Whole Foods will potentially change the way consumers shop for fresh food and groceries.



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In the mid 1990s, companies in a variety of industries were embracing just-in-time inventory (JIT) management, looking to move away from costly warehouse operations and keep freight moving. During that time, some trucking companies referred to themselves as “rolling inventories” with the freight they delivered going almost directly into production lines or on retail shelves, bypassing the need for warehouses.

Now, warehouses are in style again, as retailers and manufacturers are establishing local and regional distribution models, placing goods closer to the consumer. The growing demand for warehouse space is resulting in a tightening of availability. Availability is now at 7.8 percent according to CBRE, an industrial real estate company, and research by A.T. Kearney indicates that the warehousing industry will continue to grow at an annual rate of 3 percent through 2021.

For companies choosing to add warehouses in more locations, not only is there little availability, but also the cost for space is rising as high as the ceilings. And, unlike the warehouses that were bypassed in the 1990s, today’s warehouse operations must achieve optimal efficiency and velocity in a market that has had traditionally tight margins, often in the 3-percent range.

Small Retailers, Large Challenges

Smaller retailers are most challenged with the need for more warehouses. “When you have regional volume and are looking at regional distribution capabilities, you have to weigh the cost of additional or even duplicate inventory versus the revenue generated by speed to market,” says Antonucci.

One option is to outsource fulfillment to a third-party logistics (3PL) provider. This allows the retailer or distributor to avoid investing its own capital in new facilities and systems. Third-party providers are often able to combine their services for multiple clients so that each customer experiences cost savings and offer such specialized

Satisfying Impatient Customers With AI, Robots, Hidden Cameras

As recently as five years ago, many people might not have trusted a spouse or friend to select and buy the right ingredients to cook a gourmet meal. Nor would they have allowed strangers a peek inside their homes. And, while they might bump into a neighbor at the local Walmart, they would not say, “Excuse me,” to a robot in the toy aisle. But all of that has changed.

Now, people ask Alexa for shopping advice, allowing inside deliveries that involve hidden cameras. Robots help Walmart employees locate products on shelves. Here are just a few ways companies are working to satisfy impatient customers by providing what they want, when they want it:

Alexa helps you shop for everything, including more Amazon devices.

Many people use Alexa to order groceries or remind them to add items to a shopping list. But Alexa is much more than just an automated list; it can also provide customers with the address of the closest Whole Foods store where they can buy other Amazon devices.

AmazonKey unlocks customer convenience, eliminates chance for thefts.

In 2017, Amazon announced AmazonKey, a service for AmazonPrime members in 37 cities, allowing delivery drivers to enter the customer’s home and leave a package inside the house, rather than right outside the door.

To participate, customers order AmazonKey kits, which include an Amazon Cloud Cam and one of several compatible smart locks. The kits start at \$249.99, and the customer can install it or take advantage of free professional installation. A customer can request AmazonKey home delivery through the AmazonKey app.

Amazon verifies that the correct driver is at the correct address at the intended time through an encryption authentication process. When delivery drivers arrive, they can enter the customer’s home and leave the package inside the door, with Amazon Cloud Cam capturing the entire process. This new offering is intended to offer greater convenience and help impatient customers get their goods without needing to be home or being concerned about potential theft if the package is left unattended outside the home.

Shelf-scanning robots help Walmart employees answer customer requests for products. In 2017, Walmart rolled out robots to achieve self-scanning shelves. Rather than employees needing to search for items to assist customers, robots look for sold-out, missing, or misplaced items. The two-foot-tall gray robots are in place in about 50 stores across the country. The robots are able to perform their tasks constantly, versus employees who have to handle the self scan in addition to myriad other tasks.

Walmart assures customers that its employees are the ones who will answer their questions and provide the service they need, but with the robots working constantly, the employees will know the exact status of any item that a customer wants to buy faster and more efficiently.

While Walmart’s robots cannot automatically re-shelve a missing item, with them at work there is less likelihood that items will be shelved incorrectly, and the Walmart employee can quickly answer an impatient customer’s query: “Where is my item? I’m in a hurry.”



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services as dedicated, multi-tenant or public warehousing options as well as temperature-controlled facilities. Services, include kitting, labeling, packaging, and reverse logistics.

And a 3PL allows smaller customers to focus on marketing and merchandising functions that are essential to drive growth in a dynamic global marketplace.

Carriers, Couriers in Demand

Impatient customers have also led to an increased need for parcel providers. From major brands such as FedEx and UPS to smaller, niche couriers, the small package business is booming. Parcel volumes had risen 6 percent over the prior year, with forecasters expecting parcel shipping revenues to rise to \$93 billion by 2019, says A.T. Kearney's latest research.

Even the truck rental business may be impacted. As the demand for last-mile delivery increases, there could be more requests to lease sprinter vans and other smaller delivery vehicles.

With shippers moving distribution centers closer to their customers, some parcel providers and couriers are looking at ways to offset the cost of adding vehicles and re-configuring networks. Both FedEx and UPS have relationships with the U.S. Postal Service, supplementing their home delivery networks. And both companies have developed programs to support



Impatient consumers are driving growth for small package providers such as UPS.

reverse logistics and facilitate returns.

While less visible to the end user, less-than-truckload and even truckload carriers still play a role in this evolving market. For example, a large manufacturer may combine products going to a variety of retailers in a specific geographic location, shipping goods to distribution centers using truckload or other economical transport providers. From there, parcel carriers or couriers take over the last-mile delivery.

Technology Enables Execution

From the cabs of trucks and mobile devices used by couriers to conveyors and sortation devices on warehouse floors, managers are looking at

technology solutions that support a fast, flexible delivery network. Automation has long been in play in the warehouse operation, and its adoption appears to be growing.

AGVs on the Move

“We are seeing a greater demand for autonomous guided vehicles (AGVs),” says Ryder’s Fitzpatrick. “Products are stored in racks in very large warehouses, and AGVs bring the goods to locations where warehouse workers can use pick-to-light or other systems to fulfill orders.”

In addition to more advanced warehouse management systems (WMS), some companies are also investing in transportation management systems (TMS). Providers such as Jagged Peak offer multiple technology solutions for e-commerce, including a web store ECP/CMS, distribution order management system, WMS and TMS, with each module operating in a SaaS environment.

“Our technology opens doors for smaller, less-expensive couriers to compete with larger firms,” says Hitpeet Kang, vice president of marketing and business development for Jagged Peak.

It is also possible to integrate WMS, TMS, and other systems from a variety of software providers in order to maintain control tower visibility of every aspect of the supply chain, a critical component of serving today’s impatient customers. ■



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Global Trade Disruption: Managing the New Normal

Global trade disruptions come in all shapes and sizes, and can wreak havoc on supply chains. Find out what proactive strategies and tactics leading companies use to tackle the escalating challenge of supply chain risk management.

By Lisa Harrington



Global trade is not for the faint of heart; disruption is the new normal. It comes at companies from all quarters—political, digital, physical, social, and economic. And because supply chains are now symbiotically intertwined, it can wreak havoc on companies up and down the extended commercial ecosystem.

Take global trade policy, for example. The North American Free Trade Agreement, in place since 1993, is now up for grabs, with the United States threatening to withdraw from the accord. This raises the long-dormant specter of retaliatory tariffs between the United States and Mexico, on a host of manufactured goods.

On the other side of the world, President Trump pulled out of the Trans-Pacific Partnership (TPP), scuttling negotiated provisions that guaranteed, among other things, eight years of patent protection exclusivity for biologic pharmaceuticals—a protective deal worth billions of dollars to the drug industry.

And then there's the new threat on the block for supply chains: ransomware. The NotPetya digital attack on Maersk and its subsidiary Damco in summer 2017 paralyzed the company for days and cost it an estimated \$300 million. For the first time, the supply chain was the specific target of large-scale digital crime.

So, what are companies doing about managing supply chain disruption? In short, they've gone on the offensive to proactively control and mitigate their risks.

Harness Visibility: What's Moving and Where?

One of the first actions companies take is to improve their supply chain visibility—to understand and track exactly what's moving and where.

A case in point is Deckers Brands, the global footwear company best known for its Ugg product line. The fashion footwear company had always contracted directly with steamship lines for service. It had agreements with four container lines, sourcing product throughout the world and heavily in Asia.

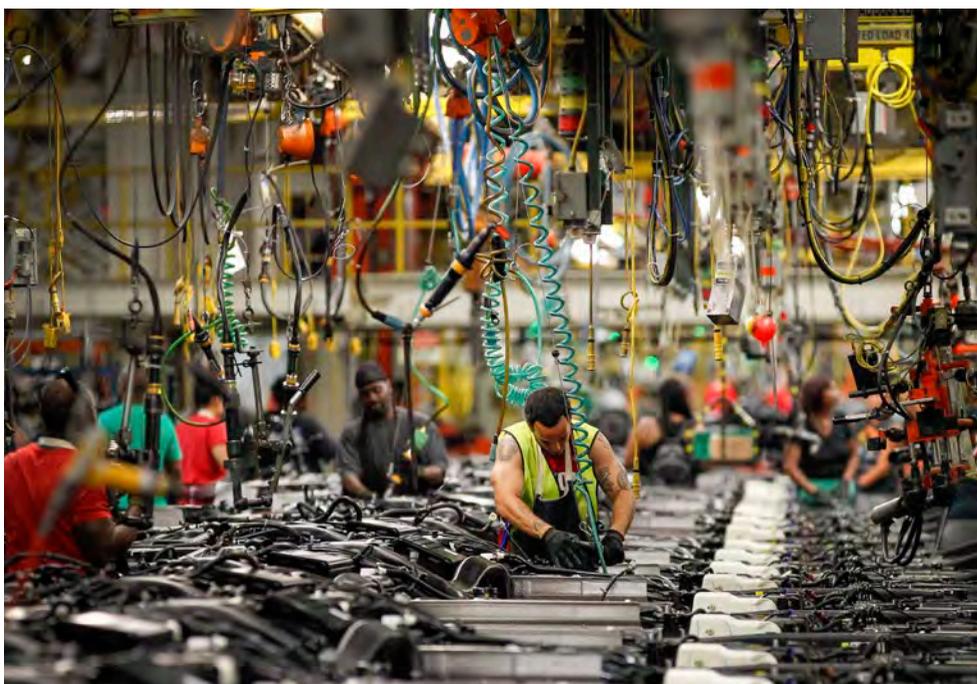
Key Supply Chain Risk Factors

Information	Comments	Manu- facturing	Autos	Retail	Tech- nology	Trans- portation	Industrial REITs	Con- sumer
Systems/ Technology	Difficulty maintaining adequate data connections with foreign production sites; supply bottlenecks during information gaps	H	H	M	M	M	L	L
Security	Threat of hacking/cyber attacks; need for data redundancy	M	M	H	H	M	L	L
Supplier and dealer concentration								
Supply base	Delays because of suppliers' weak financial condition or failure to meet technical standards or deadlines	H	H	L	L	M	L	L
Distribution channels	Weak distributors affect customers' perception of quality and service, may need financial support from the manufacturer	M	M	M	L	L	L	L
Supply of capital								
Diversity of funding sources	Potential difficulty refinancing maturities or loss of funding if a bank has financial trouble	H	H	M	H	M	M	L
Financial costs	Threats to local lines of credit during banking crises; rising funding costs if credit tightens	M	M	M	M	M	M	L
Working capital intensity	Need to maintain adequate working capital; reliance on captive finance segment to support sales (particularly for automakers, truck makers, agriculture, and heavy construction industries)	H	H	H	L	L	L	L
Energy								
Energy-intensity of production (direct)	Higher costs to operate manufacturing/extraction facilities	M	L	L	M	N.A.	L	L
Transportation and impact on consumer behavior (direct)	Higher fuel costs; shifting consumer tastes/preferences because of rising energy costs	H	H	H	M	M	L	H
Management								
Design and control of supply chain	Need for operational flexibility and transparency of sources; loss of control at supplier level	M	M	H	M	N.A.	L	H
Human resources	Quality of employees, internal or outsourced; need for resources dedicated to supply chain oversight	M	M	M	L	N.A.	L	L

■ H - High risk
 ■ M - Medium risk
 ■ L - Low risk

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Global supply chain risk comes at shippers from multiple areas of their business. Supply chain stakeholders should expect risk as a matter of course in global operations.



General Motors keeps production lines humming through a supply chain visibility platform that shares inventory levels, material flows, production schedules, and more with suppliers.

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However, Deckers managed its carriers and cargo manually using spreadsheets. It had no overarching visibility into its freight flows and volumes. This lack of visibility posed a risk, management believed.

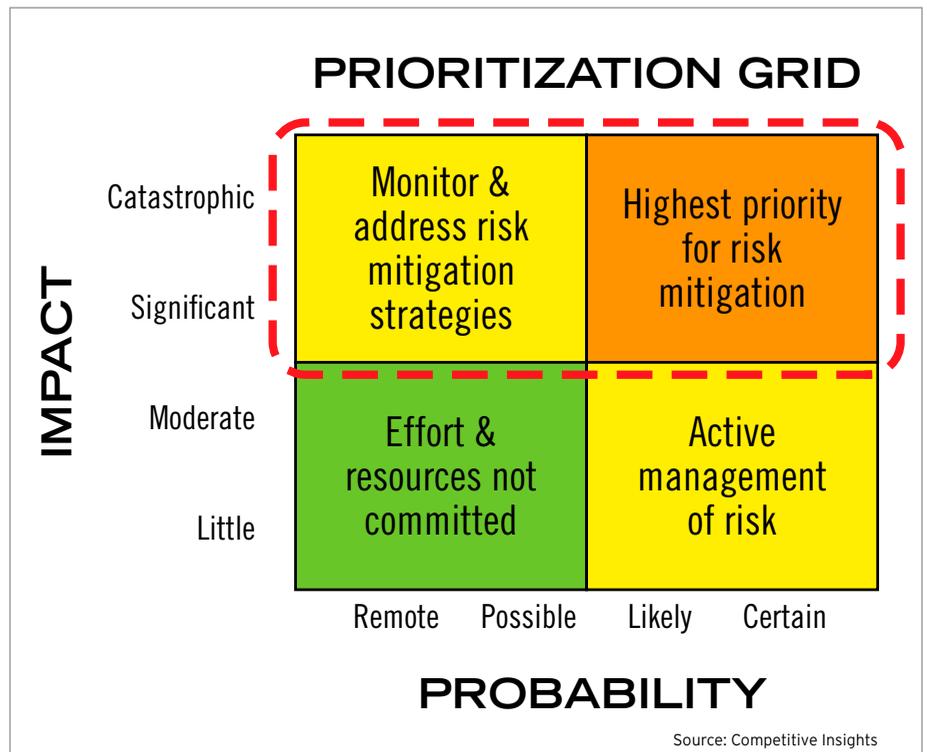
Deckers understood it needed a transportation management system (TMS) in order to gain the visibility it wanted. But the company chose not to invest in a TMS itself. Instead, it contracted with a major global freight forwarder to handle its ocean freight via its TMS.

“We now have access to 14 steamship lines,” thereby significantly increasing transportation options in the event of a disruption, says Karina Heistuman, the company’s director of global trade logistics, “And we also have full visibility into our freight movements.”

Proving the Value of a Global TMS

The 2015 chemical explosions at the Port of Tianjin, China, proved the value of Deckers’ access to a global TMS. In that disaster, a series of massive explosions and resulting fires killed 173 people and injured hundreds of others at a container storage station at the port. The fires burned uncontrollably for several days, causing at least eight additional explosions.

Deckers ships considerable volume through Tianjin, but was unaffected by the disaster. “Our forwarder was able to



redirect our freight, thanks to the visibility it has into all our flows,” Heistuman recalls. “We would not have been able to do that with our old manual system.”

General Motors has taken its reliance on visibility a step further. The company learned a painful lesson in the 2011 Fukushima, Japan, tsunami-nuclear catastrophe. “It took GM six weeks to recover from that disaster,”

says Gary Lynch, president of The Risk Project and author of three books on risk management. “In the 2016 Japan earthquake, GM cut that recovery time down to six days.”

What made the difference? Technology. According to Lynch, GM and its suppliers participate in a shared information platform that provides visibility into the bills of material, inventory levels, material flows, production schedules, and more. GM also shares an event monitoring service with its suppliers that tracks everything from fires and floods to labor shutdowns and congestion.

“Based on this ongoing information-sharing and event monitoring, you can then use predictive analytics to calculate the financial impact of various types of supply chain disruption,” Lynch explains. “You can use the results to inform smart risk management decisions.”

A 360-Degree View

Key to effectively managing disruption and risk is combining all the different “views” into a single picture, and making decisions based on that 360-degree picture. As Lynch explains,



The manufacturing supply chain requires suppliers in the network to balance the cost of a proactive disruption strategy with the financial risk of disrupting the chain.



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“People in the supply chain focus on the supply chain. Manufacturing focuses on the factory. Insurers focus on loss of insured assets or business interruption. The CEO focuses on market position impact and financials. This all needs to come together in a single picture. You can’t afford to operate in siloes.”

Plan for Disruption

Managing global trade hiccups takes planning—a lot of it. “In fact,” says Heistuman, “it’s the only way to get through a supply chain disruption.”

For example, several years ago, the ILWU labor contract for West Coast ports was up for renegotiation. A potential strike would put Deckers’ business at risk. So about nine months prior to the start of contract negotiations, Deckers’ management team sat down and developed an alternate supply chain plan that involved diverting imports from Los Angeles-Long Beach to Prince Rupert, British Columbia, Savannah, and New York-New Jersey. Decker activated this Plan B eight months before the contract’s expiration.

At the time, Decker was contracting directly with five steamship lines. “That gave us the flexibility to use

various ports,” Heistuman notes. “We still committed the same overall contract volumes to the carriers, but we just switched it to other ports.”

Diverting to other ports was more expensive. “Our carriers thought we were overreacting, diverting freight so far in advance,” she continues. “But it turns out we were not—and our decision paid off. Our customers got their goods with no service interruption. Other companies had their containers stuck on vessels for days.”

Manage Cost-Benefit Tradeoffs

The challenge in creating a disruption strategy that is proactive rather than reactive, is making smart decisions when it comes to cost-benefit tradeoffs. “Obviously, there’s a cost to being proactive,” says David Broering, senior vice president, integrated solutions, NFI Industries. “The key is balancing the cost-benefit equation properly.”

Service-level agreements (SLAs) with customers can make this cost-benefit analysis relatively simple. Broering explains: “If your customer is Walmart, and your SLA stipulates that Walmart can charge you x percent of the invoice value if you deliver late, then you can

decide whether expediting your freight by air is worth it. The ROI conversation is very straightforward.”

But when you’re a supplier of a supplier, farther up the manufacturing food chain, the calculation gets trickier. “At this point,” Broering advises, “you have to figure out the cost of potentially eroding your customer’s confidence in your company as a supplier. You have to calculate the potential financial risk to your business of a service failure.”

Building an optimized supply chain risk management strategy and tactics—the kind to which the NFI senior vice president refers—is a two-step process:

Step 1: Identify types of risk. “Like solving any problem,” explains Richard Sharpe, CEO of Competitive Insights, “the first step is to identify potential sources of serious supply chain risks.” The following definitions can help categorize possible sources of risk.

■ **Physical risks.** Risks associated with the damaging of a supply chain asset due to some form of environmental event—e.g., earthquakes, fires, floods.

■ **Geopolitical risks.** Man-made risks, created through the actions of government, political/social or terrorist bodies. They range from tariffs and embargoes to political upheaval and terrorist activities.

■ **Commercial risks.** Risks associated with the commerce of the supply chain, including supplier financial viability, carrier issues, IT systems, and infrastructure problems.

Sharpe recommends using a prioritization grid (see page 158) to assess risks along two key axes—probability of occurrence and severity of impact.

Step 2: Develop mitigation strategies. Risk mitigation strategies fall into three categories, all of which can be analyzed from a cost-benefit perspective. “The focus should be on protecting operating profit,” Sharpe advises.

1. Redundancy. Although often an expensive form of mitigation, this strategy is well understood and used to mitigate many forms of business risks. Building redundant computing and IT infrastructure is one such example.

2. Contingency. This strategy establishes well-thought-out contingent



Diverting cargo from one port to another—for example from Port of Long Beach’s Pier A to an East Coast port—in advance of an anticipated disruption, circumvents delays.

operating plans for potential disruptions. The plans provide for training all personnel in how to execute them.

3. Policy. One of the most effective mitigation strategies is simply to change an operating procedure or policy. Deckers, for example, diversified its global supplier base to spread production around the world. "Our goal was to mitigate any impact from growing labor unrest in China, where we'd traditionally sourced extensively," says Heistuman.

The Payoff: Protected Profits

Best practice supply chains understand one point very clearly: Disruption/risk management is not a project. "That's one of the most common big mistakes companies make—viewing supply chain risk management as a project," says Sharpe. "You can't afford to look once a year at your risks. The world changes too fast."

Instead, leading companies monitor and manage risk all the time. And they use data, visibility, and analytics to make smarter decisions about prioritizing their efforts and resources.

Companies like Apple and Microsoft take this advice very seriously. "They have robust, ongoing conversations about supply chain disruption," Broering observes.

"Certainly, this is a function of the market value proposition at risk," he adds. "But every company should have a living disruption strategy and plan." ■

Managing Disruption Proactively

David Broering of NFI offers four common-sense pieces of advice to creating a proactive supply chain disruption management platform:

- 1. Apply game theory.** Plan your events and contingencies out on paper or using modeling tools. And build your response strategies and tactics accordingly.
- 2. Challenge your logistics service providers (3PLs).** Present your 3PLs with different scenarios and find out what strategies and tactics they have for dealing with them.
- 3. Collaborate with your customers.** Understand the service commitments you're making to your customers. Talk to them about service disruption. Agree on what steps you will take collectively to support their business in the event of a global supply chain disruption.
- 4. Fight complacency.** Complacency breeds risk and leaves organizations unprepared. Make disruption planning and monitoring a part of everyday business.



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Transportation management, warehouse management, and yard management systems sew together high-velocity supply chains.

By Gary Frantz

In today's marketplace, e-commerce-driven, omnichannel supply chains are the rule and not the exception. The entire ecosystem of technologies that do everything—take an order, find a rate, locate a truck, book a load, assign a route, manage inventory, identify which warehouse to pick from, or even decide in which dock door or yard space to park a trailer—is undergoing dramatic, disruptive change.

Pressures are increasing as today's supply chains cope with challenges new and old. Product velocity is faster. Order-to-cash cycles are compressed. End-customer demands for product variety, a convenient buying experience, and rapid delivery are more stringent and far less tolerant of failure. The need for up-to-the minute, accurate real-time visibility to products—whether on the production line, at the supplier, in a warehouse, or somewhere in transit on a truck—is more acute than ever. And you have to do all this for less than your budget was last year.



Having a bird's eye view of shipments is critical for supply chain stakeholders. They need up-to-the minute, accurate real-time visibility to products—whether they are in a container, in transit on the rails, or on a production line.

All these factors are driving a convergence of what were once “siloed” technologies to plan and execute transportation, optimize warehouses, allocate inventory and fulfill orders, and organize, stage and schedule trailers and power units at a carrier's terminal or customer's distribution center. And with this convergence has come the increasing need for supply chain technologies to meld together to support a multiplicity of processes while operating at higher velocities with less room for error.

Assessing the Landscape

In a recently published study, Jim Hendrickson, a professor of logistics and supply chain management at the Fisher School of Business, Ohio State University and his team set out to determine the value of supply chain execution (SCE) systems within the context of an Enterprise Resource Planning platform. The study examines how businesses define and evaluate SCE software, and the approaches companies take to develop and justify buying decisions.

His team surveyed a cross-section of industries, including transportation, supply chain consulting, supply chain services, manufacturing, and retail, all with revenues from \$100 million to more than \$1 billion. Among the findings of Hendrickson's study:

The top three systems respondents identify as critical/very important:

1. Enterprise Resource Planning (ERP): 92 percent
2. Warehouse Management Systems (WMS): 72 percent
3. Transportation Management Systems (TMS): 67 percent

Among the study's other findings:

- 86 percent of respondents don't believe that ERP is enough to manage the complex supply chain of today.
- 92 percent say that TMS is required to increase specialization of an ERP.
- 81 percent identify TMS as the system that offers the most business value.

How do businesses decide what to invest in and when the time is right to upgrade mission-critical supply chain technologies? How do these systems come together to adapt and support the nuances of ever-evolving e-commerce demands? Do you look for best of breed in each category, or one provider who can fulfill basic functional needs of all three activities on one platform? Can you realistically and reliably stitch together separate, functional systems already in place with new technologies that provide the necessary edge to compete?

The answer, as one might expect, depends on who you ask.

“Companies are still very much working in different silos, particularly in transportation,” says Bart DeMuyneck, research director, transportation technology in the supply chain practice at Gartner Inc. Many solutions in the past were vendor- and function-specific, and they didn't cross boundaries. “You would buy best of breed and then link them together as much as possible,” he notes.

But that's changing. Convergence of distinct technologies in the supply chain execution space isn't entirely new; it has been building for some time. “People are starting to catch up and optimize processes and technologies for managing transportation,” says DeMuyneck.

It's a Process

More players are entering the market. Offerings have become broader and more robust, while implementations are faster, less complex, and quicker to deliver results. “You have to think first from a process perspective,” he says. “Set your strategy and processes before looking at technology to enable it.”

DeMuyneck shares an old bromide: A poorly designed process is still a poorly designed process even with new technology.

Those who are already invested in an ERP—with SAP or Oracle, for example—may choose to use those providers'



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TMS, WMS, and YMS offerings, primarily to leverage the cost-of-ownership benefits of a single platform. The downside, however, is that these offerings may not be as robust, or offer the same level of specialized features and functionality as a best of breed.

Atlanta-based Manhattan Associates is one vendor that provides all three supply chain execution technologies—TMS, WMS, and YMS—on a single platform within a common database and architecture. The 27-year-old software company counts among its customers some of the nation's biggest retailers and manufacturers. Its heritage is in WMS, followed by growth into TMS and YMS.

“Modularity is a hallmark of our features,” says Erin Lamphier, Manhattan's senior director of product management. “It's possible for customers to license and launch only the WMS, TMS, or subcomponents, including YMS. They can take what fits their needs to start, then grow from there.” Like virtually all software providers, Manhattan has been adapting and migrating its legacy installed-software products into cloud-based offerings.

A Global Platform

C.H. Robinson (CHR), an Eden Prairie, Minnesota-based third-party logistics provider, offers the *Navisphere* platform, which provides a broad range of TMS capabilities that enable users to see and manage shipments—domestically and globally—across all services and modes. It's a single-instance, global platform built on a single, internally developed financial system.

“This is important to the customer because analytics, visibility, and financial processes such as invoicing all come from a common place,” says Chad Lindbloom, CHR's chief information officer. “The customer can look in one place and see the total suite of business with us.”

CHR's brokerage network has access to some 66,000 carriers (80 percent of the surface carriers are in the United States) including air and ocean providers.



A warehouse management system, which organizes and streamlines warehouse workflow, is the second most critical supply chain execution system after ERP, say respondents to an Ohio State University study.

Its TMS offerings for carriers mirror those for shippers. “Truckload is an industry with lots of small carriers,” says Lindbloom, most with capacity of 100 trucks or fewer. For this segment, CHR's mobile and web apps are popular.

“At small fleets, the owner is often also dispatcher and driver,” explains Lindbloom. “Through our mobile app, they can keep track of trucks, find loads, and even be alerted by our system when loads are available. We essentially become a fleet management tool for those operators.”

CHR also offers a “managed TMS” product through its TMC division. A recent Gartner report described it as “leveraging the technology (CHR) uses for its own operations as well as TMS plus managed services.” This offering “benefits from CHR's deep transportation domain expertise and applied transportation management technologies, as well as the ability to plug into its very large carrier network.”

“Managed TMS benefits from the size, global reach, and breadth and depth of expertise of the overall CHR organization,” the report says. “CHR uses the same TMS internally, which is functionally broad and deep. CHR has compelling capabilities to support global freight operations, with control towers in North America, Europe, Asia/Pacific, and the rest of the world.”

As for supply chain technology

convergence, and whether to go single platform or best of breed, views vary. “You have to meet customers where they want to buy,” Lindbloom says. “The standard protocol of interfaces with APIs makes it easy to take best-of-breed platforms and sew them together to make one cohesive system.”

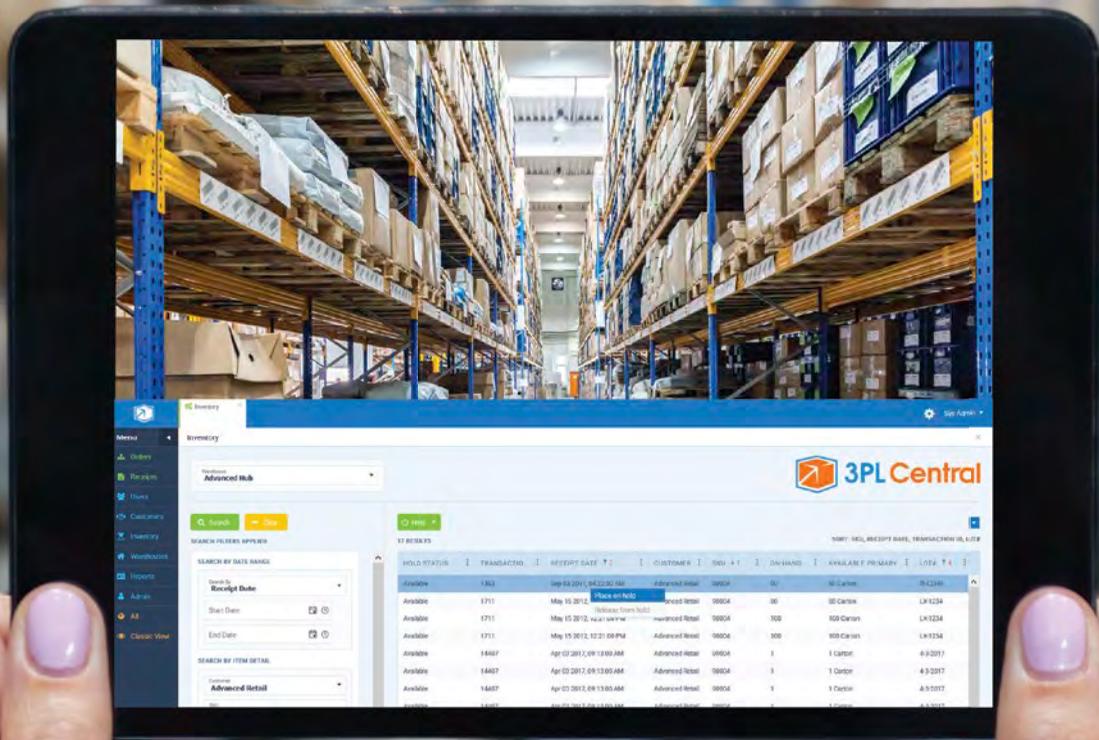
The Case for Best of Breed

Even with trends pointing to convergence of supply chain planning and execution tools, a highly active market remains for best-of-breed solutions that focus on specific segments, and then interface with and support other applications through mapping tools, integration engines, and other software that enables timely and accurate data sharing. It can be over an FTP site, traditional EDI connections, or new application programming interfaces (APIs).

Sunset Transportation, a St. Louis-based family-owned 3PL, emphasizes TMS. It specializes in supply chain management, shipper technology, brokerage, and freight auditing and payment services. Its core markets are automotive, heavy industrial, manufacturing, agriculture, and chemicals.

“We are focused on the TMS space,” says Tracy Meetre, Sunset's vice president of sales and marketing, who notes their technology stack combines a best-of-breed TMS suite with in-house-developed proprietary systems.

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Yard management systems not only offer visibility to shipments moving in and out of a facility, they also help track movement of trailers in the yard, and equipment staging and scheduling for unloading, loading, and dispatch.

“However, we’re capable of many services, cradle to grave—from analyzing a shipper’s distribution footprint, cost, processes, systems, and analytics, then determining and creating a solution that’s scalable for growth and continuous cost improvement.”

While TMS is Sunset’s primary technology backbone, the third-party provider supports WMS and YMS applications through various EDI integrations and APIs. “Our typical integration on the shipper side is with the customer’s ERP,” says Meetre. “We piggyback on an exit point of data the customer already has established.”

Sunset doesn’t offer order fulfillment services or solutions to run a warehouse. Over her 30 years in the business, “I have rarely seen an RFP requirement to incorporate a yard management tool,” Meetre notes.

ELDs a Game Changer

Sunset customers want a core focus on TMS because the challenges and opportunities for improving transportation operations and reducing costs are so great. That need has become even more critical with the government-mandated rollout of electronic logging devices (ELDs) in trucks.

“We are consulting with customers on process flows and how they run their facilities,” Meetre says regarding loading and unloading practices. “With ELDs, we’ll start to see more instances

of carriers turning down business from shippers who are notorious for making drivers wait in line for hours, burning time.”

The Basics are Free

Kuebix entered the market in October 2017 offering a “free” TMS, that provides, at no cost to the shipper, a cloud-based system with basic functionality including unlimited rating, booking, tracking, and management of shipments across all modes.

Response to Kuebix’s offering has been brisk—more than 3,000 users signed up as of late December 2017, according to Dan Clark, Kuebix founder and president. He believes the evolution in freight shipping mirrors that of the airline industry and how booking a ticket through travel agents was largely replaced by self-service online travel sites. “We’re democratizing rating and tracking,” he says. Revenue is generated as Kuebix upsells users into premium applications.

Particularly where a business has the need for specific experience, functional process expertise, and a deep portfolio of specialized tools and capabilities, best of breed remains the preferred option, notes Nathan Harris, president of YardView Inc., a yard management solution provider based in Denver. Typical clients include food and grocery, OEMs, large fleet operators, and retail distribution centers.

“Managed transportation, and even warehouse productivity, is affected by what happens in the yard,” which can involve highly complex activities, he says. YardView’s platform orchestrates traffic through a facility’s gates, and directs staging of equipment, movement of trailers in the yard, and precise scheduling of equipment into dock doors for unloading, loading, and dispatch.

One key advantage of YardView is its robust analytics dashboard, which presents daily operating metrics and identifies yard and dock throughput and optimization improvements. “Our platform provides visibility,” says Harris. “We let customers know what is most important to process next, and when they need to act to avoid problems or excess costs,” such as demurrage or detention fees.

Customers would love to have one solution that does everything, says Greg Braun, senior vice president of sales and solutions for Montreal-based C3 Solutions, a large YMS provider. “The reality is that no solution can be best of breed at everything,” he notes. “Customer needs are too diverse. We’re best of breed in yard management, where customers have a serious need for in-depth functionality and process expertise. So that’s our focus.”

Diversity Reigns

Most businesses still have a relatively diversified portfolio of supply chain planning and execution applications. “I see a large mix between companies that have multiple systems and those that have everything on one platform,” says Gartner’s DeMuynck. In many cases, companies already have one or two of the three principal supply chain execution applications deployed.

Supply chain executives, says DeMuynck, should ask themselves two questions: First, “If you have a best-of-breed solution in place now, and it’s working, does it make sense to switch?” This is an important question particularly because current installs often represent a large, embedded investment.

The second question then becomes: “What is the best way to add or improve capability on top of what you already have?”



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Supply Chain Financing Trends

Supply chain financing solutions that allow both buyers and suppliers to optimize cash flow are becoming increasingly popular as more options become available. Here are five trends that are on the money.

BY SANDRA BECKWITH



upply chain financing is a strategy that allows both buyers and suppliers to optimize their cash flow.

While most industry experts agree on that definition, those involved in the process differ on the options available for that strategy to happen. Purists say that the term “supply chain financing” only applies to reverse factoring, where the buyer initiates a process that lets the supplier get paid more quickly through an intermediary—typically a bank.

Other experts equate the term with traditional factoring or accounts receivable financing, credit card payments, early payment discounts, and dynamic discounting (*see sidebar, page 176*).

Hanging On To The Cash

Purist or not, the goal of supply chain financing is to let the buyer hang on to cash longer without the supplier having to wait for payment. It’s a win-win for buyers—who can extend payment terms and use their capital in the meantime—and for suppliers, who can’t afford to wait more than 30 days to be paid.

Here’s how “true” supply chain financing works: A buyer with an investment grade credit rating who wants to extend payment terms to 45, 60, or even 90 days partners with a third party that agrees to pay suppliers earlier than invoice terms in exchange for a supplier-paid fee. The buyer notifies the supplier that it is extending invoice terms and offers the third party an early-payment solution.

While suppliers with tight cash flow get paid sooner, there’s yet another advantage. The fee they pay the intermediary is often less than what it would cost them to borrow money to pay bills while waiting for the buyer’s payment. That’s because the rate charged is based on the buyer’s credit history, not the supplier’s. Buyers with an investment grade rating often receive more favorable rates than suppliers that aren’t as highly rated.

In addition, supply chain finance

Is Blockchain in Your Future?

Ron Quaranta, chairman of the Wall Street Blockchain Alliance, describes blockchain as “a distributed decentralized ledger meant to securely and immutably protect data with maintenance performed by a network of nodes, or participants.”

The blocks in the chain are files with the recorded transaction data.

“Financial markets have been working with blockchain for pilots or proofs of concept for about three years, but things have really begun to heat up in the past year and a half,” Quaranta says. “Every major bank, most major fintech companies, and large tech firms that include IBM, Microsoft, and Oracle are deeply involved from a research and pilot perspective.”

MasterCard recently created and tested a blockchain system, while American Express introduced a blockchain-based cross-border payment service leveraging technology from fintech startup Ripple.

On the supply chain side, Maersk recently partnered with several businesses to create the world’s first marine insurance blockchain platform to streamline and automate marine insurance transactions.

Transportation leaders have formed the Blockchain in Trucking Alliance (BiTA), an organization created to develop blockchain standards and education for the freight industry. BiTA believes blockchain “is one of the most significant developments for the trucking industry since the creation of the Internet,” according to a press release.

While payments via blockchain may be a future option, the industry is still in the exploratory stage.

“There’s huge potential, but it’s not totally clear how it’s going to revolutionize the way we transact business within the supply chain structure,” says Rich Piontek, president of BiTA member eCapital.

“Large corporations are exceptionally risk averse,” adds Tom Roberts, senior vice president of global marketing at PrimeRevenue. “They’re not yet willing to put their financials and invoice systems into blockchain ledgers.”

Piontek believes it’s a matter of time before it becomes a payment option.

“Most forward-thinking companies interested in improving the way they interact with clients or manage the flow of information or funds are considering the impact of blockchain,” he says, adding, “but it won’t happen quickly.”

doesn’t count as additional debt for a buyer or supplier.

Financing for Freight

Supply chain financing is particularly prevalent in the freight and transportation side of the business for two reasons. First, because the freight spend commonly ranges from three to 12 percent of revenue, according to data analysis company Aberdeen, freight is a logical source for a working capital improvement initiative.

“Companies that take advantage of supply chain financing are usually in industries such as heavy manufacturing, where freight is a big enough expense to matter,” says Cory Bricker, vice president of corporate development for Cass Information Systems, a St. Louis-based provider of integrated information and payment management services.

In addition, many carriers are small businesses. In fact, 90 percent of the trucking industry is comprised of businesses with 10 or fewer



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Blueberry Diapers finances its supply chain in part with PayPal Working Capital, a program that advances cash to a company based on its PayPal history.

trucks, reports the Owner-Operator Independent Drivers Association.

“These carriers need a quick pay option because they can’t afford longer terms,” says Bricker.

Bricker and other industry sources cite the following five supply chain finance trends to watch in 2018.

Financing the supply chain is a more accepted and popular strategy because more shippers and carriers are aware of the working capital tied up in it.



“Both shippers and carriers are watching their days paid out and days sales outstanding more closely,” says Travis Lachinski, senior product manager, freight payment, for U.S. Bank in Minneapolis.

More awareness through education and an increase in the number of businesses facilitating supply chain financing mean more companies are employing this strategy.

“It has become a highly competitive business, so companies are always looking for ways to manage the process more efficiently,” says Rich Piontek, president of Las Vegas-based supply chain payment service provider eCapital.



An increasing number of service providers use digital technology to audit and pay invoices, making it easier for companies to take advantage of financing options.

“Bringing together the invoice approval process with the ability to finance the invoice through a single platform is a significant trend,” says Drew Hoffer, senior director, solutions marketing, at SAP Ariba, which provides the technology platform many service providers use.

Supply chain financing is an outgrowth of Cass Information Systems’ invoice auditing, payment, and banking services.

“It’s a logical fit for the shippers and carriers we already work with,” says Travis Sumner, director of global sales and marketing for Cass Information Systems.

“We can handle a large volume of invoices with a relatively low value,” he explains. “A company trying to manage

this internally can’t always get the throughput needed to approve invoices in time to take advantage of a quick pay program.”



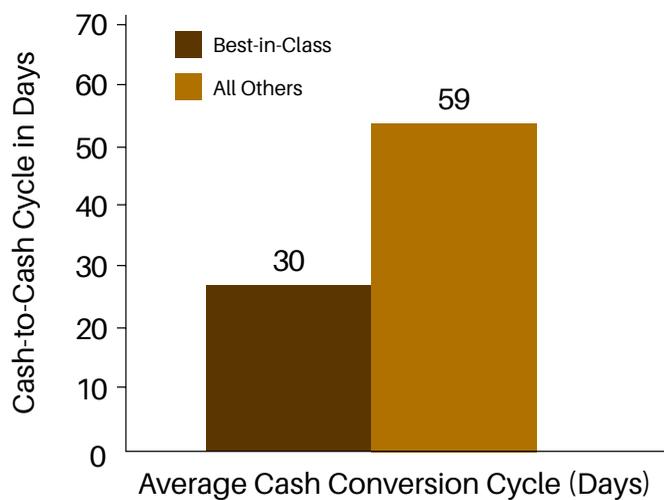
More providers mean more financing options.

“We have many more alternatives now than we did when we started the company 12 years ago, when bank funding was the only option,” says Casey McClure, co-founder of Blueberry Diapers, a NetSuite cloud-based financials and enterprise resource planning software user in Knoxville, Tennessee.

McClure now uses PayPal Working Capital, a program that advances cash to a company based on its PayPal history. PayPal automatically deducts a regular, agreed-upon repayment amount from the company’s incoming payments.

This also means that supply chain financing is becoming increasingly bank agnostic. “Our primary competitors are large global banks, but our platform includes multiple funders,” says McClure.

Best-in-Class Working Capital Advantage vs. All Others



Source: Aberdeen Group, January 2016

All companies strive to increase their working capital, either by reducing the need for it or by increasing its flow from existing operations. Best-in-class companies excel in this regard as shown in this chart, which compares the cash-to-cash cycle for the best-in-class to that of their competition.

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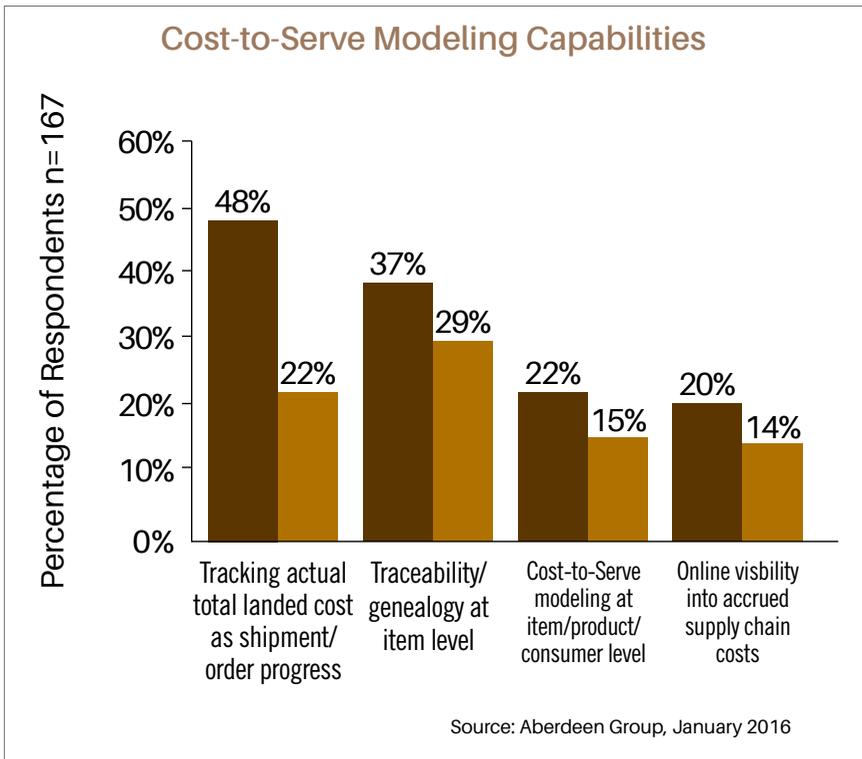


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Big box retailers have already taken over control of their freight spend because they have the advantage of scale and are able to dictate policy to their suppliers. The majority of companies cannot take that approach, and, as this chart shows, consequently struggle to understand and allocate costs in order to make profitable decisions.

Coming to Terms With Supply Chain Finance

Some experts believe that reverse factoring is the only “true” supply chain financing option, but others extend the definition to any solution that lets the buyer delay paying while the supplier gets paid more quickly. Here are terms you might hear.

Factoring, also known as accounts receivable financing. A supplier that wants to get paid more quickly sells its accounts receivables to a third party (a “factor”) at a discount.

Reverse factoring. The buyer initiates a process that lets the supplier get paid more quickly through an intermediary that is typically a bank. This option is often presented in conjunction with a buyer initiative to extend payment terms on invoices.

Credit card payment. The buyer retains cash longer by paying with a credit card.

Early payment discount. The supplier offers the buyer a discount on the invoice if the buyer pays before the invoice due date. The discount is typically 2 percent if paid in 10 days.

Dynamic discounting. Early payment discounts usually expire on day 11. Dynamic discounting extends the discount period by calculating the discount on a sliding scale as of day 11. The sooner the buyer pays, the greater the the discount.

“We’re seeing more of these multi-funder options across the industry now,” says Tom Roberts, senior vice president of global marketing at PrimeRevenue, a working capital financial technology solutions provider based in Atlanta.



Participants in electronic payment processing programs want more data.

Because outside processing services work with digital files, they can generate data that’s useful to system participants.

“We can generate reports that produce not what you contracted to spend, but what you actually spent,” says Lachinski. “This is much more useful for understanding trends and future costs.”

U.S. Bank recently began sharing some trends revealed by the data in its system through its quarterly U.S. Bank Freight Payment Index, which measures changes in commercial shipment and spend activity. The Index detects trends that can help shippers and carriers benchmark their performance.



Watch for more middle market companies to offer supply chain financing.

PrimeRevenue is working to make the option available to mid-market companies with sub-investment grade ratings. “This is traditionally a market that banks won’t touch, but we know there’s demand there,” Roberts says. “We’re finding non-bank financing for them.”

What does the future of supply chain financing look like? “It was bleeding edge 10 years ago, moved into leading edge, and is now a best practice for many,” says Hoffer. “In five years, we’ll see something closer to a self-service cash flow based on a ‘set it and forget it’ system for buyers, and an ‘edit it and forget it’ process for suppliers.” ■

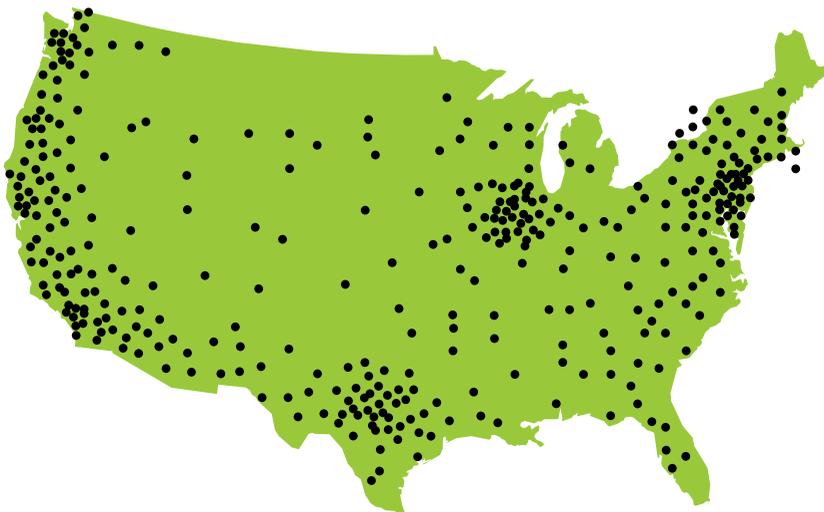
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Spot Market Strategies: *Making the Right Connection*

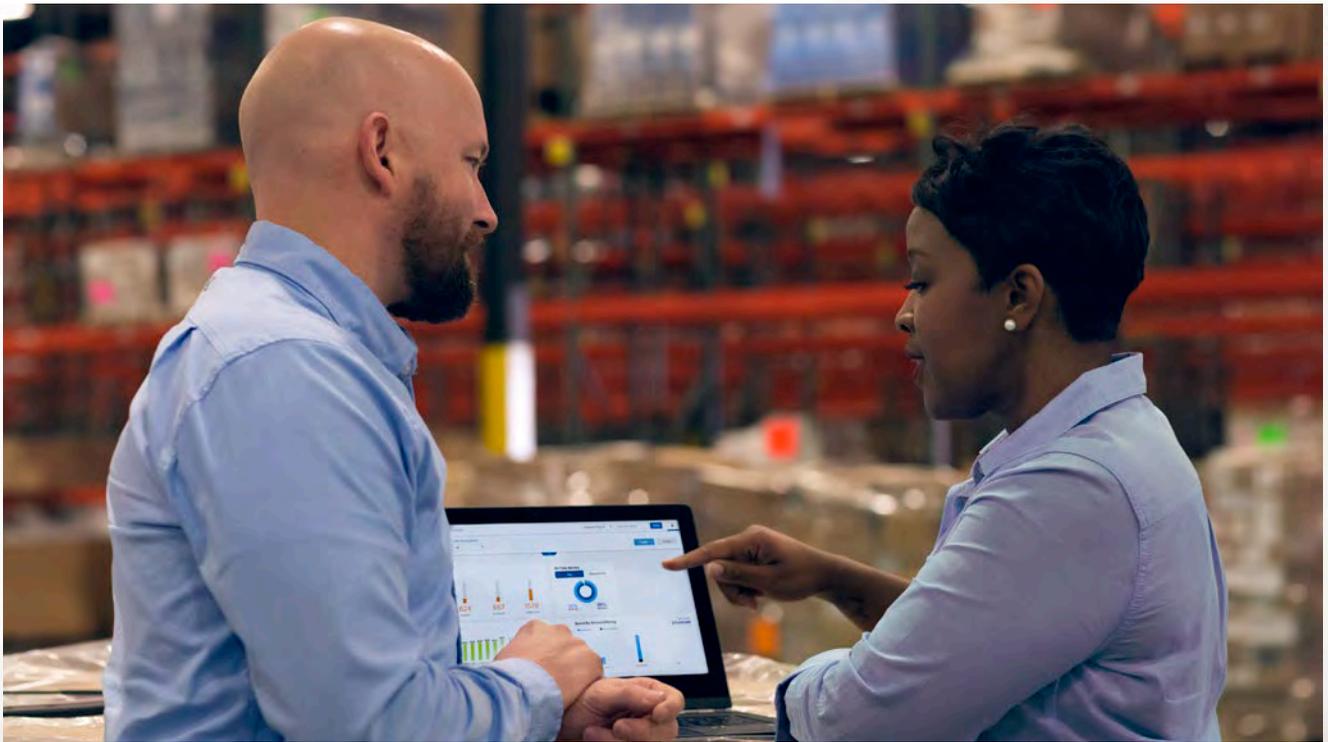
Here's a pickup line that works: tendering freight to compatible carriers through high-tech, digital loadboards.

By Gary Wollenhaupt

The days of shippers posting loads on a bulletin board at a truck stop are long gone, and the art and science of matching freight and carriers has moved to the internet.

Today's 24/7 online world of loadboards and freight-matching apps have disrupted the spot market, bringing shippers and carriers together faster than ever. Rather than playing phone tag, shippers tender loads via online loadboards that truckers access on their mobile phones, or dispatchers scan on the web.

When shippers require trucking outside their standard contractual relationships or shipping lanes, they turn to the spot market for last-minute arrangements to get the load where it needs to go.



Because many shippers prefer moving freight with established carriers, J.B. Hunt is among the companies that have started their own loadboards. The J.B. Hunt 360 platform provides shippers end-to-end visibility, real-time tracking, and in-depth reports.

A few large loadboards have dominated the spot market, while tech startups nip at the heels of the entrenched leaders. DAT began as Dial-A-Truck, literally a bulletin board with loads pinned to it at a truck stop in Portland, Oregon. Today DAT and other loadboards reduce friction in the spot market, bringing shippers and carriers together faster and with less hassle.

Long-Term Relationship

Still, long-term contractual relationships are the preferred method of securing capacity.

“Most of our users would prefer to work with a carrier that they have a pre-existing contract or relationship with,” says Eileen Hart, vice president of marketing and corporate communications for DAT. “It’s only when the capacity that they’re counting on is not there that they will put it on the loadboard.”

Shippers typically access loadboards directly or via a broker or third-party logistics (3PL) provider. Some loadboards act as brokers; others simply create a marketplace but take no responsibility for the freight. Carriers tap into the loadboard to fill empty

backhauls or move them closer to the next load from a contract shipper.

Some large carriers and 3PLs have started their own loadboards. The J.B. Hunt 360 platform, for example, features more than 6,000 loads per day, which are available to 100,000-plus approved carriers.

“Shippers can create shipments directly one at a time or in bulk using a connected EDI or API,” explains Shelley Simpson, executive vice president, chief commercial officer and president of Highway Services for J.B. Hunt. “Through Shipper 360, customers have access to end-to-end shipment visibility, real-time tracking, and in-depth reporting.”

While the scope varies with the economy and factors such as severe weather events, the spot market represents about 20 percent of overall freight loads each year. DAT’s database includes information on \$33 billion in actual freight transactions, based on real rates that brokers have paid carriers.

New York City-based startup Loadsmart.com acts as a broker in freight transactions, guaranteeing shippers that a load will be moved or picked up as

ordered. Launched in 2014, the company saw the freight brokerage industry as ripe for a technological makeover.

“There was a lot of technology available that could make this business more efficient,” says Felipe Capella, a co-founder and chief of product.

Instant Pricing

In September 2015, Loadsmart came out with what it says was the first loadboard to offer full truckload shipping prices. Other ventures were offering estimates, but acting as a broker allowed Loadsmart to guarantee a rate offer within five seconds. The company offers instant prices in 900,000 lanes in the United States.

“Shippers with loads to move on the market can hop on our platform and secure a truck as soon as the next day,” Capella says.

One barrier to adopting technological change is the tradition of trucking as a people business.

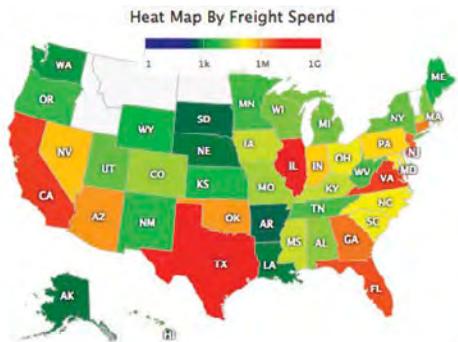
Even with the ability to book a load at the touch of a button, brokers and carriers still like to have person-to-person negotiations on the phone to finalize a deal. After all, both parties want to have



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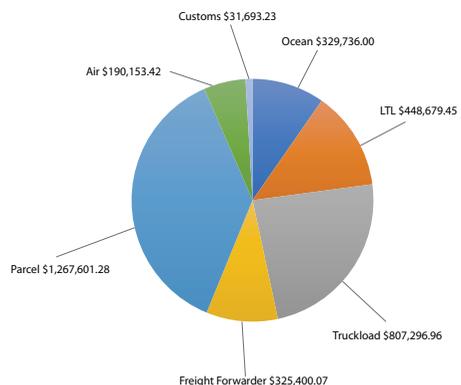
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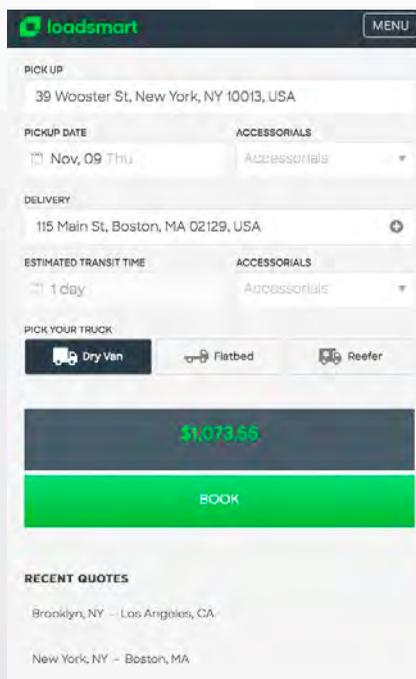
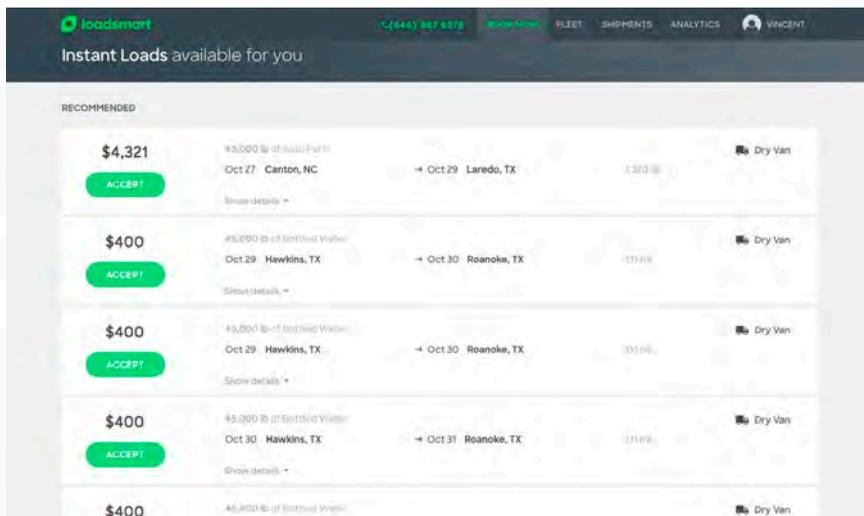
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Loadsmart lets spot market shippers receive instant quotes, book a truck in seconds, and track shipments from pickup to delivery. It maintains a database of curated carriers who have passed strict compliance and safety standards.

get a better rate if they have a discussion with the broker,” says Peggy Dorf, market analyst for DAT. “It’s still an important part of the process but we’re bringing as much of it online as we can.”

Traditional check calls from the broker to the driver assigned to the load are also being supplanted with technology.

“The move to digital interaction has automated many daily responsibilities, freeing up more time to develop solutions and help improve efficiency,” Simpson says. “When drivers use smartphones safely for day-to-day tasks, it can give them more time to drive, which means the opportunity to earn more.”

Getting On Board Electronically

Loadboards streamline the process for shippers and carriers by offering an electronic onboarding process and credentialing for drivers, which makes that information available to the shipper as proof of Federal Motor Carrier Safety Administration (FMCSA) authority to operate and insurance coverage to handle a load. In the old days, truckers would have to fill out a 20-page form for each broker and pay the truck stop by the page to fax it in.

Drivers like the electronic process because they can upload their information only once, and select to work with numerous brokers and 3PLs with the

click of a button. The loadboards also offer a one-time agreement for freight carriage, so the contract can be handled electronically as well.

Major loadboards such as DAT offer brokers the ability to monitor carriers’ authority and insurance coverage and receive an alert if any pertinent documentation expires.

Still, some shippers prefer to work with carriers they already have an existing relationship with, turning to the spot market only as a last resort.

“In our experience, many shippers—particularly the larger ones—prefer to rely on the capacity relationships they’ve established when it comes to covering freight,” says Troy Cooper, chief operating officer of Greenwich, Connecticut-based XPO Logistics. “With loadboards, there isn’t always a lot of vetting before freight is assigned. This makes some shippers wary of using them, even when a 3PL is involved.”

Big Data in the Driver’s Seat

Driven by big data, the process of matching shippers and loads will continue to get faster. Loadboards such as DAT are working to create recommendation engines, similar to Amazon’s product recommendations. The engine will show drivers loads similar to those they are typically interested in carrying in terms of rate, lane, and equipment types. The system will pull the drivers’ GPS location from a smartphone to offer nearby loads that fit their profile.

In October 2017, Loadsmart launched a tool that links instant quoting and booking systems for full truckload shipments with popular transportation management systems used by 35 percent of shippers.

“Customers will be able to check real-time full truckload shipping prices and book a 53-foot-long truck instantly with one click, avoiding calls, emails and double entries,” Cella says.

Loadboard provider Truckstop.com is getting into the big data prediction business as well. In September 2017, the company unveiled a forecasting tool for the spot truckload market that will project the direction of spot rates in specific markets and lane by lane.

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To serve the spot market, XPO Logistics' brokerage offices and carrier service teams tender loads for shippers.

The Rate Forecasting tool analyzes 10 years of market trends from the Truckstop.com marketplace using transportation consultant FTR's proprietary economic modeling algorithm that measures 13 million data points each month. The resulting forecast tracks

trends on each of 160,000 state-by-state lanes and 6 million origin/destination pairs, according to the two companies.

As more data accumulates, the loadboards will be able to speed up the entire process.

"We're looking at how we can

aggregate and redistribute the data we have to improve efficiency across the board, whether you're a driver in the cab or involved in the onboarding process," Hart says. "If you look at each section of the freight lifecycle—from document management or payment matching up the loads and trucks—it will all just get increasingly faster." ♥

Finding Your Perfect Match

When shippers tap the spot market via loadboards, some tactics ensure better results.

One key factor is lead time. The shorter the lead time, the higher the rate. "More lead time can deliver better rate results for a shipper because it allows for more negotiation and route analysis," says Troy Cooper, COO of XPO Logistics.

Most loads are offered between one week and one day from when the shipper is ready to move, and "the highest volume is probably same day or next day," notes Eileen Hart, vice president of marketing and corporate communications for DAT.

Another factor is volume. Carriers will offer lower rates for loads they can count on, in city pairs that make sense.

"There are times when volume helps—a large spend can be leveraged to arrive at a better rate," Cooper says.

Shippers should provide as much information as they can about their loads.

"Doing so allows carriers to have a full understanding of the loads they bid on or book," says Shelley Simpson, executive vice president, chief commercial officer and president of Highway Services for J.B. Hunt. "Operating characteristics, appointment times and special equipment requirements can have a big impact on a carrier's ability to meet a request."

Knowledge is power, and the loadboards are

repositories of freight rate data so shippers know the going rate for a particular lane and can negotiate accordingly.

"Shippers can use XPO's technology to increase their automation and help reduce overall transportation spend," Cooper says. "External reporting through third-party market data providers can also offer valuable information. Users can compare year-over-year spend to help determine a current market baseline."

DAT's database—available to subscribers—includes contract rate transactions as well as spot market deals.

"Many of our shipper customers engage with us based on business intelligence for benchmarking their own truckload spending and understanding their contract rates with carriers in the context of what the market is paying," Hart says.

To build a supply chain with a long-term perspective, shippers shouldn't count on squeezing every last penny per mile out of every load. Long-term relationships offer a more stable environment that outweighs any short-term budget victories.

"Any advantage is usually fleeting," Cooper says. "You may be able to procure a better rate on a load, but you're unlikely to know much about that carrier's strengths and weaknesses. You also miss out on the opportunity to leverage a 3PL relationship that can give you more reliable capacity and better rates over time."

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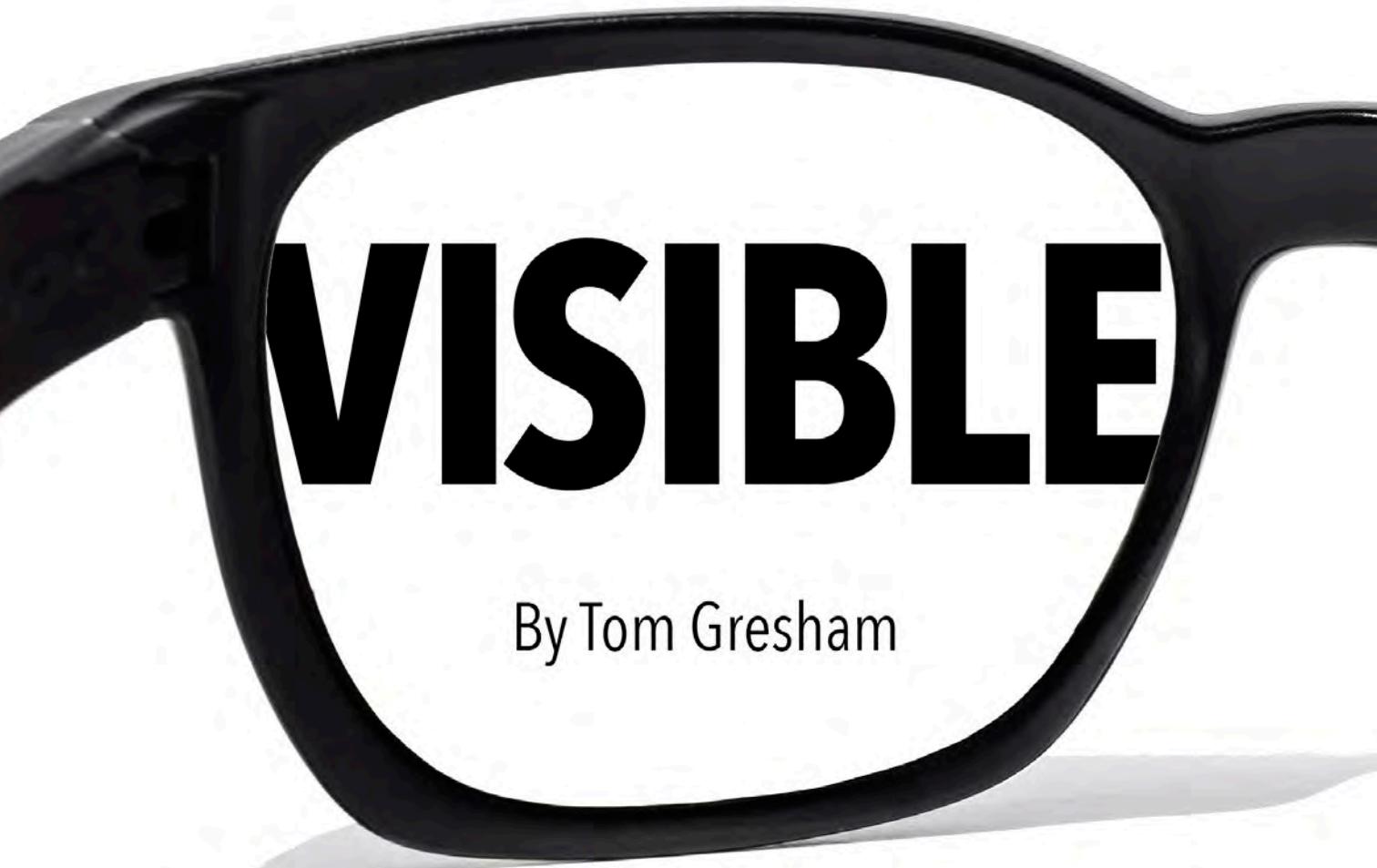
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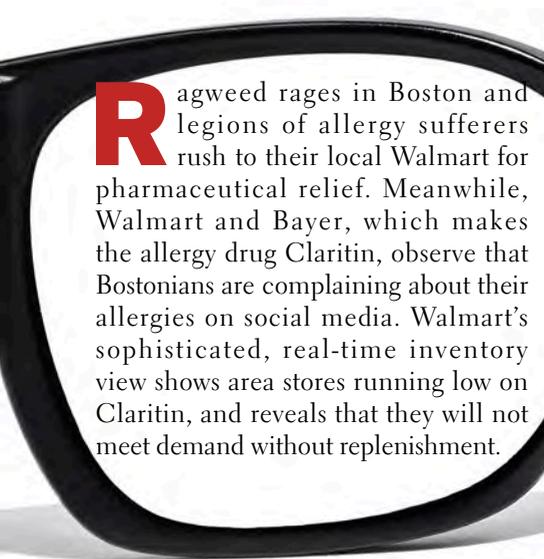


VISIBLE

By Tom Gresham



**Shippers gain powerful insight
from end-to-end supply chain
visibility, where execution and
technology converge right before
your very eyes.**



Ragweed rages in Boston and legions of allergy sufferers rush to their local Walmart for pharmaceutical relief. Meanwhile, Walmart and Bayer, which makes the allergy drug Claritin, observe that Bostonians are complaining about their allergies on social media. Walmart's sophisticated, real-time inventory view shows area stores running low on Claritin, and reveals that they will not meet demand without replenishment.

This hypothetical scenario demonstrates the type of end-to-end supply chain visibility possible today, according to Roddy Martin, vice president, global supply chain management (SCM) thought leadership and SCM product marketing at Oracle, the California-based provider of cloud applications and platform services. As technological advances continue to race forward, shippers and their supply chain partners can gain increasingly granular insight into their supply chain—on both the supply and demand sides—and respond accordingly.

In the fictional Boston case study, Walmart—which Martin cites as a leader in supply chain visibility—and Bayer can respond to the combination of insight into demand (the allergy sufferers' social media complaints) and supply (available inventory in area stores) to ensure they adequately replenish inventory on time to meet consumers' needs.

"That kind of insight can be worth a ton of money," Martin says.

Shifting Capabilities, Shifting Goals

The way we understood supply chain visibility one decade ago today seems quaint. "Years ago, the baseline for visibility was simple track and trace—where's my stuff?" says Stephanie Miles, senior vice president of commercial services for Amber Road, a New Jersey-based on-demand global trade management solutions provider. "Today, companies have advanced far beyond that."

A Closer Look Into Visibility Solutions

When Benjamin Moore decided to implement SAP, the company built a cohesive team to manage the process. The team benefited from authentic buy-in from executives impacted by the project and a group of team members who gelled and stuck to key principles throughout the project, says Jason McMurdie, director of ERP for Benjamin Moore.

The team emphasized communication within the company, and rolled out a series of road shows and town hall-style meetings. The SAP implementation saw each manufacturing site working normal production runs by the first shift of the first day, and the project came in on time and under budget.

"We spent the time to do it right and we made sure we used a one-team approach," McMurdie says.

The most important characteristics of companies that have been the smartest about taking advantage of technological upgrades that can boost supply chain visibility are "the presence of an internal champion—someone who is passionate about the need for visibility and could articulate its importance to the business—and adaptability and openness to change," says Loraine Yalch, senior vice president, client solutions and business development with Armada. "The change management effort necessary—both internal and external—cannot be understated."

Companies that elect to make the technological leaps necessary to improve supply chain visibility must take the time to carefully weigh their next step and to involve a number of voices. "In order for companies to have a great supply chain visibility solution, they need to know what they're going after in the first place," says Stephanie Miles, senior vice president of commercial services for Amber Road.

"You need to first understand the specific use cases you are solving and map out the right processes for your business," Yalch says. "This takes time and requires cross-functional input and collaboration. Only then can you identify and deploy the right technology to achieve your desired outcome."

Companies should adjust their expectations for what is possible based on their trading partners' capabilities—not all will have adopted best-in-class technological tools, Miles notes.

Shippers should take a step back before taking a step forward, agrees Nina Luu, co-founder of Shippabo. "The first step is to take a high-level assessment of the current situation, and from there dive into goals and objectives," she says. "Then, shippers can begin to forecast against future needs and the processes required."

"They should also analyze the potential of e-commerce to look at how supply chain systems can better support new initiatives," Luu adds.

In particular, companies that pursued supply chain visibility 10 to 15 years ago aimed to establish a central repository where they could store and maintain master data, and collect and house snapshots of transactional data.

"Basic reporting and query capabilities yielded information about results to inform decision-making," explains Loraine Yalch,

senior vice president, client solutions and business development at Armada, a Pennsylvania-based integrated supply chain solutions provider. "Contrast that with today, where information flows in real time to these platforms from myriad trading partners and external data sources.

"Information is being leveraged to execute the supply chain today, not just

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Rugged tablets support real-time data management of inventory in the distribution center.

report what happened yesterday,” she adds. “Critical information and alerts are pushed to mobile devices. Business rules engines automate routine decisions when exceptions occur. Analytics look forward in predictive and prescriptive ways.”

Consequently, the view of supply chain’s contributions to overall business has evolved. Supply chain teams used to focus their business goals on reducing supply chain costs, but the scope has broadened.

“Supply chain teams will tell you it’s still about reducing costs, but it’s also about contributing to growth,” Martin says.

That new potential attracts interest.

“Companies have a greater understanding across departments of the value of visibility,” Miles says. “No longer is it just a standalone solution. Visibility is viewed as a tool that can benefit not just the logistics department but the other functions within the organization. That interest is fueled by some departments understanding the value of extended supply chain information for their own business processes.”

Gains in technology-enabled visibility give companies the tools to shift from a supply-driven approach to a demand-driven one, which allows for better planning.

“The more sophisticated analytics you

have, the more you’re able to predict what’s going to happen rather than wait for something to happen,” Martin says. “If I see unusual demand in a particular demographic, I can start rerouting products so that I’m sending them to the right place at the right time.”

When companies establish network-wide policies and processes, and integrate trading partner systems, “the result is a network that can be centrally orchestrated to operate from a single view of demand—driving more value to the business,” Yalch says.

Shining a Light on Blind Spots

As people become accustomed to the way technology can make their personal lives easier, they have come to expect the same at work.

“As consumers, we can track a package, hail a ride, and control our home environment virtually,” Yalch says. “In business, blind spots across our supply chains are no longer acceptable.”

The technological capabilities now accessible to supply chain professionals allow companies to take innovative approaches to their supply chains.

“System and trading partners are readily enabled, analytical engines are more

powerful and simpler to use, and data visualization tools are helping us see trends, draw conclusions, and communicate opportunities faster and more clearly,” Yalch says.

Developing New Habits

Experts point to a number of ongoing tech trends and innovations, such as the Internet of Things and artificial intelligence, that are playing a major role in the evolution of supply chain visibility or could play an influential role in the future. The newness and sophistication of the technology can be daunting, but those who are overly skeptical will miss out on promising opportunities, as will those who do not adapt their approach to fit these advances.

“The key to success is creating new habits and adoption,” says Nina Luu, co-founder of Shippabo, a California-based provider of a cloud-based supply chain management platform. “This takes time, but creating the new habit within the organization from the top down is critical to successful transformation.

“Another key to success is utilizing the new information that is now available through the system, as opposed to relying on previously known processes and data,”

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she adds. “Trust is important—trust that the new systems will empower the company to do better.”

The sheer volume of available data can tempt users to draw conclusions from every number they see, and that “can throw the business into chaos,” Martin warns. Organizations that adopt robust supply chain visibility tools should be wary of the flood of figures coming their way.

“A flood of data creates a lot of noise,” Martin says. “Companies such as Procter and Gamble, Nike, and Cisco, who are very good at this, don’t react to every piece of data. They look at the data as a whole and react to those pieces that represent a problem.”

With that in mind, Miles says, “you need to think about the total blueprint of the information flow in your supply chain to make sure that your data sources are augmenting that picture and not distracting you from it.”

Benjamin Moore Paints a New Picture

During one weekend in 2017, Benjamin Moore, the Berkshire Hathaway paint company, moved its manufacturing process from a homegrown system to an Enterprise Resource Planning (ERP) system with an SAP implementation. The implementation was made to improve enterprise stability and gain visibility throughout the company’s supply chain.

The company saw much improved visibility after the transition, according to Jason McMurdie, director of ERP for Benjamin Moore. Previously, workers on the shop floor relied on a paper-based system, writing information on batch tickets. With the introduction of radio frequency scanners, the company could

begin to capture real-time data as workers entered information.

Under the old system, Benjamin Moore was unable to track inventory precisely and could be caught playing catch up because of a delayed view of its status. The new system allows the company to follow its inventory more closely and to plan better.

“We’ve got much more granular information now,” McMurdie says. “We have the ability to analyze our supply chain both upstream and downstream.”

Taking Data at Face Value

Crucial to the creation of a more holistic view of the supply chain is that metrics no longer suffer from discrepancies between systems within the company. The siloes are removed and information is updated regularly and consistently across the board. The company is no longer dependent on employees being able to understand how the system arrived at key data points in order for them to interpret the information.

“Now we can take the data at face value, which is huge for us and for any company,” McMurdie says. “It gives us a unified platform that we can work with.”

Among the benefits of a more complete and unified view of the supply chain is that Benjamin Moore can respond more quickly and confidently to its retailers.

“If a special or rush order comes in, we have the ability to know exactly where we are on the shop floor and say, ‘Yes, we can accommodate this order,’ a lot sooner than we could before. We know exactly where we are in manufacturing the products already in process,” McMurdie says. “Having this visibility allows us to be a lot more flexible because we’ve got a real-time view of the world.” ■

PHOTOS:
(TOP LEFT) Benjamin Moore employees receive inventory and record it with the help of radio frequency scanners that allow for real-time inventory adjustments and updating procurement on future needs.

(MIDDLE & BOTTOM) Workers pick items from the shelves at a Wyoming Liquor Division warehouse with Intelligrated’s hands-free voice technology that ensures inventory visibility.



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BY KAREN KROLL





Tn the 1980s, when Len Batcha was working at a medical laboratory company, he and several colleagues were charged with moving large, expensive medical equipment to various regions around the world as rapidly as possible to test for the AIDS virus. “There was so much demand,” Batcha recalls, and a short window for moving the equipment.

To prepare the machines for air, ocean, and ground transport—most used all three modes during their travels—Batcha and his coworkers employed a range of packaging materials and techniques, such as triple wall corrugate and foam inserts to act as shock absorbers, and moisture control monitors. During delivery, the crew sometimes had to remove windows and use cranes to hoist machines into place.

“The goal was getting the instrument there ‘alive,’” he notes.





After that job, Batcha joined Technical Transportation Inc. as one of its first employees; he is now president. He and his colleagues knew the techniques used to move expensive medical equipment could also apply to other markets, such as furniture, high-value art and décor, and electronics, as well as computer equipment, including large, sensitive servers.

Shipping any high-value item often requires extra thought and effort, a little more hand-holding and discretion, and an understanding that each situation is different.

To start, the market for high-value products often deviates from other markets. “In our experience, shipments of high-value items do not follow regular trends of other commercial shipments,” says Reid Malinbaum, senior consulting director with ETC International, a provider of custom freight services.

READY TO BUY

While many consumers pull back when the economy tightens or currency fluctuations go against them, wealthy individuals often continue to make purchases. For instance, colored diamonds—stunning blues, greens, and other hues that can sell for well into six figures—constitute their own market. “Regardless of the economy, the super-rich will continue to buy,” says Eyal Alon, sales manager with Malca-Amit USA, a logistics provider focused on luxury goods.

A growing number of individuals are investing in art to diversify their portfolios, says Patrik Berni, head of business development with Loomis International Corporate AG, a provider of transportation solutions. That also translates to more shipments.

Many people are more comfortable with the idea of ordering expensive gemstones and jewelry through the internet than was the case 10 years ago, says Dave Zamsky, vice president of marketing with UPS Capital,



Transportation providers such as TechTrans offer experienced and careful delivery of valuable, highly specialized equipment.

High-Value Items, High-Tech Capabilities

Technology plays an ever-expanding role in the safe movement of high-value items. Indeed, it's changing the way companies ship high-value items in several ways, says Priya Rajagopalan, chief product officer with FourKites, which offers a real-time supply chain visibility platform.

GPS-based location tracking solutions can alert shippers the moment a truck deviates from the route it's supposed to be taking. That way, the shipper or logistics provider can immediately investigate the cause. Real-time temperature tracking also enables shippers to proactively intervene if a shipment falls above or below its established temperature range.

Tiny tracking devices can be attached to even small parcels so they're monitored all the way from shipper to consignee.

UPS offers a mobile app that allows shippers to print shipping labels from their phones; they don't need to be near a computer. That can be helpful for jewelers working with customers on the sales floor, for instance. Shippers also can use an app to easily check the location of their shipments.

In 2018, Honeywell introduced Connected Freight, which was developed in conjunction with Intel. The solution monitors not just the location of goods in transit, but their temperature, humidity, and exposure to light or shock. It can be attached to a pallet or individual package.

“We are trying to tell the owner or custodian where the item is, what condition it's in, and if it needs help,” explains Sameer Agrawal, vice president of connected supply chain solutions at Honeywell.

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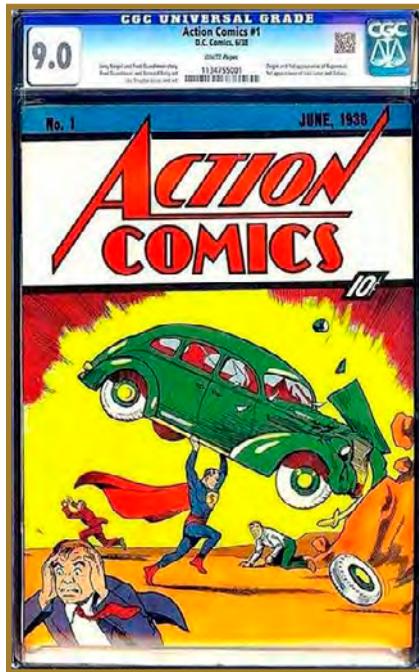
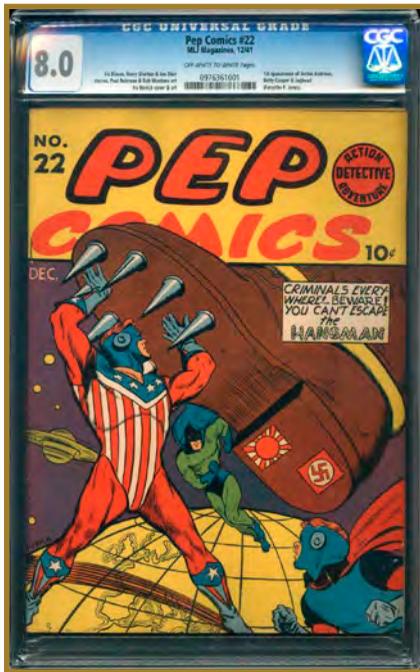
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ComicConnect offers vintage comic book, original art and memorabilia buyers and sellers an alternative to consignment websites, auction houses, and eBay. Because some of the rare comic books it sells are extremely valuable, shipping to buyers demands great care and precision.

a division of UPS. In fact, research firm Technavio predicts the global luxury e-tailing market would expand at a compound annual growth rate of 14.3 percent between 2015 and 2019.

In the life sciences market, “we continue to see an upswing in high-value life science shipments,” says Justin Murrietta, director of life sciences and global sales with Pegasus Logistics.

ZOWIE! COMIC BOOKS PACK A PUNCH

Even the humble comic book can command extra care during transport. Metropolis Gallery deals in vintage comic books; owner Vincent Zurzolo also runs Comic Connect, an auction for vintage comic books. The prices for some comic books rival those of fine jewelry or art. A mint condition Pep Comics #22—the issue in which Archie and Jughead first appeared—recently

sold for more than \$250,000. “It’s part of Americana, like Disney and Mickey Mouse,” Zurzolo says.

Whether it’s fine art, gemstones, collectibles, or expensive medical equipment, transporting high-value

WHEN TRANSPORTING HIGH-VALUE PRODUCTS, “THE SECRET SAUCE MIXES LIMITED-TOUCH NETWORK OPTIONS WITH THE RIGHT PACKAGING SOLUTION.”

Hiram Hartnett,
Executive Vice President of Sales
Pegasus

items demands extra care and attention. The planning starts before the products leave the factory or seller. A first step is assembling a “solid network of dependable people,” Malinbaum says, “and determining “who does what, and where.” Does a carrier’s responsibility extend from airport to airport, or

from a gallery to the new owner’s door? Eliminating gaps is critical with high-value items.

For instance, before a drug launch, it’s critical that a life science company and its logistics provider perform a validation study, Murietta says. This includes validating not just the routing information, such as airlines and transit time, but also confirming the temperature-controlled packaging solution will maintain proper product temperatures throughout transit.

A customized standard operating procedure that outlines transit requirements, escalation procedures, and contingency plans, among other information, will also help minimize risk, he adds.

MOVE QUICKLY

Faster is better when transporting most high-value goods, as it means less opportunity for a package to be damaged or lost. “Choose the most expeditious route and mode,” Zamsky recommends.

When possible, it’s typically best not to consolidate high-value packages. Consolidation often leads to extra handling. In addition, the package likely will ship in slower consolidated status, rather than priority.

Proper packaging, while always important, becomes critical with most high-value items. “The secret sauce” mixes limited-touch network options with the right packaging solution, says Hiram Hartnett, executive vice president of sales

with Pegasus.

With jewelry and watches, not only does the packaging need to protect the contents, it should disguise them. Given their smaller size and dollar value, “they lend themselves to theft,” Robinson says.

For instance, Alon places some jewelry inside tamperproof bags with metal

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seals, which then might be placed in multiple containers. Opening all the packages would require at least 20 minutes and a set of tools.

Some of Alon's packages contain unique identification numbers that also are sent to the final destinations, and timed to arrive before the jewelry. In the case of a discrepancy between the two numbers, the customer knows not to sign for the delivery.

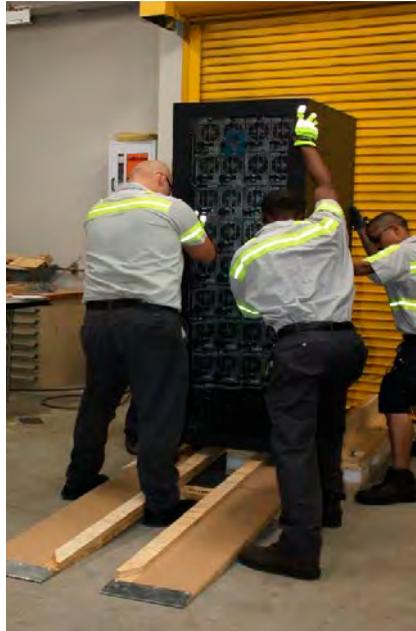
With expensive medical equipment, packaging engineers are critical. Along with testing carton and crate damage, they can assess whether movements in transit will impact a machine's alignment.

THE NEED FOR DISCRETION

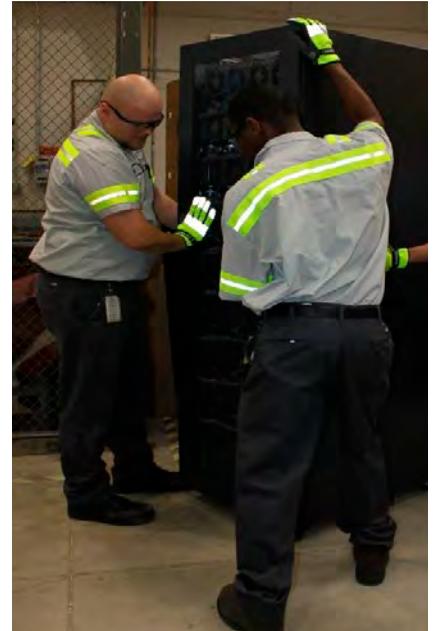
Once an item is safely packaged, the label becomes key. "Don't use words that draw attention to the fact that it's a jewelry shipment," Robinson recommends. The goal is anonymity, or making it simply one package among many. Indeed, UPS technology watches for and corrects when it notices words like "diamond" appearing on a label.

When sending packages to jewelry companies, Malca-Amit often abbreviates the name of the recipient, so Mainstreet Jewelers might become simply Mainstreet, to minimize any hint of what might be inside. The firm also refrains from indicating the declared value on the package.

While Alon alerts customers during each transportation phase—letting them know, for instance, that a package cleared customs—if someone calls asking which flight a shipment is on, he



Pegasus Logistics Group provides customized solutions for moving specialized equipment. Here, a crew moves a data center for one of Pegasus' top Fortune 500 clients.



won't say. The reason? It's difficult to be completely sure callers are who they claim to be, or what they will do with the information.

Alon recommends recording both the packing and unpacking of high-value items. "You want the recipient to open the package under a camera, and verify that it wasn't tampered with," he explains. If it's clear the package was altered, the customer can refuse the delivery.

IMPORTS AND EXPORTS

Moving high-value items across borders requires additional steps. Accurate, thorough documentation becomes even more critical. In particular, the harmonized tariff coding should be error free.

Any mistakes can lead to an item being unboxed, which prompts delays and potentially increases the risk of theft or misplacement.

The carrier should assemble "an overlay" of quality, reliable international providers, along with domestic service providers, suggests Jerod Hudnall, executive vice president of global development for Pegasus. Of course, the providers should be able to accommodate all requirements, such as those for temperature controlled or oversized cargo.

With any shipment of high-value goods, the ability to adjust to varying circumstances is key. Zurzolo, for instance, purchases comics from countries scattered across the globe. Many sellers can safely pack and ship their comics to him, using directions his staff provides. With some particularly valuable collections, however, Zurzolo travels to the seller. He'll then employ armed guards to protect the books as they're transported back to his offices.

"Every situation and every shipment is different," he says. ■

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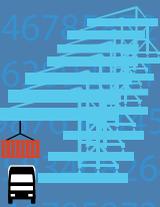
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FOOD FIGHT

By Karen Kroll

Armed with certification programs and a collaboration platform, the Global Food Safety Initiative is battling to defend the global food supply chain from contamination.

Each year, 600 million people, or about one-tenth of the world's population, fall ill from contaminated food. More than 400,000—including 125,000 children younger than five years old—die as a result, according to the World Health Organization (WHO).

To identify and implement solutions that advance food safety, the nonprofit Global Food Safety Initiative (GFSI) has brought together producers, retailers, manufacturers, and others in the food supply chain since its founding in 2000.

Around the turn of the century, multiple food safety issues across the globe damaged consumers' trust, both in the food industry and in government's ability to provide oversight, says Mike Robach, corporate vice president for food safety, quality, and regulatory with Cargill, a global provider of food and agricultural products, and chair of the GFSI board of directors. One such food safety issue concerns the number of reported cases of bovine spongiform encephalopathy, a progressive neurological cattle disorder in farmed cattle often referred to as mad cow disease. France saw a jump from 31 cases in 1999 to 162 in 2000, according to the World Organization for Animal Health (OIE). Ireland reported 91 cases in 1999, and 149 the next year.



GFSI's vision: safe food for consumers everywhere. The "GFSI approach to food safety systems offers an internationally accepted certification of company or facility food safety systems, assuring that each conforms to agreed-upon, benchmarked requirements," explains Maureen Olewnik, Ph.D., and coordinator of the Global Food Systems Initiative at Kansas State University.

While GFSI isn't a certification program itself, it recognizes food safety certification programs (CPOs) that meet its benchmarking requirements. The CPOs "set food safety standards and develop requirements for management systems while orchestrating the certification of food operations," according to GFSI.

As of December 2017, 19 GFSI "scopes of recognition" covered various sectors of the food industry, such as animal farming, plant farming, and food processing equipment manufacturing. "The objective is to be inclusive and cover the supply chain from farm to fork," says Lisa Prevert, GFSI communication manager.

GFSI Trifecta

GFSI is working toward three primary objectives:

1. Harmonizing and raising the standards of food safety certification programs throughout the world by incorporating food safety standards into its benchmarking requirements. "The standards are very much science-based, very much risk-based," Robach says. GFSI works closely with several government organizations, including OIE and the International Plant Protection Commission. Formatting agreed-upon "gold standards" for food safety so that



Publix Super Markets has earned Global Food Safety Initiative (GFSI) certification. It works with other key food industry partners to collaboratively drive continuous improvement in food safety management systems.

companies can adopt them drives both consistency and safety.

2. Building food safety capacity around the world through GFSI's Global Markets Program, which focuses on less sophisticated companies in developing markets. This is key, as the time, resources, and knowledge required to achieve certification can make it difficult for some smaller companies to pursue it.

The Global Market Program offers training and guidelines on food safety management systems, helps companies establish processes to improve food safety, and offers a path to certification. GFSI is working with regulators in some countries to implement the program, says GFSI Director Véronique Discours-Buhot.

3. Connecting with government agencies across the globe to develop joint programs. "We see this as contributing to the global harmonization of food safety regulations," Robach says.

When governments understand the food safety initiatives underway within the industry, they can better determine how to deploy their resources for oversight, he notes.

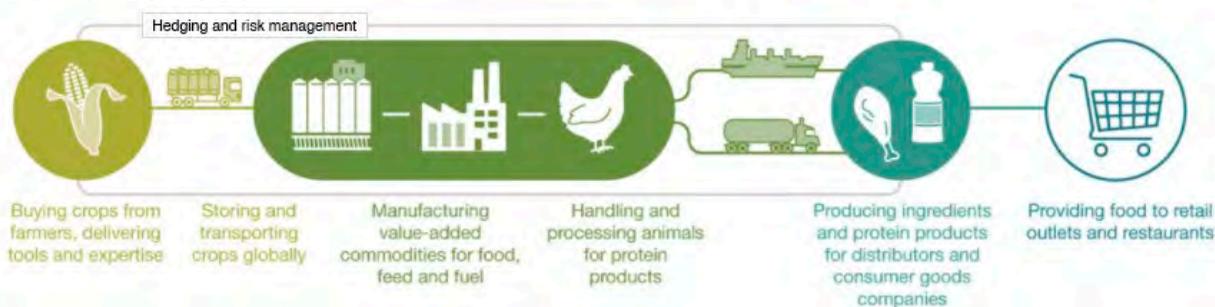
As of year-end 2017, at least 150,000 companies had been GFSI certified. Not all certification programs provide information on the companies certified, so this number likely is an underestimation, says Discours-Buhots.

Going Publix

Publix Super Markets, based in Lakeland, Florida, is among the companies that have earned certification. "Within the retail grocery industry, GFSI has become the new pre-qualification food safety component for our trading partners," says Maria Brous, director of media and community relations for Publix.

In 2009, Publix began requiring suppliers of its private label and fresh processed foods, as well as the

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GFSI approves or recognizes several agricultural best practices for food safety.

companies that supply ingredients to its manufacturing business unit, to complete GFSI food safety certification audits. Publix also implemented the SQF program, a GFSI certification program, in its food processing facilities.

Similarly, Cargill has had all its food facilities GFSI certified, and is driving the initiatives through its supply chain.

“We’re involved in agriculture and just about every aspect of the food supply chain,” Robach says. “GFSI makes a lot of sense for us.”

To be sure, GFSI certification comes with a price tag. A company may have to modify its systems and processes, and then engage auditors to confirm that the changed systems meet CPO standards.

It’s an investment that can pay off, however. “When you improve control, there are fewer opportunities for safety issues and less waste,” says Martin Bucknavage, senior food safety extension associate with Penn State in University Park, Pennsylvania. That can cut costs and reduce the number of product refusals.

And, as more companies expect their supply chain partners to be GFSI-certified, the companies that have achieved certification may find additional business opportunities.

Safety in Numbers

The World Bank and public and private partners launched the Global Food Safety Partnership, or GFSP, in December 2012. The goal? “To promote and better coordinate food safety capacity building efforts,” says Lystra Antoine, chief executive officer.

GFSP’s approach differs somewhat from GFSI. GFSI is an industry-based organization, although it works with regulators. “GFSP brings together industry and the public sector to address issues of food safety capacity,” Antoine says.

In addition, GFSP has found the greatest need for building food safety capacity in developing countries, where upgrading food safety competencies in regulation, as well as production and processing, requires the public and private sectors to make costly investments. Both have tended to operate in silos. “The GFSP was created to address this,” Antoine says.

One example is its initiative in Sub-Saharan Africa to map food safety capacity building, with a goal of improving the targeting and coordination of actors in the region.

GFSI and FSMA

Indeed, one goal of GFSI since the beginning has been “once certified, recognized everywhere.” This objective can prompt a question for supply chain professionals working within the U.S. food industry, or with food companies that sell into the United States: Does GFSI certification mean a company also complies with the Food Safety Modernization Act (FSMA)?

At this point, the two acts are similar, but not identical. “If you’re GFSI compliant, you’re a long way to compliance with FSMA,” says David Acheson,

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M.D., president and chief executive officer with Acheson Group, a global food and beverage safety consulting company.

One subtle, but important, distinction between the two concerns the food safety plan required by FSMA. This plan describes how the company assesses and controls risks. It doesn't need to be long, Acheson notes, but it does need to be in writing and available for FDA inspectors. GFSI currently doesn't require a food safety plan.

That said, the "nuts and bolts of the systems you put in place for supply chain control" to earn GFSI certification overlap quite a bit with FSMA, Acheson says.

A Selling Point With Consumers?

Given that some companies now require their suppliers to be GFSI certified, it's also natural to ask whether consumers might soon start requesting GFSI-labeled food. At this point, GFSI is not considering labeling consumer products. "We look at food safety as being 'pre-competitive,'" Robach says. That is, it should be the minimum required, so all consumers can be confident their food is safe.

PREVENTING FOODBORNE DISEASES



Food industry leaders created the GFSI to address food safety risks, especially to consumers.

Problems within the food supply chain impact all companies. Rather than one company keeping best practices to itself, "it's best for the industry to share best practices and make technology available broadly to help control any of these hazards or risks," Robach says.

"Any time companies have to comply with a standard, it brings everything to a higher level," Bucknavage says.

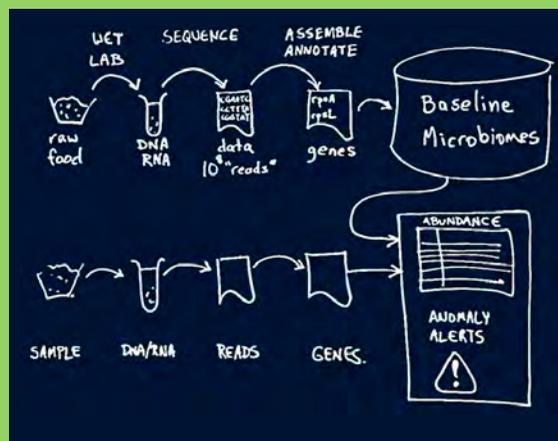
As more and more companies achieve GFSI certification, not only does the world's food supply become safer, but all partners in the food supply chain benefit.

Technology Taste Test

Technology companies are putting their data-analysis prowess to work improving food safety. IBM, for example, is partnering with Intel and BioRad to find better ways to test food for bacteria and contaminants.

Current food testing capabilities allow scientists to test only for what they're looking for, such as salmonella. Moreover, they must test for one thing at a time. "As the food supply chain becomes more global, the number of points where something can go wrong increases, but it's not practical to keep adding one-off tests," says Jeffrey Welsler, vice president and lab director, IBM Research.

One potential solution is to examine the microbiome—the microorganisms inhabiting a particular environment. Once researchers identify a product's baseline or normal biome, they'll know to investigate any changes. "Because we're testing the full microbiome, anything that has changed, whether on purpose or not, should show up," Welsler says.



IBM's analytics process for food testing.

Welsler and his colleagues continue to refine the software and algorithms they're using. He expects it will be at least five years before any solution is commercially available.



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Current State of the 3PL Market

Shipper demands, customer expectations, and 3PL capabilities increase, pushing supply chain to the forefront, according to the 2018 22nd Annual Third-Party Logistics Study.





The 2018 22nd Annual Third-Party Logistics Study shows the continuation of positive relationships between shippers and third-party logistics (3PL) providers. Greater data availability and the ability to make real-time decisions are driving both parties toward more meaningful partnerships, which is leading to innovative solutions that can provide a competitive advantage for shippers.

Among respondents to the 2018 study, 73 percent of 3PL users and 92 percent of 3PL providers agree that 3PLs provide new and innovative ways to improve logistics effectiveness, and 81 percent of 3PL users (shippers) and 98 percent of 3PL providers agree that the use of 3PLs has contributed to improving services to the ultimate customers.

Open Communication

The 2018 study shows the need for and importance of openness, and transparent and effective communication between 3PLs and shippers. And 39 percent of 3PL users and 81 percent of 3PL providers agree that collaborating with other companies, even competitors, can achieve logistics cost and service improvements.

The most frequently outsourced activities continue to be those that are more transactional, operational, and repetitive. Interestingly, the percentage of users who outsource information technology services increased to 27 percent in the 2018 study from 17 percent in the previous year.

This comes as the “IT Gap” has grown slightly, with the percentage of shippers indicating satisfaction dropping to 56 percent this year from 65 percent

last year. It has become clear, however, that there is significant demand among shippers in general to look to their 3PLs as a source of needed IT technologies.

Supply chain operations continue to provide a competitive advantage to shippers and can be a key differentiator between businesses in all sectors. This year’s study shows that shippers rely on their 3PL partners for a broad range of logistics and supply chain services, and that some of these are exhibiting growth over time.

Time-sensitive deliveries, lean inventories, and shorter product lifecycles place greater demands on the supply chain. Shippers have higher expectations for what they want their logistics providers to accomplish, and properly aligning those expectations is the key to success for both parties. The Third-Party Logistics Study shows shippers are continuing to collaborate with 3PLs to strengthen their relationships and optimize the supply chain.

In today’s marketplace, all types of customers are better informed and expectations are increasingly set higher. The growth of e-commerce, increased consumer demands, and the speed at which new technologies enter the market make the supply chain more relevant. This comes as demand patterns shift and new competitors enter the market, challenging established business models.

Conversations surrounding supply chain have made their way into the boardroom and an effective supply chain can be a key differentiator between businesses in all sectors.

From Delivering Boxes To Delivering Outcomes

“Supply chain used to be a function. Now it is a value-add, and it is fundamental to your customer’s experience,” says Kim Breland, director of finance, supply chain operations for Sprouts Farmers Market, a supermarket chain based in Phoenix. “It has gone from a box hitting a location to delivering an outcome.” Breland was among the logistics executives who took part in the study’s workshop.

Total logistics expenditures as a percentage of sales revenues have increased,

Third-Party Logistics Study: Key Takeaways

■ Global demand for logistics and supply chain services has had mixed results over the past several years. Global 3PL revenues decreased to \$802.2 billion in 2016 from \$808.8 billion in 2013 due to the net impact of increases in 3PL revenues in Asia-Pacific and North America, and decreases in Africa, CIS/Russia, Europe, Middle East, and South America.

■ Total logistics expenditures as a percentage of sales revenues have increased, reaching 11 percent in the current year’s study from 10 percent in the previous year. Over the same timeframes, the percentage of shippers’ transportation spend managed by 3PLs increased to 55 percent from 53 percent, while the percentage of shippers’ warehousing spend managed by 3PLs decreased slightly to 39 percent from 40 percent.

■ Users of 3PL services report an average of 50 percent of their total logistics expenditures are related to outsourcing, which is the same amount reported in the two most recent years of this study.

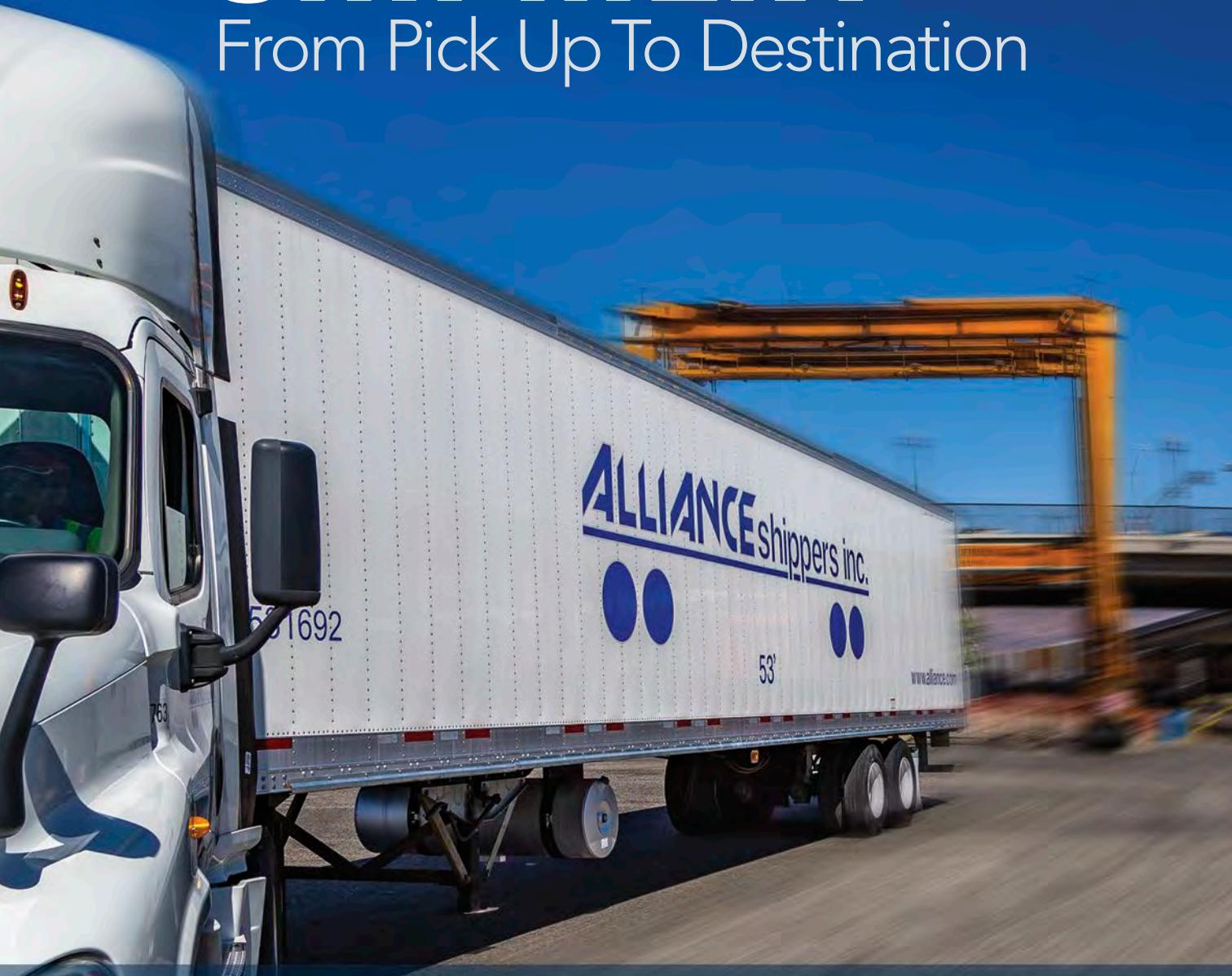
■ The 2018 22nd Annual 3PL Study reports that 61 percent of shippers are increasing their use of outsourced logistics services, compared to 58 percent reported last year. However, 83 percent of 3PL providers agree their customers increased their use of outsourced logistics services, compared to 88 percent last year.

continued on page 214



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reaching 11 percent in the current year's study from 10 percent in the previous year. Over the same time frames, the percentage of shippers' transportation spend 3PLs manage increased to 55 percent from 53 percent, while the percentage of shippers' warehousing spend managed by 3PLs decreased slightly to 39 percent from 40 percent.

The functioning of today's supply chains relies significantly on the abilities of all involved parties to have access to vast amounts of data in near real time or, increasingly, real time. This allows them to make decisions earlier, and as a result, shippers and 3PLs are moving away from transactional relationships and toward meaningful partnerships. Those pairings lead to innovative solutions that improve the end-user experience for customers and create a true competitive advantage for shippers and their 3PL providers.

For more than 20 years, the Annual 3PL Study has found that shippers increasingly leverage what 3PLs offer, maximizing the supply chain, driving out costs, and creating value. This year, the number of shippers reporting that 3PLs helped them lower costs has increased, as has the number of shippers reporting that 3PLs have contributed to improving services to the ultimate customer.

Relationship Goals

The results and findings of the 2018 22nd Annual Third-Party Logistics Study provide current perspectives on shipper and 3PL relationships—why they are generally successful, and some ways they could be improved.

The current retail landscape is evolving rapidly, and e-commerce is disrupting the traditional retail world. Technology makes it easier for consumers to make purchases, sometimes with a single keystroke, and more retailers offer one-hour, same-day, or next-day deliveries. Amazon, big-box retailers, and grocers are investing in omnichannel network capabilities that allow them to capitalize on consumer demand for even greater speeds and ease.

In today's environment, shopping is no longer defined as someone getting in

a car and driving to a store. The transaction becomes an ambient activity that is executed anywhere, at any time.

Increased package volumes are driving changes in distribution networks, and last-mile capabilities are essential to the rapid deliveries consumers and shippers expect. Shippers are looking for enhanced fulfillment capabilities, efficient supply chains, and data that can help them improve operations. At the same time, shippers better understand their organizations' core businesses, and that improved supply chain capabilities can help to achieve overall organizational objectives.

Core Strength

For several years, the study has seen shippers refocus efforts on their core strengths to stay competitive, which often leads to greater reliance on third-party logistics providers. This demonstrates that shippers are becoming more secure with their partnerships and value the reliability 3PLs can provide.

Supply chain activity is accelerating, and shippers have improved their ability to determine when and why investing in third-party logistics services can be useful and how best to work with commercial providers to create the best results for their organizations and their supply chains. The 2018 study confirms these observations, given that high percentages of 3PLs and shippers view their relationships as successful.

As always, uncertainties within the economy temper developments within the supply chain sector. In 2017, the economy sent mixed signals, which makes it difficult for shippers to know

“Supply chain used to be a function. Now it is a value-add, and it is fundamental to your customer's experience.”

—Kim Breland, director of finance, supply chain operations, Sprouts Farmers Market

continued from page 212

Third-Party Logistics Study: Key Takeaways

■ Shippers outsource a wide range of logistics services. The most common are domestic transportation (83 percent), warehousing (66 percent), international transport (63 percent), customs brokerage (46 percent) and freight forwarding (46 percent).

■ Activities that are more strategic, IT-intensive and customer facing tend to be outsourced to a lesser extent. Among shippers, 15 percent say they utilize 3PL-provided supply chain consulting services, 11 percent outsource customer service, 11 percent outsource lead logistics provider services and 10 percent outsource fleet management.

■ The IT Gap widened, with 56 percent of shippers indicating satisfaction, a drop from 65 percent last year. This could be because shipper expectations have increased as technology has improved or because shippers seek enhanced analytical capabilities to help drive more effective supply chain decisions.

■ Supply chain conversations have made their way into the boardroom, and an effective supply chain can be a key differentiator between businesses in all sectors. The 3PL sector is increasing globally, and 3PL providers are refining and expanding their core competencies, which, in turn, allows customers (shippers) to focus on their core competencies.

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which mode to invest in and when. The U.S. economy grew at a low, annualized rate of 1.2 percent in the first quarter of 2017, but grew to a rate of 2.6 percent in the second quarter. In mid-2017, the unemployment rate fell to its lowest level in a decade, and the International Monetary Fund predicted 3.5 percent worldwide economic growth in 2017.

Global Trade Strategies

The global economy faces uncertainties as well, which can affect global freight balances, directional imbalances as a result of trading patterns, and available capacity. That volatility could drive prices higher for transportation services, and 3PLs will have to closely monitor and manage relationships and their transportation networks. To remain successful, 3PLs must focus on both immediate and strategic solutions.

When economic conditions exhibit uncertainty or variability, companies need the ability to react quickly and remain nimble with their supply chain options. To an increasing extent, shippers that rely on 3PL capabilities are

asking for, and benefit from, service offerings that are sufficiently flexible and robust to accommodate changing business and market conditions.

Supply chains are becoming more complex, and time compressions continue to take place. In addition, consumers demand greater convenience, shippers and retailers work to streamline inventories, and many industries experience shorter product lifecycles. This means 3PLs must be able to react quickly when change arises and scale up or down promptly based on demand.

Logistics providers have gained flexibility by being mode-agnostic, allowing them to select the most cost-effective transport methods. Truckload capacity, fluctuating fuel prices, and congestion at ports or border crossings can alter preferred modes. Shippers increasingly expect 3PLs to serve as a single solution, and mergers and acquisitions among 3PLs continue as they look to fill gaps in markets, services, and geographies.

Demands and expectations of outsourced logistics services constantly evolve and shift, and 3PL providers are

Due to real-time visibility into the supply chain, a product is no longer on a set course once it leaves the warehouse.

investing in the talent, processes, and technology that can drive the business forward. The 22nd Annual 3PL Study reinforces the suggestion that 3PLs and shippers are becoming more proficient at what they do, which enhances the quality of 3PL relationships and improves performance.

As relationships between 3PLs and shippers become more collaborative and less transactional, logistics providers are able to streamline overall operations within shippers' supply chains, improve service levels, and increase efficiency. They are also able to focus on supply chain security, sustainability, and, increasingly, philanthropy.

As 3PLs continue to refine and

FIGURE 1: GLOBAL 3PL REVENUES SHOW MIXED RESULTS

Region	2013 Global 3PL Revenues (US\$Billions)	2014 Global 3PL Revenues (US\$Billions)	2015 Global 3PL Revenues (US\$Billions)	2016 Global 3PL Revenues (US\$Billions)	Percent Change 2013 to 2014	Percent Change 2014 to 2015	Percent Change 2015 to 2016	CAGR 2010 to 2016
Africa	29.1	29.8	27.4	26.2	2.4	-8.1	-4.4	1.6%
Asia Pacific	278.2	289.0	292.1	305.0	3.9	1.1	4.4	5.7%
CIS/Russia	36.4	33.7	23.4	21.7	-7.4	-30.6	-7.3	-3.3%
Europe	190.2	195.8	171.6	172.3	2.9	-12.4	0.4	-0.6%
Middle East	44.2	45.2	40.5	40.2	2.3	-10.4	-0.7	2.4%
North America	184.7	195.7	195.5	199.6	6.0	-0.1	2.1	3.8%
South America	46.0	45.0	37.9	37.2	-2.2	-15.8	-1.8	-0.7%
Grand Total	808.8	834.2	788.4	802.2	3.1	-5.5	1.8	2.8%

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improve their core offerings, they develop new ways to enhance customers' supply chains. Shippers are able to take advantage of the advanced visibility, data collection, and analysis that more and more 3PLs are providing.

Retailers are working to reduce the amount of inventory they carry, which frees up capital and increases the pace at which companies can react to changing consumer demands. A highly functioning supply chain plays a key role in ensuring the functionality of a just-in-time inventory system, and shippers rely on logistics providers for services and increased visibility that can help them strengthen and streamline their supply chains and react quickly.

Changing Course

In today's environment, shippers can modify a shipment's course at nearly any point in the supply chain. Due to real-time visibility, a product is no longer on a set course once it leaves the warehouse. Weather disruptions, traffic delays, or even a shift in consumer demand can alter a product's course to ensure it arrives when and where it is needed. Innovative solutions to capture and analyze data, as well as the ability to optimize the supply chain, provide greater value and flexibility to shippers.

Logistics providers are investing in their IT solutions, replacing legacy systems and processes with innovative solutions and leading-edge approaches. This is already evident in the adoption of transformative supply chain software, greater use of mobile technologies in key supply chain processes at both shipper and 3PL organizations, and greater movement toward the use of cloud-based systems to facilitate management of supply chain processes and activities.

Although global demand for logistics and supply chain services has shown mixed results over the past several years, variability in global markets and global economies resulted in differences by region. *Figure 1 (page 216)* shows global 3PL revenues by region for 2013 to 2016 as reported by Armstrong & Associates Inc., and the percentage increases (or decreases) from year-to-year. Compounded annual growth rates (CAGR) of 3PL revenues from 2010 to 2016 are also included.

Show Me the Money

Overall, variations in 3PL revenues are due to relevant economic and political differences that distinguish regions from one another. Recessionary environments in some regions have a major impact on 3PL revenues.

3PL users report an average of 50 percent of their total logistics expenditures is related to outsourcing, which, coincidentally, is the same amount reported in the two most recent years of this study. Total logistics expenditures include transportation, distribution, warehousing, and value-added services.

Interesting to note is that the 50 percent recorded for the current and past two years represents an increase over historical results, a trend the study will continue to monitor.

Outsourcing vs. Insourcing

A primary observation throughout the 22 years of Annual Third-Party Logistics Studies is that while some customers report an increased use of outsourced logistics services, others indicate a return to insourcing some or all of the same services. Moves to either increased or decreased use of outsourcing may be measured in terms of funds expended on outsourced logistics services, percent of overall logistics spend represented by outsourcing, or number of activities outsourced.

Outsourcing: 61 percent of shippers are increasing their use of outsourced logistics services this year, compared to 58 percent reported last year. In

comparison, 83 percent of 3PL providers agree their customers evidenced an increase this year in use of outsourced logistics services, which compares to 88 percent last year. These figures are consistent with the generally positive growth rates for 3PL services, particularly in the North America and Asia-Pacific regions.

Insourcing: This year, 28 percent of shippers indicate they are returning to insourcing many logistics activities, which is higher than the 26 percent reported last year but still lower than the 35 percent reported two years ago.

Also, 42 percent of 3PL providers agree that some customers are returning to insourcing, a slight increase from the 38 percent reported last year. While these percentages may seem to conflict, individual shipper responses pertain only to their organization's directions, while the 3PL responses reflect the providers' thoughts about their overall group of customers.

Reducing or consolidating 3PLs: This year, 53 percent of 3PL users report reducing or consolidating the number of 3PLs they use, compared to 47 percent reported in the 2017 study as well as the 57 percent reported in the 2016 study.

An observation identified in recent years is that the percentage of 3PL users (shippers) reporting increased use of outsourced logistics services has outstripped the percentage of 3PL users indicating they have returned to insourcing many logistics activities by 3:1. For this year and the past two years, the ratio is closer to 2:1 (61 percent divided by 28 percent for the current study).

Measures of Success

Among this year's survey findings, 92 percent of shippers report their relationships with 3PLs generally have been successful, only a slight measurable increase from 91 percent last year. Among logistics providers, 99 percent report that their relationships generally have been successful, an increase from 97 percent last year.

Considering the margin of error in these percentage figures, the most

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accurate statement is that both shippers and 3PLs have similar thoughts about the success of their relationships from last year to this year.

As noted in previous years' studies, the percentage figures from 3PL respondents typically run higher than those from shipper respondents.

- 73 percent of 3PL users and 92 percent of 3PL providers agree that 3PLs provide new and innovative ways to improve logistics effectiveness.
- 71 percent of 3PL users and 97 percent of 3PL providers agree that the use of 3PLs has contributed to reducing overall logistics costs.
- 81 percent of 3PL users and 98 percent of 3PL providers agree that the use of 3PLs has contributed to improving services to (ultimate) customers.

Third-party logistics providers can add value to customers that go far beyond cutting costs, which is shifting the conversation from moving loads at the lowest possible cost to maximizing value realized from the overall network. That means today's supply chain is no longer just about moving products from Point A to Point B, but also about creating dynamic and responsive supply

chains that can create a competitive advantage for shippers.

Also, it is widely recognized that 3PLs can help shippers meet fulfillment requirements while ensuring shipments are accurate and on time. 3PLs also help shippers speed products to market and flex up or down based on demand.

Open it Up

The current 3PL study also reinforces the need for and importance of openness, and transparent and effective communication between 3PLs and shippers. Both parties must be sufficiently agile and flexible to accommodate current and future business needs and challenges. To achieve maximum results, shippers and 3PLs continue to rely on gainsharing and collaboration to strengthen relationships and increase efficiencies.

Survey results this year suggest that 39 percent of 3PL users and 81 percent of 3PL providers agree that collaborating with other companies, even competitors, can help to achieve logistics cost and service improvements. More broadly, success with these types of initiatives may be a key facilitator to achieving the more strategic goals

relating to the need for alignment.

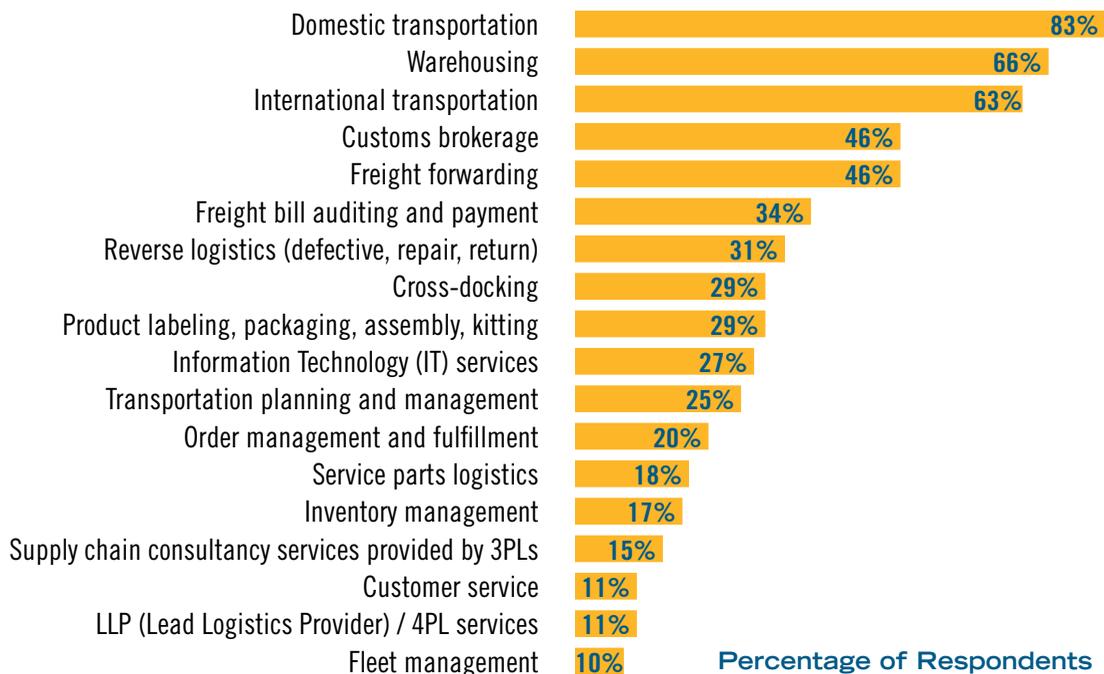
Figure 2 (page 220) shows the percentages of shippers outsourcing specific logistics activities. Among the general observations:

- Similar to last year, the most frequently outsourced activities are domestic transportation (83 percent), warehousing (66 percent), international transportation (63 percent), customs brokerage (46 percent) and freight forwarding (46 percent).

- The less frequently outsourced activities continue to be strategic and customer-facing: service parts logistics (18 percent), inventory management (17 percent), supply chain consulting services (15 percent), customer service (11 percent), lead logistics provider/4PL services (11 percent), and fleet management (10 percent). Comparing these figures with last year's study indicates some movement towards increased outsourcing of these types of activities.

- Interestingly, the percentage of users indicating the outsourcing of information technology (IT) services increased to 27 percent in the 2018 study from 17 percent in the previous year. Clearly, this one data point does not represent a trend, so additional years'

FIGURE 2: SHIPPERS CONTINUE TO OUTSOURCE A DIVERSITY OF LOGISTICS SERVICES



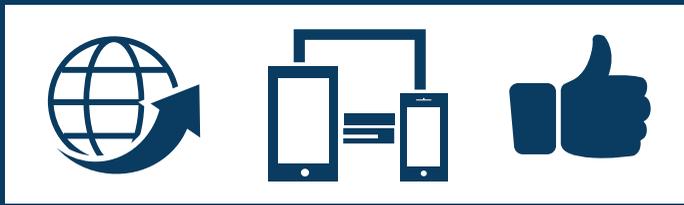
SOURCE: 22nd Annual Third-Party Logistics Study.

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data will be needed to comment further. Overall, the data from this year's study supports the idea that shippers rely on their 3PLs for a broad range of logistics/supply chain services, and that some of these are exhibiting growth over time. This suggests that as 3PL offerings mature, shippers increasingly take advantage of their various areas of expertise.

Tapping IT for Customer Service

Findings from the current study reinforce how important it is for 3PLs to provide a range of IT-based services to create value for shipper-customers. Figure 3 (page 222) summarizes shipper responses to the question: "Which information technologies, systems, or tools must a 3PL have to successfully serve a customer in your industry classification?"

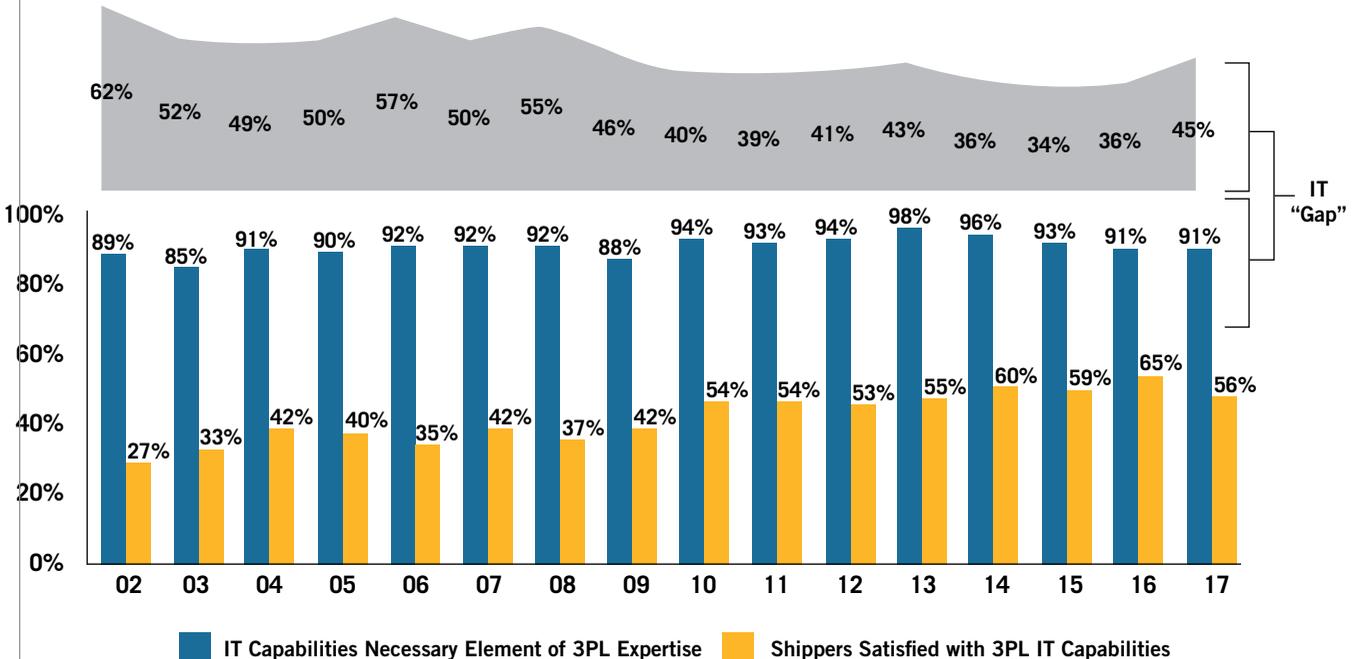
The most frequently cited technologies are more execution- and transaction-based capabilities. Examples include warehouse/ distribution center management, transportation management (planning and scheduling), visibility, and electronic data interchange. Other commonly cited technologies: web portals, barcoding, network modeling and optimization,

FIGURE 3: SHIPPER VIEWS OF NEEDED IT-BASED CAPABILITIES BY 3PLS

Information Technology	% Reported by Shippers	% Reported by Providers
Warehouse/distribution center management	70%	72%
Transportation management (planning)	63%	79%
Visibility (order, shipment, inventory, etc.)	61%	80%
Transportation management (scheduling)	59%	75%
EDI data interchange (orders, advanced shipment notices, updates, invoicing)	59%	81%
Web portals for booking, order tracking, inventory management and billing	47%	68%
Barcoding	41%	50%
Network modeling and optimization	39%	62%
Supply chain planning	39%	61%
Transportation sourcing	38%	59%
Global trade management tools (e.g., customs processing & document mgt.)	35%	37%
CRM (customer relationship management)	31%	60%
Customer order management	28%	53%
Yard management	27%	35%
Advanced analytics and data mining tools	27%	54%
Cloud-based systems	25%	42%
Distributed order management	18%	32%
RFID	16%	23%

SOURCE: 22nd Annual Third-Party Logistics Study

FIGURE 4: THE "IT GAP" — ARE WE SEEING SOME STABILIZATION?



SOURCE: 22nd Annual Third-Party Logistics Study

supply chain planning, transportation sourcing, and global trade management tools.

Among the IT-based capabilities that are candidates for future growth are yard management, advanced analytics and data mining tools, cloud-based systems, and distributed order management.

Beginning 16 years ago, this study has tracked measurable differences between shippers' opinions as to whether they view information technologies as necessary elements of 3PL expertise and whether they are satisfied with their 3PLs' IT capabilities.

Referred to as the IT Gap, *Figure 4* (page 222) charts the behavior of this analytic from 2002 to present. Two major trends are evident:

1. The percentage of shippers indicating that IT capabilities are a necessary element of 3PL expertise has remained at a very high level since the question was added to the study (91 percent in the current study).

2. The percentage of shippers indicating satisfaction with 3PL IT capabilities has increased to 56 percent in the current study from 27 percent in 2002.

The percentage of shippers indicating

satisfaction dropped somewhat, however, to 56 percent this year from 65 percent last year. This could be because shipper expectations have increased as technology has improved, or because shippers seek enhanced analytical capabilities to help drive more effective supply chain decisions.

The amount of available technology can also leave some feeling like they are missing out on certain capabilities, even if they are unsure of its applicability. Visibility and timely reporting is expected, but those expectations aren't always defined, which may explain the current shift in the IT Gap.

Table Stakes

Basic reporting of relevant data has become table stakes, and many shippers seek greater analysis to drive supply chain decisions. Many shippers have realized that the information collected is worthless if it isn't easily accessible and actionable, which is increasing reporting expectations.

Nevertheless, it has become clear that there is significant demand among shippers in general to look to their 3PLs as a source of capable IT technologies. Although the

"tangible" services provided by 3PLs may be viewed in terms of operational and execution-based capabilities, competencies in the IT area are fast becoming differentiating factors when shippers are making selection decisions.

That will likely increase as the industry embraces data-driven decision making, blockchain supply chain capabilities, and streamlined delivery networks. ■

ABOUT THIS STUDY

Dr. C. John Langley initiated this study in the mid-1990s to capture the evolution of third-party logistics providers as they worked to transition from vendors of individual services to logistics partners offering integrated services and building meaningful, collaborative relationships with shippers.

Sponsors include Infosys Consulting, Korn Ferry, Penn State University, and Penske Logistics.

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U.S. Manufacturing:

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Dramatic Change



With one in every six jobs now tied to manufacturing, American-made products are making a profound comeback. Industry 4.0 innovations—3D printing, robotics, big data, and the Industrial Internet of Things—are changing the fortunes of U.S. manufacturing and its workers, with dramatic impact on the domestic supply chain.

By Charlie Fiveash

On the campaign trail, candidate Trump issued a challenge—if not a mandate—that the United States should restore its manufacturing base in the Rust Belt and across America. Candidate Trump spoke adamantly against American industry's trend toward outsourcing, and offshoring manufacturing and supply chain functions. And while many companies still consider outsourcing a strategic operating model, manufacturing is making a pronounced comeback in America.

In fact, in the past three years, 800,000 new manufacturing employees have been hired across America, according to the National Association of Manufacturers (NAM). Further, 2016 marked the first time since the 1970s that the U.S. economy's manufacturing sector produced a net positive gain in job growth, notes a Reshoring Trends Report by Chicago-based Reshoring Initiative. Today, manufacturing supports an estimated 17.2 million jobs in the United States, which equates to roughly one in six private sector employees, according to NAM.

The United States has gone from losing more than 200,000 manufacturing jobs annually at the onset of the millennium to adding 30,000 net new jobs in 2016, the Reshoring Report shows. Several trends—including double-digit annual wage increases in China since 2010—have played into the resurgence of American-produced products.



Industries that use high levels of energy are benefitting from tax cut-driven lower utility costs.

“Overseas manufacturers will no longer be more economically advantaged due to lower labor costs,” says Kevin Hartman, vice president of strategic initiatives at SPR, a Chicago-based digital technology consulting firm.

To highlight the conventional, political, and academic wisdom that the United States can exist as a service economy alone, the Trump tax cuts and deregulation, combined with a boost in domestic energy production, give cover for many manufacturers to reshore.

“We Had to Correct the Mistake of 2008”

Since the American Industrial Revolution, automotive production has been synonymous with U.S. manufacturing. And the automotive sector continues to be a catalyst for North America’s manufacturing resurgence.

“The heavy-duty truck, at least in Chrysler’s case, was moved to Mexico in 2008,” Sergio Marchionne, CEO of Fiat Chrysler recently told CNBC. “Ninety percent-plus of what gets produced out of Mexico gets sold in the

United States. This notion of making a car offshore that is sold nearly 100 percent in the United States is a bit bizarre. It should have never been moved.

“Repatriation of the heavy-duty Ram was owed,” he says. “We had to correct the mistake of 2008.

“We are working in an environment that is a lot more beneficial, that is much more pro-business than it has been in a long time,” Marchionne says. “Tax reform is going to compensate for some of the cost differential in building the car here, as opposed to building it in Mexico.”

Traditionally, major automotive and heavy equipment manufacturing plant announcements grab the headlines, but Tier I and II suppliers to the production sector are also driving job growth in the U.S. economy. For example, Magnum Manufacturing, a metal stamping company, recently announced plans to double its footprint in Erin, Tennessee, creating 50 new jobs.

South Carolina has captured its share of manufacturers in the automotive and second-tier verticals. In fact,

the Palmetto state ranks at the top of Reshoring Initiatives’ list of states with foreign investment and reshoring initiatives. Fueled by economic incentives, workforce training, job tax credits and tax exemptions on equipment, South Carolina is now home to more than 400 auto suppliers and manufacturers.

The increase in U.S. manufacturing activity is not just confined to the auto industry or certain geographic regions, however. “With the return in new home construction, manufacturers and suppliers have seen a significant jump in U.S.-manufactured building supplies, such as floorcovering,” says Roy Bowen, president of the Georgia Manufacturers Association.

Surging Past the South

The surge in advanced manufacturing has expanded beyond selective southern states. In the Midwest, for example, material handling and automation integrator Bastian Systems will invest more than \$8 million in a 90,000-square-foot manufacturing facility in Westfield, Indiana.



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- Sale price: \$30,000 per acre

Laurinburg, 1000 Stewartsville Road:

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- US 74 (1.0 mi)
- Sale price: TBD



PHOTO: Bastian

High-tech manufacturers promise expansion across the United States.

Even states not traditionally known for manufacturing are fueling the growth of America’s manufacturing footprint. In Boca Raton, Florida, for instance, Europa Manufacturing is adding staff and capacity to its precision metal fabricating plant.

Certain states are moving from traditional sources of production to broaden their manufacturing reach. Michigan—traditionally known as an automotive epicenter—has diversified its manufacturing base and modified its state laws

to spur new industrial investment. In fact, CNBC recently ranked Michigan as the most improved state to conduct business due to its efforts to simplify the corporate income tax and implement progressive right-to-work laws.

Workforce Development

Surveys show that one of the greatest challenges limiting growth in the U.S. manufacturing sector is attracting skilled labor. This is partly due to educators who, in the past, steered students

away from the trades. Thankfully, that has changed.

To attract a new generation of U.S. workers, today’s manufacturing economy offers high-tech opportunities in an environment that includes high-paying jobs and excellent benefits. “Manufacturing jobs have become less blue collar and more white collar,” notes Gardner Carrick of the Manufacturing Institute.

A recent report by Deloitte and the Manufacturing Institute shows that

States with the Highest and Lowest Shares of Manufacturing Employment, 2015
(as a Percentage of the Total)

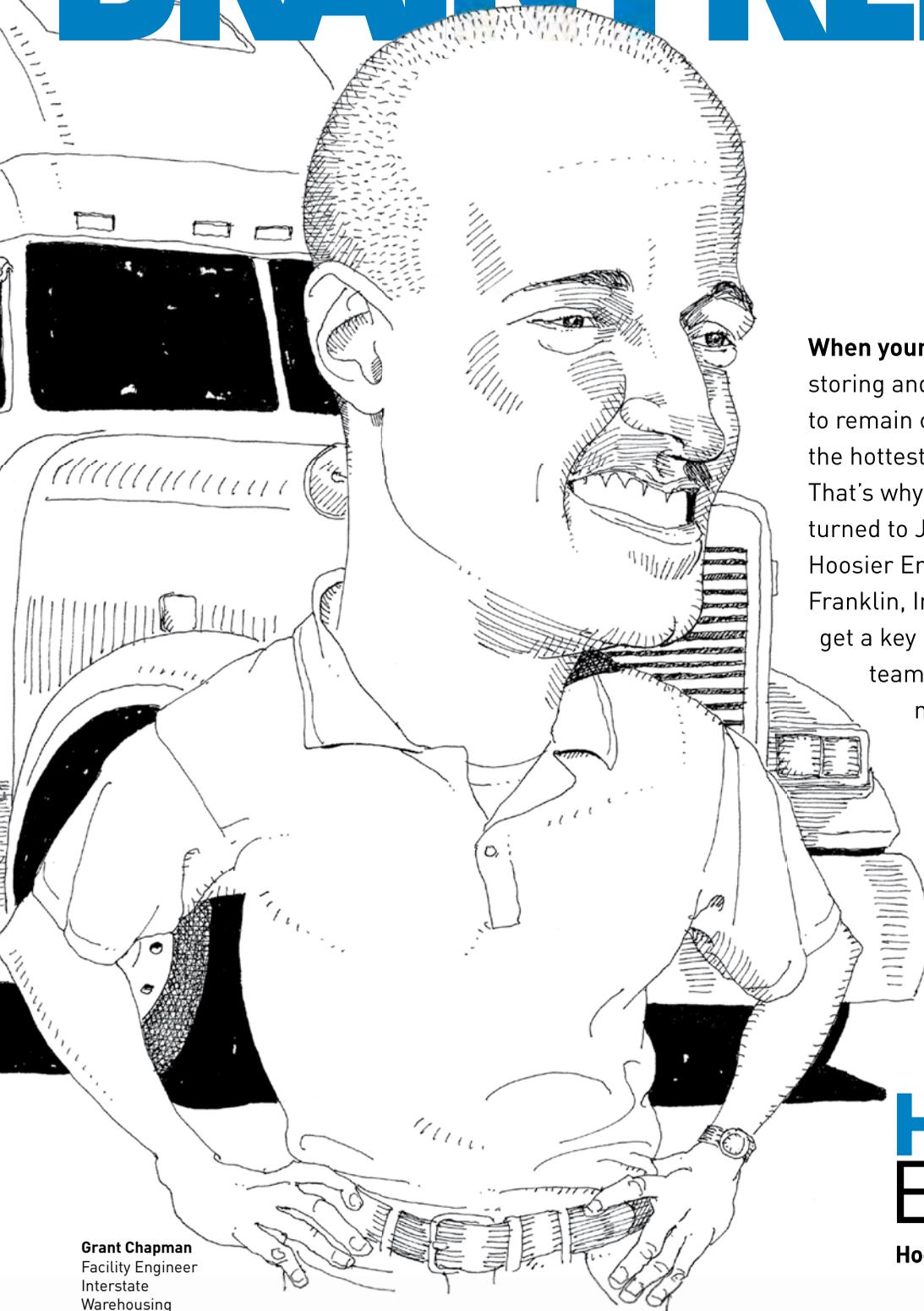
Top 5 States		Bottom 5 States	
Indiana	17.1%	District of Columbia	0.1%
Wisconsin	16.4%	Hawaii	2.1%
Michigan	14.0%	Nevada	3.4%
Iowa	13.7%	Wyoming	3.4%
Alabama	12.9%	New Mexico	3.4%

Source: Center for Manufacturing Research

Some states are more closely tied to production than others, and in several states, a large percentage of overall employment is devoted to working for a manufacturer.

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The boom in U.S. manufacturing is creating explosive demand for warehousing, 3PL, and transportation services.

3.5 million manufacturing jobs will be created by 2025. However, 60 percent of the proposed manufacturing jobs may go unfilled due to the “skills gap.”

To combat this potential talent shortage, economic development organizations have implemented public-private partnership programs that align with the local manufacturing economy’s long-term needs.

Since its inception in the mid-1970s, Georgia’s Quick Start program has trained more than one million workers and implemented 6,500 projects in advanced manufacturing, biotech, automotive, and aerospace.

Similarly, Tennessee’s Drive to 55 program aims to increase students with certifications and college degrees to 55 percent of the state’s population.

South Carolina started ReadySC in 1961 as an industrial workforce training vehicle. Over the past 55 years, the state has trained 300,000 workers for more than 2,000 companies. South

Carolina’s latest manufacturing success is Heatworks, a tankless water heater producer that recently announced a facility expansion, creating 60 new manufacturing jobs in Mount Pleasant.

“Manufacturing companies are recruiting in high schools in an effort to show students and parents that manufacturing offers a great career,” says Chuck Spangler of the South Carolina Manufacturing Extension Partnership. The state has partnered with its largest employers to fill the jobs gap in skilled labor careers tied to manufacturers.

Futuristic Models

As the United States balances its economic status as a service-based country with a revitalized manufacturing base, several trends are evolving. Technology, led by robotics, data exchange, and artificial intelligence, continues to influence the manufacturing renaissance. The future of U.S. manufacturing will be built on intelligent factories and facilities.

A new disruptive trend in global manufacturing is also taking shape. Manufacturing 4.0—or Industry 4.0—is the latest force shaping a “fourth” American industrial revolution. Data analytics, the Industrial Internet of Things, artificial intelligence (AI), human-machine interaction, 3D printing (3DP), and cognitive/cloud computing are driving America’s advanced wave of automated production.

3DP has emerged as the new paradigm in manufacturing and will retool the global supply chain. Two-thirds of the industrial manufacturers polled in a joint PWC and Manufacturing Institute survey are already utilizing, or plan to implement, 3DP technology. A PWC report advises that educators should include 3DP training in similar fashion to training offered in the STEM fields.

Auto plants today use half the number of employees of traditional labor-intensive manufacturing facilities of three decades ago, shows a recent Reshoring

Report. This trend has increased the need for human-machine interface and a skilled workforce that understands robotics and automation.

In the first quarter of 2017, North American companies purchased 32 percent more robotic equipment than in the same period in 2016. A Boston Consulting Group report predicts robotic equipment investment will reach \$67 billion by 2025. The reduced cost of robotic equipment positively impacts increased usage, but robotic technology continues to infiltrate modern fulfillment and manufacturing facilities.

On the political front, a nationalist mindset—as advocated by the Trump administration—serves the purpose of protecting a country’s borders, but, as critics say, simultaneously inhibits free trade and impacts output and the flow of products between countries. Many labor leaders and observers disagree, saying free trade should also be fair trade, with an emphasis on reciprocity to give closed offshore markets access to U.S. products, spurring more trade.

U.S. manufacturing workers would then have a fighting chance to compete with offshore labor available to multinational companies for pennies on the dollar.

As the United States continues its manufacturing revival, producers must focus on global trade and expanding export markets—despite the perceived nationalist landscape.

Supply Chain Impact

With the emergence of 3D printing and a nearshoring mindset in America, how will the global supply chain be disrupted? The implementation of 3DP will substantially reduce the need to transport supplier parts to the manufacturer, greatly reducing shipping costs and transit time. As international free trade agreements such as NAFTA are under review, the global supply chain footprint could actually contract, rather than expand, under the Trump administration’s nationalist policies.

Is the increase in manufacturing a temporary trend or a sustained surge in the U.S. economy? Manufacturing sector

hiring in 2017 has been “better than expected with a 250-percent increase” over 2016’s hiring pace, says Reshoring Initiative’s Moser. He believes that hiring and capital investment trends will continue as long as Congress and the President stay focused on corporate tax reductions and regulatory reform.

However, Moser and other experts warn that a rapid resurgence in U.S. manufacturing could backfire.

A skilled labor shortage could ultimately slow the manufacturing revival. Identifying skilled workers to design and integrate 3D printing, data analytics, and robotics into the manufacturing process is projected to create a talent deficit, handicapping America’s return to production preeminence.

“Expanding too rapidly could hurt our competitive position if we don’t train more laborers,” says Moser. “The competitive toolkit is to educate more engineers, toolmakers, and electronics experts. America needs a strong workforce to remain globally competitive.” ■



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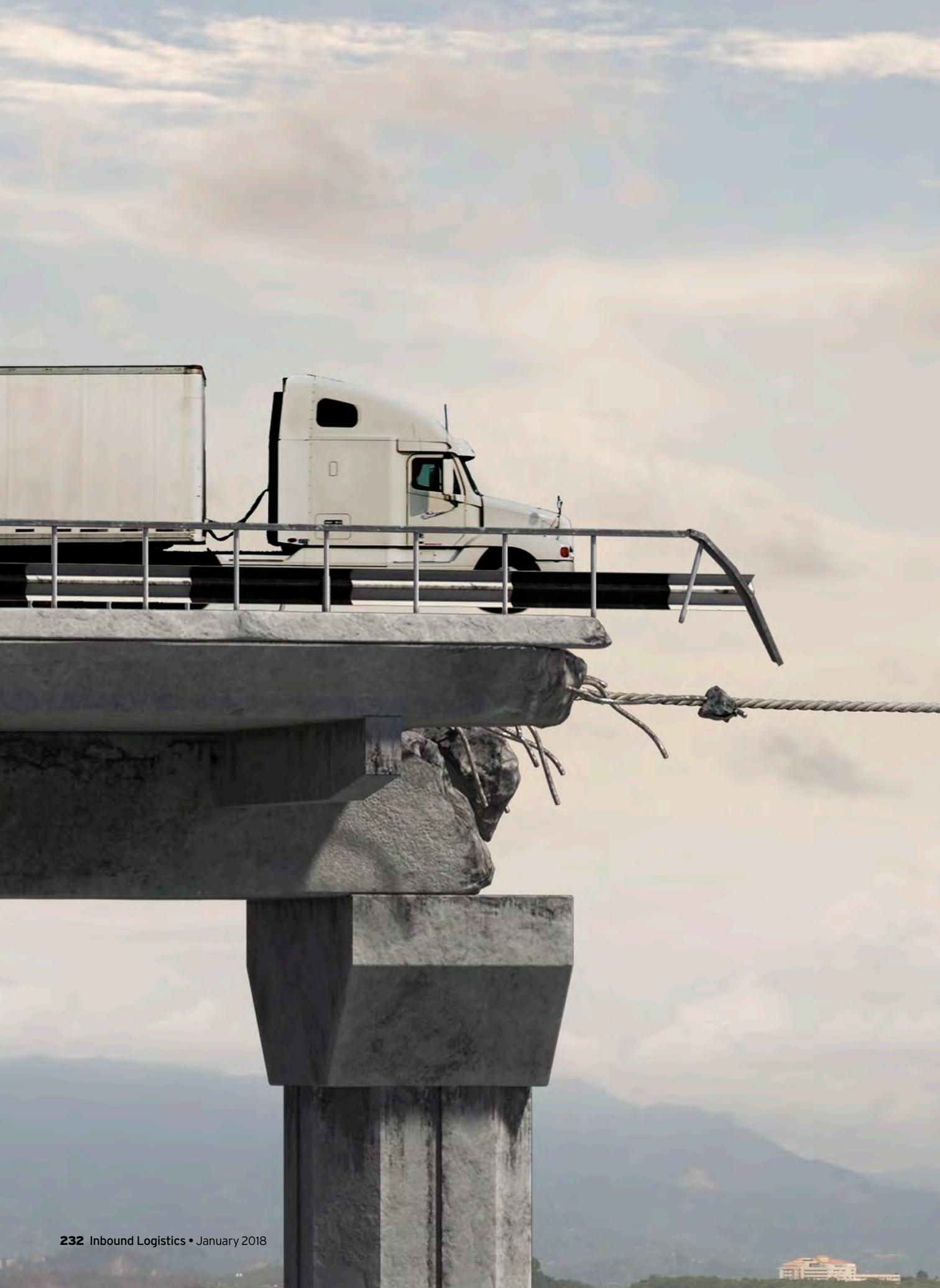
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U.S. INFRASTRUCTURE: WILL IT FINALLY BE FIXED?

BY JASON MCDOWELL

A recently leaked Trump administration draft of the Comprehensive Infrastructure Plan provides funds to states for roads, ports, bridges, and more. But will it become a reality?

In June 2011, after spending billions on shovel-ready projects to repair infrastructure, President Obama joked to his Council on Jobs and Competitiveness: “Shovel-ready was not as shovel-ready as we expected.” Funny (not funny) to the millions of businesses, workers, and consumers depending on good transportation infrastructure to be the backbone of the economy.

It’s no secret that our nation’s transportation infrastructure is crumbling, and has been for some time. Tens of thousands of bridges across the United States are structurally deficient. Airports, highways, and ports are experiencing record congestion that delays the movement of freight throughout the supply chain and hurts our nation’s ability to conduct commerce.



E-commerce business models promising two-hour delivery in certain cities won't work without great roads, bridges, and tunnels.

The Obama administration tried to address the problem with the Fixing America's Surface Transportation Act in 2015, but the measure has fallen far short in terms of meeting infrastructure project demand. Now, the Trump administration's promise of \$1 trillion to repair the nation's crumbling infrastructure hasn't come to fruition yet. Even when this much-needed investment does come along, experts express concern that it will simply be a one-off measure. That also won't be enough.

The average annual investment gap through 2025 is \$91 billion to \$110 billion, according to *Failure to Act: Closing the Infrastructure Gap for America's Economic Future*, a report issued by the American Society of Civil Engineers (ASCE) using data from the organization's 2017 *Infrastructure Report Card* study, which rated overall U.S. infrastructure with a near-failing grade of D+. Current investment levels meet only about half the financial obligation necessary to make significant improvements moving into the future, ASCE estimates.

"Our infrastructure has been on the decline for decades because of a lack of investment," says Kristina Swallow, president of the ASCE. "In the 1950s and 1960s we built our infrastructure, but instead of maintaining it, we neglected

it. Just like your car, infrastructure needs routine maintenance and that's something our country seems to forget. We took our top-notch infrastructure for granted, and now we are paying the price as inadequate infrastructure is a drag on the economy."

WE CAN'T TAKE MUCH MORE OF THIS

There were improvements in some areas over ASCE's 2013 report, but the advances are largely negligible when considering the larger picture. U.S. transportation infrastructure stakeholders agree almost unilaterally that waiting any longer to address the issue makes solutions more difficult—and more expensive.

"These failures are already being felt, and the longer the wait, the more it will cost us in lost economic productivity and greater expense to modernize the infrastructure," Sparrow says. "ASCE's study estimates that between now and 2025, if we don't improve our transportation network—including roads, bridges, transit, rail, airports, inland waterways, and ports—then we will lose \$4 trillion in business sales, and \$2.2 trillion in GDP.

"With many of our transportation categories receiving 'D' grades in our report card, it's apparent that we are just patching things together. Instead,

we should be truly upgrading and modernizing the network," Swallow adds.

Without a massive investment initiative of some sort, our nation's infrastructure deficiencies will undoubtedly reach unsustainable levels in the near future. The *Failure to Act* report lists the following shortfalls in transportation infrastructure project investment through 2025:

- Highway infrastructure: 46 percent funded, \$1.1 trillion shortfall
- Ocean and waterway infrastructure: 59 percent funded, \$15 billion shortfall
- Air infrastructure: 73 percent funded, \$42 billion shortfall

"At a time when the U.S. government is focused on creating jobs, propelling the economy, and modernizing infrastructure, the role played by the nation's freight transportation system is more critical than ever," says Kurt Nagle, president and CEO of the American Association of Port Authorities (AAPA).

"Unfortunately, transportation infrastructure investment by the U.S. government has lagged," he says, "impacting the flow of goods to and from farmers, manufacturers, workers, and consumers who must have access to the global marketplace."

While there have been noticeable improvements in some areas, it seems

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that each one is offset by a related decline. For example, federal, state, and local highway spending has stabilized and the number of paved roadways rated as mediocre or poor has decreased by 17 percent over the past six years, according to the ASCE report.

However, the report also shows that highway congestion will rise to 8.3 billion vehicle-hours of delay by 2020, up from 6.9 billion in 2014.

Similarly, the annual investment gap for airports through 2025 is expected to decrease from \$4.6 billion to \$4.2 billion by 2025, says the ASCE, but flight delays at the 30 airports that handle 79 percent of all domestic and global air freight will grow at a 2.2 percent rate through 2036.

Seaports also struggle for funding and rely heavily on private investment to maintain facilities and dredge waterways and harbors.

“In a 2016 AAPA survey, port authorities and their private-sector partners said they were planning nearly \$155 billion in capital improvements to their facilities through 2020, while AAPA estimated, based on existing programs, the best-case scenario for related federal transport investments would be less than \$25 billion during the same time frame,” Nagle says.

“Cargo activity moving through U.S. seaports accounts for more than one quarter of the nation’s economy,

supporting over 23 million American jobs and generating more than \$321 billion a year in federal, state, and local tax revenue,” he adds. “To sustain and grow this freight and the economic impacts it produces, the public and private sectors must make adequate infrastructure investments.”

WHAT SHOULD WE DO?

The solutions to the nation’s infrastructure problem are a double-edged sword. Things are in a poor enough state that we require immediate action, but knee-jerk reactions may also prove largely ineffective. This conundrum is the result of Washington largely ignoring the problem for decades.

“The *Infrastructure Report Card* offers three overarching solutions: investment, leadership and planning, and preparation for the future,” Swallow says. “Those investments need to be strategic, and well thought out. We got to this place because of decades of underinvestment, so increasing these investments and targeting that funding wisely will take some time too.

“We need leadership and involvement from all government levels and the private sector to address this problem,” she says. “And as citizens, we need to recognize that infrastructure isn’t free. As a nation, we need to be willing to invest more—not just to have the shiny

new infrastructure, but to maintain it in a state of good repair in the decades to come.”

If we hope to turn our crumbling infrastructure around, many industry analysts believe the stabilization of the Highway Trust Fund (HTF), the Harbor Maintenance Trust Fund (HMTF), and other dedicated funding sources must become a priority.

These funds get bankrolled by taxes collected directly from the sources they serve—the HTF from fuel taxes, and the HMTF from taxes on cargo moved between U.S. ports, and so on. Keeping these accounts in the green and ensuring the money gets directed toward infrastructure projects would be a big step forward.

Congress, however, has historically failed to see the long-term necessity of these initiatives, partially contributing to our existing infrastructure crisis. Measures to adjust related taxes to match infrastructure maintenance costs consistently get shot down on Capitol Hill, which means that the programs struggle to remain solvent.

Insolvency troubles for the HTF began in 1990 when half of proceeds from a gas tax raise intended for highway maintenance were diverted by Congress to address the national deficit. Harbors and waterways have hit similar Congressional roadblocks.

Long-haul truckers are looking forward to any infrastructure improvements that might come down the road.



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Congress placed limits on how much money can be spent from the HMTF each year—for example, at the start of 2017 more than \$9 billion sat wrapped in shiny red tape within the HMTF—leaving a surplus for a rainy day. What Congress fails to realize is that it's monsoon season.

“Funding seaport-related infrastructure is vital to optimize the supply chain and enhance America’s competitiveness,” says Nagle. “Recent analysis reveals the United States has only been paying half of its infrastructure bill for some time and failing to close that gap risks rising costs, falling business productivity, plummeting GDP, lost jobs, and ultimately, reduced disposable income for every American family.”

**COLLABORATING,
NOT SQUABBLING**

Collaboration will be key if we’re to rebuild and maintain U.S. transportation infrastructure. It’s important that stakeholders across modes collaborate to ensure that crucial improvements get made across the board rather than squabble over available funding.

“To be competitive in the 21st century global economy, the United States needs a national multi-modal freight network that incorporates and leverages every mode of freight transportation,” Nagle says.

With that in mind, the AAPA offers the following suggestions to improve the freight-handling capacity of the country’s roadways, railways, and waterways:

- Providing additional Fixing America’s Surface Transportation (FAST) Act investments and a sustainable freight trust fund to plan and build multimodal projects.
- Establishing a properly funded and staffed Office of Multimodal Freight Transportation within the USDOT Office of the Secretary.
- Supporting funding for a robust Strong Ports program under the USDOT Maritime Administration to help ports plan for their 21st century infrastructure needs.
- Increasing investments for authorized marine highway projects to ensure

LOSSES TO THE NATIONAL ECONOMY DUE TO INFRASTRUCTURE GAPS

(All values are in billions of constant 2015 dollars)

	Surface Transportation	Water/Wastewater	Electricity	Airports	Inland Waterways & Marine Ports	Aggregate Economic Impact of All Sectors
Business Sales						
2016–2025	\$2,212	\$896	\$1,399	\$625	\$1,252	\$7,038
2026–2040	\$8,152	\$5,907	\$2,024	\$2,397	\$4,239	\$29,292
GDP						
2016–2025	\$1,167	\$508	\$819	\$337	\$784	\$3,955
2026–2040	\$1,981	\$3,215	\$1,071	\$1,073	\$2,003	\$14,201
Jobs						
2025	1,052,000	489,000	102,000	257,000	440,000	2,546,000
2040	473,000	956,000	242,000	494,000	1,153,000	5,809,000
Investment Funding Gap—2016 through 2025						
Total Needs	\$2,042	\$150	\$934	\$157	\$37	\$3,320
Funded	\$941	\$45	\$757	\$115	\$22	\$1,880
Funding Gap	\$1,101	\$105	\$177	\$42	\$15	\$1,440
Investment Funding Gap—2016 through 2040						
Total Needs	\$7,646	\$204	\$2,458	\$376	\$112	\$10,796
Funded	\$3,312	\$52	\$1,893	\$288	\$69	\$5,614
Funding Gap	\$4,334	\$152	\$565	\$88	\$43	\$5,182

SOURCE: Failure to Act report, ASCE

The 2016 Failure to Act analysis indicates that the overall infrastructure gap has grown relative to the initial reports. However, recent federal, state, and local investments are stabilizing the gap and moderating the potential economic losses from growing more significantly. Even with these new initiatives, surface transportation, the infrastructure category with the largest investment gap, is falling farther behind, and economic consequences continue to be significant out to 2025 and 2040.

transport alternatives alongside congested landside transport corridors.

■ Increasing funding for transport infrastructure grants to \$1.25 billion per year.

The longer these problems go untended, the worse they will get, and the implications for the supply chain are obvious. Without well-maintained roads, cargo trucks can’t move goods efficiently between U.S. destinations. Without properly dredged ports and waterways, freight sits on docks or ships instead of moving to its destination. Poorly kept airports leave cargo planes sitting on the tarmac, reducing our ability to provide one- and two-day shipping in the age of e-commerce.

There are many ways to come at our infrastructure crisis, but one thing is for sure: Doing nothing will not solve this problem. Our government must develop a workable plan, and its failure to do so thus far is confusing. Infrastructure is a rare bird indeed—an issue that has bipartisan support in Washington D.C.

Even if our executive and legislative branches came together to throw \$1 trillion at the problem tomorrow, we can no longer afford to spend it the wrong way. An infrastructure plan that addresses the current needs of our roadways, railways, waterways, and airways needs time for proper implementation. It’s crucial that we start now. Time is something we no longer have. ■



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Dining In is the New Dining Out

As more people order meals delivered, foodservice supply chains chow down on speed, quality, and safety.

By Sandra Beckwith

Not too long ago, the only meal most people could get delivered was pizza. But today, consumers in major metropolitan markets can get anything from sushi to pierogies delivered to their home or workplace.

Dining in is the new dining out, reports Cowen and Company. Restaurant meal delivery will grow from \$43 billion in 2017 to \$76 billion in the next four years, according to the firm's estimates. Cowen attributes much of that growth to an increase in online orders, which it says will account for three-quarters of delivery orders by 2022.

The secret ingredient is technology, which makes ordering meals from a smartphone as easy as tap, tap, tap.

At the same time, meal kits—think Blue Apron, HelloFresh, and supermarkets—became a \$5-billion business in 2017, according to Packaged Facts, a market research company.

While each of these expanding order-in culture segments impacts the food supply chain differently, transportation and food quality are significant factors for both.

Because the meal kit delivery market relies on fresh ingredients, speed from farm to consumer is essential. Companies expedite delivery and

Restaurant Meals from Non-restaurants

One emerging restaurant delivery trend involves using offsite kitchens or commissaries dedicated to preparing phone or web meal orders. They're similar to pizza restaurants that only deliver.

London-based delivery company Deliveroo is going where the diners are with Deliveroo Editions, a new concept that places meal-prep and delivery-only kitchens in locations that bring the food closer to consumer demand. The company's plans for 2017 included expanding the four London test kitchens to more than 30 by the end of the year.

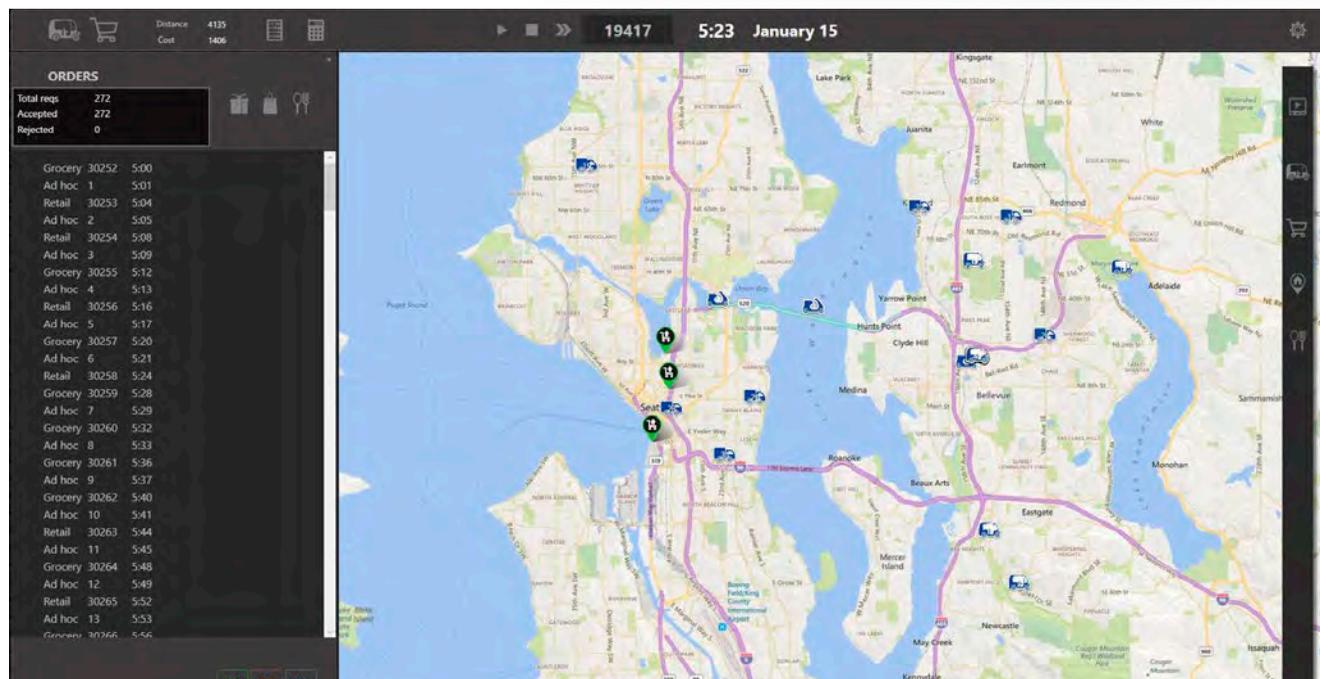
Each kitchen has space for five to 10 different restaurants. Restaurant partners provide the kitchen staff; Deliveroo supplies the delivery team.

Future Editions kitchen locations could be based on consumer demand and restaurant availability. When analytics show significant demand in a neighborhood with just a few restaurants, that location

becomes a target for a kitchen-only facility with cuisines not already available there.

In the United States, Indianapolis-based ClusterTruck offers multiple cuisines from kitchen locations established in Indianapolis; Bloomington, Indiana; and Columbus, Ohio, specifically for delivery. The Indianapolis location serves up options from 14 restaurants offering everything from salads and burgers to Asian and Mexican fare. With a click or a tap, customers can sort the menu according to gluten-free, vegetarian, or vegan options.

"The company has more control over meal preparation and delivery time because it isn't also filling orders for in-house diners," says Bernard Goor, vice president for consumer goods, retail, and food service at One Network Enterprises, a Texas-based cloud supply chain services provider.



Technology developed by BoldIQ optimizes routes for restaurant meal delivery teams in a way that yields a 25-percent efficiency increase.



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reduce transportation costs by zone skipping from strategically located food prep centers, says Geoffrey Milsom, senior director of transportation solutions at enVista, an Indianapolis supply chain consulting firm.

“They ship the kits from fulfillment centers in line-haul refrigerated truckloads to the destination parcel terminal to save both time and shipping costs,” he says.

“Those businesses with enough purchasing power will influence their suppliers to push for tighter delivery window agreements, too,” adds Peter Shin, director of North America pre-sales at Quintiq, a Dutch company that develops planning, scheduling, and supply chain optimization software.

You Must Be Kitting

Meal kit companies must also be able to trace ingredients from the source to individual kits to ensure customers are notified quickly when food quality issues arise.

“Meal kit companies not only need to know who received problem ingredients so they can notify them, they also need systems in place to identify any bacteria or contamination problems before the

food even gets added to kits,” says Robert Sproule, director of food and customized audits for Bureau Veritas, a company that tests, inspects, and certifies food around the world. That can be a challenge for smaller farms supplying kit companies.

Restaurants responding to the increase in delivered food must also consider food quality and safety. The two biggest restaurant delivery challenges are sanitation and temperature control.

“The person delivering food to your home might be an expert in transporting people as an Uber or Lyft driver, but not in delivering food safely,” Sproule says.

That’s why deliveries need to be packaged properly—which usually means not using the leftover containers provided to in-house diners.

“Leftover packaging is for food that you’re taking home to be consumed later,” says Josh Oleson, vice president of packaging development and innovation at HAVI, an Illinois-based company providing supply chain management services that include packaging design. “Delivered food is meant to be



consumed warm, so it needs a package that’s specially designed to retain the product quality at its freshest level.”

To protect both the brand and diners, “Drivers should be empowered to take the food back to the restaurant if there has been a contamination problem or it can’t be delivered quickly enough to be safe,” Sproule says.

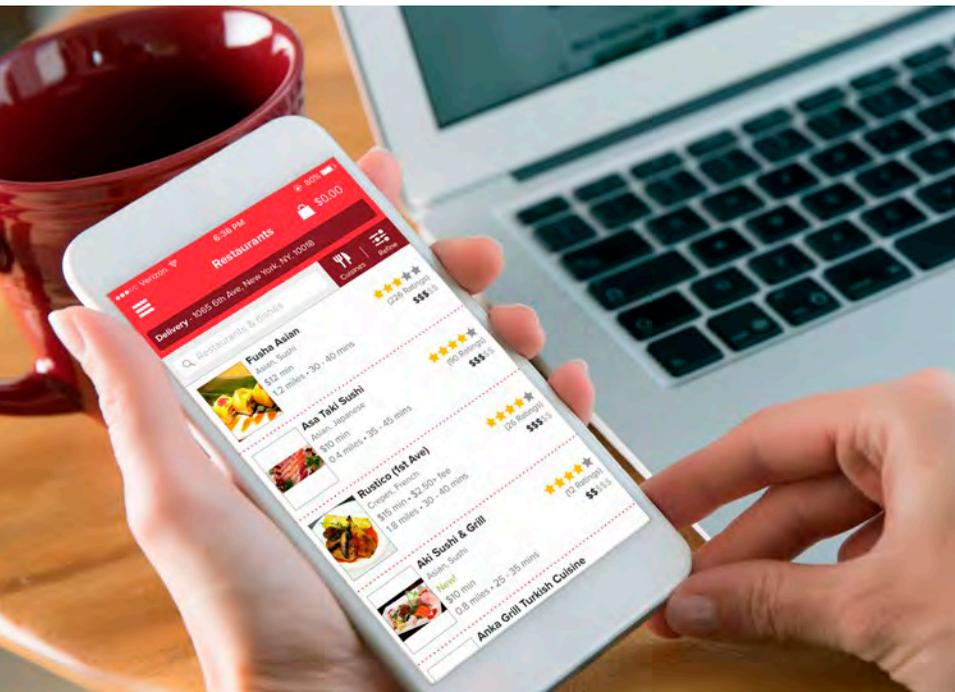
Not So Dedicated Deliveries

That’s not realistic yet, though. Unlike the old-school pizza delivery operations, platforms such as Grubhub, UberEats, and DoorDash that connect customers with restaurants don’t have dedicated delivery teams. They all draw on the same pool of freelance drivers, who often also transport other merchandise and people.

“I was recently in a Lyft car and noticed the driver had three phones, each open to a different app—Lyft, Uber, and Grubhub,” says Roei Ganzarski, CEO of asset optimization company BoldIQ. “The driver told me he monitors all three simultaneously and picks up the next job from any one of them, depending on which direction he’s heading.”

Ganzarski advocates for a dedicated delivery team paid by the restaurant—the Panera Bread Co. approach—or by a third-party service that delivers nothing but food.

“Companies that want to provide consumers with a true door-to-door service must control and handpick the drivers and train them to a brand,” he says. “The difference is that the emphasis is on protecting the brand and



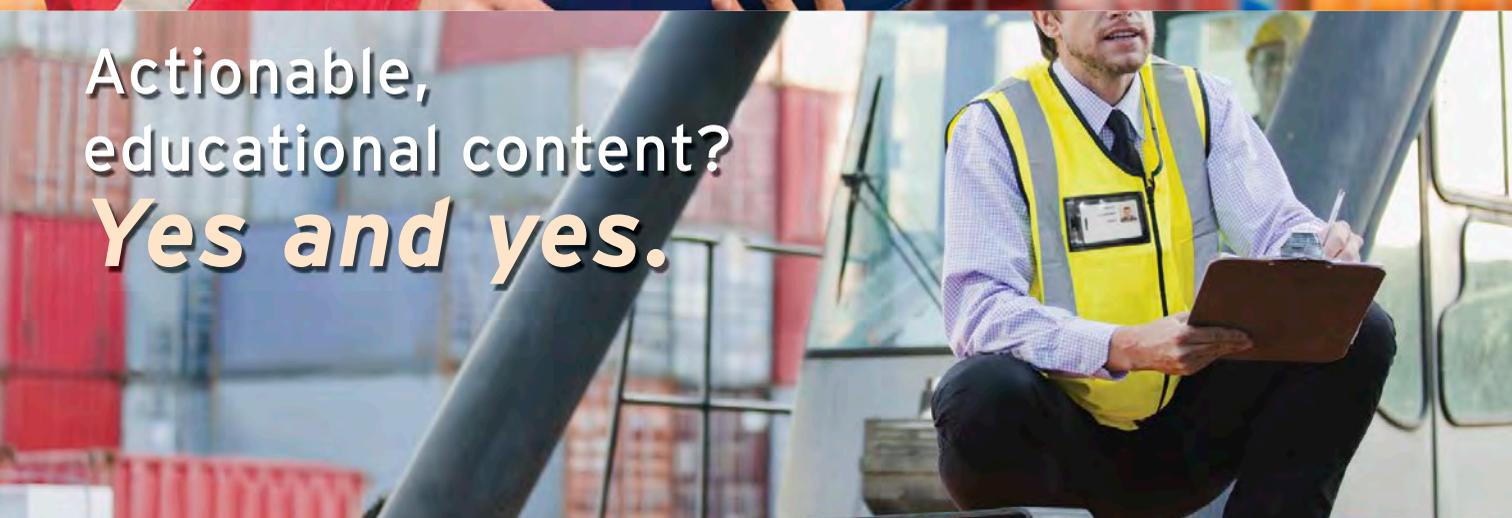
Much of the ordering-in trend is driven by technology, which makes ordering meals from a smartphone as easy as a few taps on the screen. Grubhub’s app, for example, allows users to order from 75,000 takeout restaurants in more than 1,300 U.S. cities.



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timing the delivery rather than just getting the meal there.”

BoldIQ is providing start-up food delivery companies with a software solution that optimizes the use of a network of delivery drivers and their routes in a way that yields a 25 percent efficiency increase. When using the company’s technology, a driver might pick up orders at one restaurant and deliver just one of them before picking up more orders according to the optimized schedule, all while maintaining delivery integrity. Pickup and delivery flow is determined by locations, when the orders will be ready, and the overall integrity of the delivery.

Another solution is a whole new take on how and where restaurants prepare meals. Entrepreneurs are starting to bring several restaurant partners under one roof for meal preparation and delivery only. The kitchen facilities are strategically placed according to consumer demand and easy access for delivery people.

Checking the Forecast

The changing consumer behavior in how and where people enjoy their meals is also forcing companies to get even better at forecasting demand.

“Ideally, we have enough data to segment regionally and offer what is popular for that market. This forecast directly impacts the purchasing plans and supply logistics to ensure product availability,” says Shin.

Supply chain transparency is a must.

“Consider shelf-life, perishability, and cold chain refrigeration requirements and this becomes an incredibly complex puzzle with high impact penalties for mistakes,” he adds.

Is That a Robot?

Let Amazon have its drones. Some restaurants are using robots to deliver food to customers.

Robots that look more like motorized picnic coolers than R2D2 are hitting the streets in several cities in the United States and Europe. Manufactured by UK-based Starship Technologies, the company has tested them in 17 countries and secured approval in the United States for use in Virginia plus cities that include Columbus, Ohio; Washington, D.C.; Redwood City, California; and Coeur D’Alene, Idaho.

Key features of the 6D32 delivery robot include:

- The six-wheeled devices move at pedestrian speed along sidewalks within a two-mile delivery radius. They can maneuver around people and objects.

- Humans can monitor robot journeys.

- Each robot is about knee-high, weighs no more than 50 pounds, has better-than-smartphone GPS tracking, and nine cameras.

- The system sends the customer a text message when the robot arrives; it includes a code that will unlock the storage bin.

In early 2017, the company announced it was partnering with Domino’s Pizza Enterprises to launch robot pizza deliveries within a one-mile radius around Domino’s stores in selected German and Dutch cities.

“With our growth plans over the next five to 10 years, we simply won’t have enough delivery drivers if we do not look to add to our fleet through initiatives such as this,” says Don Meij, Domino’s group CEO and managing director in a press release.



Domino’s Pizza Enterprises uses Starship Technologies robots to deliver pizza within a one-mile radius around Domino’s stores in selected German and Dutch cities.

While some might crave the simplicity of the pizza delivery model established decades ago, those days are gone.

“The foodservice segment is beginning to see the impact of omnichannel distribution in the same way that electronics and fashion have,” explains Bernard Goor, vice president for consumer goods, retail, and food service at One Network Enterprises, a Texas-based cloud supply chain services provider. “Food orders can come to the kitchen from the waitstaff or by phone, web, or an app. In some cases, those orders can be fulfilled from more than one location, too.”

When it comes to food delivery, move over, Pizza Hut. You’ve got company. ■



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READING GUIDE

2018

BY JASON McDOWELL

The weather may be cold, but that doesn't mean your supply chain skills have to freeze up. Check out the books on this list to gain the hottest logistics and supply chain knowledge.



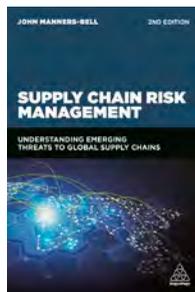
Supply Chain Risk Management: Understanding Emerging Threats to Global Supply Chains

By John Manners-Bell

Quick Takeaway: Supply chain management is risky business. Problems ranging from environmental disasters to terrorist attacks to dishonest stakeholders can act as a wrench that grinds the cogs of your logistics machine to a screeching halt. Having the skills to manage complicated supply chains won't be enough if you don't know how to navigate the inevitable risks.

Why It's a Must Read: Real-world case studies and in-depth analysis of supply chain risk will help you build the skills you need to face unexpected supply chain challenges head on.

Tasty Tidbit: A section dedicated to global supply chain corruption offers advice on handling this common but important issue—one traditionally accepted as the cost of doing business.



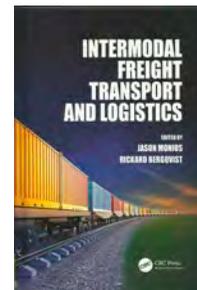
Intermodal Freight Transport and Logistics

Edited by Jason Monios and Rickard Bergqvist

Quick Takeaway: Many books about the movement of cargo focus on academic theory without offering any context. This is not one of them. The editors sourced chapters from knowledgeable practitioners, making this a valuable reference guide for those interested in exploring the advantages and disadvantages of moving goods across multiple modes.

Why It's a Must Read: The text digs into a wide array of current technologies across modes. This sort of in-depth knowledge helps practitioners make educated decisions about how they move freight.

Tasty Tidbit: With the development of emission-friendly technologies in newer model trucks, intermodal transport isn't necessarily the go-to environmentally conscious method to move your freight the way it once was.



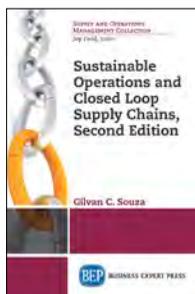
Sustainable Operations and Closed-Loop Supply Chains, Second Edition

By Gilvan C. Souza

Quick Takeaway: In the supply chain, “closing the loop” means controlling the development of products and processes through their entire lifecycle—from the extraction of raw materials all the way through end of life. This book offers a chapter-by-chapter guide to carry organizations through to complete supply chain sustainability, beginning with waste reduction and ending with a closed loop.

Why It's a Must Read: As consumers increasingly demand sustainable operations from the brands they buy, supply chain managers must understand how to implement new sustainable initiatives and create long-term sustainability goals.

Tip We Like: Incorporating a “cradle-to-cradle” philosophy into product development and manufacturing enables manufacturers to avoid toxic materials, ensure recyclability, and design products to be useful through multiple lifecycles.



Liner Ship and Fleet Planning: Models and Algorithms

By Tingsong Wang, Shuaian Wang, and Qiang Meng

Quick Takeaway: Supply chain professionals involved in moving goods by sea must be familiar with ocean carriers' most current methods to ensure that their cargo ships in the most cost-effective way possible. This book requires a base quantitative background, but sheds light on current best practices to help ocean freight shippers evaluate their carriers' methods.

Why It's a Must Read: When Hanjin went under, many shippers were blindsided. Other carriers struggle with overcapacity as well. It's crucial for supply chain stakeholders to understand how their carriers operate.

Tasty Tidbit: Most research about maritime shipping fails to include the industry's uncertainty. Factoring in this uncertainty changes the way we look at problems and develop methodologies to solve them.





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Succeeding with Senior Management: Getting the Right Support at the Right Time for Your Project

By G. Michael Campbell

Quick Takeaway: Project managers often struggle to communicate the importance of specific objectives and how they relate to the success of the organization as a whole. Learning to communicate in the big-picture language of the boardroom can help project managers get their point across and receive senior-level support for department-level projects.

Why It's a Must Read: Any supply chain manager who operates beneath the executive level can benefit from this advice on how to talk to the big dogs.

Tip We Like: You don't always have to go straight to the top. Including an executive's deputy in your project committee can open the door to executive support.



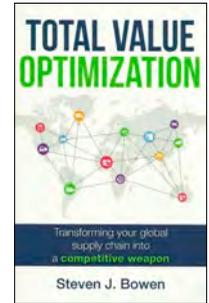
Total Value Optimization: Transforming Your Global Supply Chain Into a Competitive Weapon

By Steven J. Bowen

Quick Takeaway: Companies in every industry struggle to maintain maximum profitability while trying to keep pace with rapid technological advances and changes in the economy. Using a data-driven approach to logistics, operations, and procurement optimization, the author takes readers through a step-by-step process for analyzing supply chain health and achieving excellence.

Why It's a Must Read: Every supply chain has room for improvement, and every industry professional struggles to keep pace with new trends, technologies, and best practices.

Tip We Like: Uncertainty is the only certainty in your supply chain's future. Businesses that prepare for the unexpected will be better equipped to ride out unpleasant surprises.



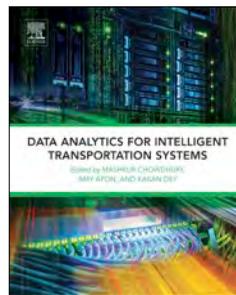
Data Analytics for Intelligent Transportation Systems

Edited by Mashur Chowdhury, Amy Apon, and Kakan Dey

Quick Takeaway: Intelligent transportation systems (ITS) are the wave of the future. Some day soon, land, air, and water transportation will all be connected in ways that seem like science fiction to the layman. Without the ability to properly analyze and apply the data gathered from these systems, we will fail to actualize the potential of ITS technology.

Why It's a Must Read: Supply chain professionals must understand this technology and have input into its development to ensure the logistics realm reaps maximum benefits from its implementation.

Tasty Tidbit: Data ranging from large sources such as smart cities to small sources such as mobile devices can be used to develop the next generation of smart transportation solutions.



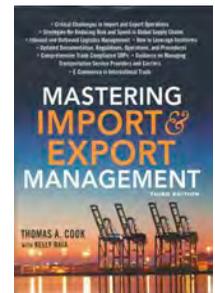
Mastering Import & Export Management, Third Edition

By Thomas A. Cook

Quick Takeaway: Understanding international commerce is key to success in global supply chain management, but it's nearly impossible to find all the necessary information in one book. Until now. Foreign market procurement, international risk management, foreign trade zones, and Customs and Border Protection demands are just a few of the topics covered in this sweeping analysis of contemporary global trade.

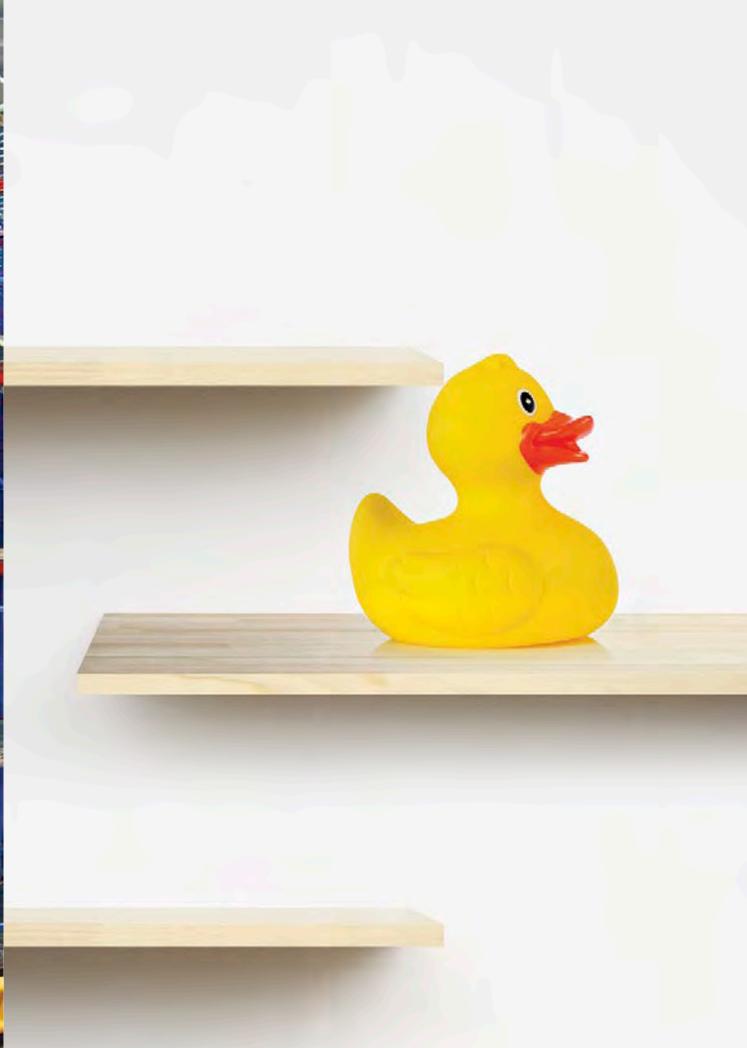
Why It's a Must Read: The import/export game is intrinsically linked with supply chain operations, so global supply managers will find this comprehensive book to be a valuable reference tool.

Tip We Like: Incoterms are only guidelines. They don't cover issues such as payment or disputes. Savvy global traders will develop contracts, invoices, and purchase orders that fill these gaps.





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The Buyer's Toolkit: An Easy-to-Use Approach for Effective Buying

By Jonathan O'Brien

Quick Takeaway: Procurement covers everything from buying office printer paper to sourcing new international suppliers, and the task sometimes falls on people who have limited formal training. The book acts as an introduction to procurement, offering practical advice to help procurement professionals negotiate better deals, manage contracts, and fix problems in the inbound supply chain.



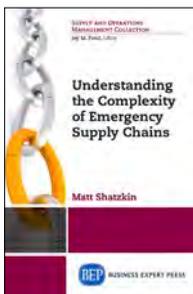
Why It's a Must Read: Professionals newly tasked with procurement will learn to evaluate suppliers and ensure long-lasting, cost-effective partnerships that have a positive impact on the bottom line.

Tasty Tidbit: A supplier's sales team averages 10 times more training than the average buyer so unprepared buyers may get steamrolled if they enter negotiations unprepared.

Understanding the Complexity of Emergency Supply Chains

By Matt Shatzkin

Quick Takeaway: Emergency supply chains feature a whole new level of complexity on top of standard supply chain operations. With no developed forecast, distribution models on site that could often be described as haphazard, and circumstances that contradict much standard SCM training, emergency supply chain stakeholders must maintain the ability to improvise.



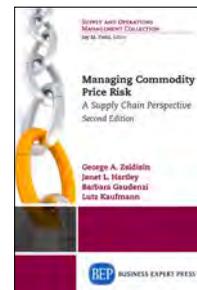
Why It's a Must Read: Supply chain operators who have any toes in the water of emergency response need to know in advance how to handle the unique challenges emergency supply chains present.

Tasty Tidbit: Despite the humanitarian nature of disaster relief, much of the complexity results from competition between stakeholders over credit, funding, and donations.

Managing Commodity Price Risk: A Supply Chain Perspective, Second Edition

By George A. Zsidisin, Janet L. Hartley, Barbara Gaudenzi, and Lutz Kaufmann

Quick Takeaway: Every company faces risks from the volatility of commodity prices on the global market, whether that risk is direct, or through second- and third-tier suppliers and beyond. Supply chain professionals must take charge to establish flexible policies and procedures for minimizing this risk, as it directly impacts buyer-supplier relationships, negotiations, and countless other supply chain management functions.



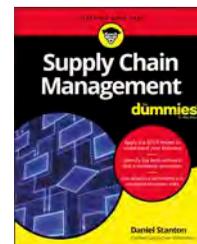
Why It's a Must Read: Many methods can combat commodity price risk. Having a guide to these multi-faceted, complicated options will lay all the cards on the table for supply chain managers.

Tip We Like: Today's politically charged global environment means managers must update supply chain models and market intelligence systems to account for political influence on regional and global supply chains.

Supply Chain Management for Dummies

By Daniel Stanton

Quick Takeaway: If you're reading this, you're probably not a supply chain dummy, but that doesn't mean you can't find value within these pages. Rather than explaining supply chain management (SCM) in a silo, this book explains all the fundamentals of SCM and how they relate to the success of larger organizations as a whole.



Why It's a Must Read: Not just a reference guide, this book gives you valuable advice on explaining the supply chain needs of your business to executives from other departments.

Tasty Tidbit: Supply chain decisions affect seemingly unrelated processes, functions, and business relationships, so having people in key roles who understand these impacts will be crucial to supply chain strategy.





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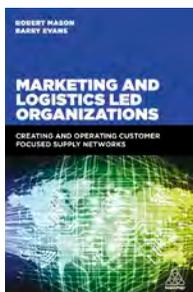
Marketing and Logistics Led Organizations: Creating and Operating Customer Focused Supply Networks

By Robert Mason and Barry Evans

Quick Takeaway: Marketing and logistics go hand in hand. Companies that view logistics as a strictly operational function fail to recognize one of its primary purposes—delivering on the initiatives built by marketing. One cannot survive without the other, and acute leaders will find ways to integrate the functions to provide maximum value to customers.

Why It's a Must Read: Customer-facing businesses must overcome the disconnect between logistics and marketing if they hope to lead their competitors in customer retention and operational efficiency.

Tasty Tidbit: When logistics and marketing hold hands, the customer experience can be streamlined across the board, making all customer interaction—from sales to delivery and returns—consistent with the brand.



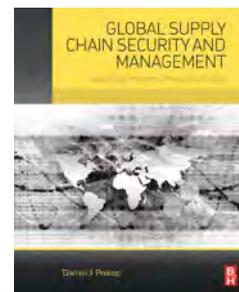
Global Supply Chain Security and Management: Appraising Programs, Preventing Crimes

By Darren J. Prokop

Quick Takeaway: Supply chain security used to mean preventing damage and cargo theft, but the rise of global terrorism, the resurgence of piracy, and an increase in natural disasters have expanded the term's purview. Modern supply chain managers must understand these risks and how to combat them if they hope to keep their goods safe and on time.

Why It's a Must Read: Astute supply chain and risk managers must acquire the necessary skills and knowledge to plan for countless human and natural risks that could impact their operation.

Tip We Like: The U.S. government plays a unique dual role as supply chain partner and police, so maintaining positive compliance and relationships can be doubly useful for shippers.



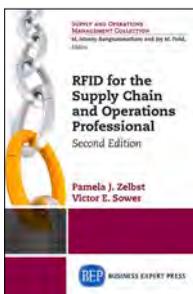
RFID for the Supply Chain and Operations Professional, Second Edition

By Pamela J. Zelbst and Victor E. Sower

Quick Takeaway: When used correctly, radio frequency identification (RFID) technology stimulates growth and efficiency across the supply chain in many ways. RFID doesn't solve every obstacle, however, and it's important for non-technical supply chain personnel to understand the technology's limitations so they can leverage its benefits efficiently.

Why It's a Must Read: Many RFID texts bury discussions in technical jargon, but this book breaks down those topics to help supply chain professionals understand the technology and its applications.

Tasty Tidbit: There's a pervasive myth that RFID will render barcodes obsolete, but a chapter dedicated to myth-busting explains that barcodes are often sufficient for many operations.



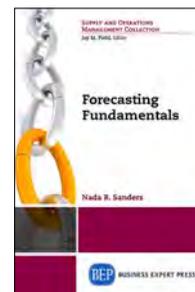
Forecasting Fundamentals

By Nada R. Sanders

Quick Takeaway: Those tasked with forecasting aren't psychics. They are responsible for deciding which areas their predictions should focus on to drive company success, and for deciding which tools they need to do so. Readers will learn how to pin down forecasting targets, and how to establish accurate models fueled by technology.

Why It's a Must Read: Supply chain managers that can predict disruptions, market trends, and new opportunities will drive successful growth and gain the ability to navigate the future without fear of surprises.

Tip We Like: Forecasting relies on analyzing historical data, but what about new products? Using customer surveys and analogous product data, it is possible to forecast new areas.





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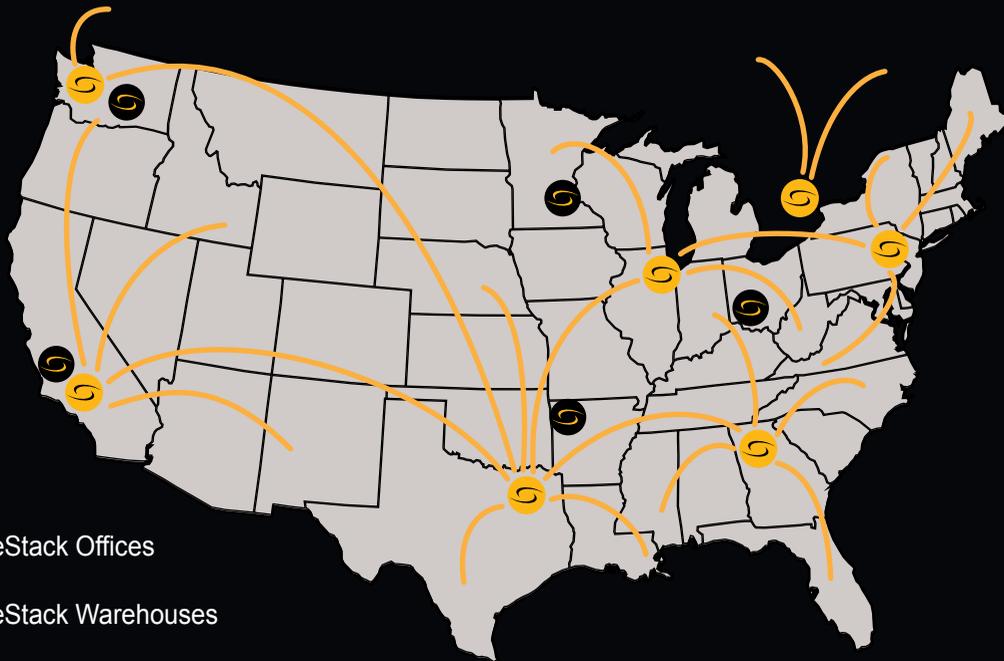
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Casebook | by Jason McDowell

Outsourcing Distribution: Good For What Ales You

When you think of craft beer, you might think of a guy sporting a bushy beard, flannel shirt, and thick-rimmed glasses brewing beer in his kitchen sink. The truth is, however, that the industry has taken off in recent years. As it turns out, beer aficionados have money to spend, and craft beer has grown to be a \$300-billion global industry.

To be considered a craft brewer, beer makers must produce fewer than six million barrels of beer per year, and 75 percent of the business must be owned by a craft brewer, according to the Brewers Association. This means that any significant outside investment is against the rules, so craft brewers often lack the resources to market or ship their product outside of their local region.

Unlike large-brand brewers, who usually have their own transportation network and millions of dollars in marketing capital, craft brewers run a smaller operation. So, you might wonder how a craft brewer could ever hope to expand its sales reach.

Enter Velour Imports, an import/export firm specializing in American-made craft beer, wine, hard cider, and spirits sourced from microbreweries and smaller wine and spirit operations throughout the United States. Velour began with the singular goal of bringing Argentinian wine into the United States, but eventually expanded its mission to help craft brewers and wineries sell their products to luxury resorts and hotels around the world.

By using Velour to market goods, craft brewers can consolidate shipments with other small shippers, turning a historically regional product into one that meets demand in a global market.

Thirsty to sell regional craft beer on a global scale, Velour Imports partners with a 3PL and hops to it.



Velour Imports exports American craft beer, wine, and cider to luxury resorts and hotels around the world.

And what does that mean, exactly? Simply, that Velour Imports is the Amazon of independent booze. Small operations use Velour to stock their product behind bars across the globe.

Originally, Velour set out to build a scalable storage and distribution model capable of handling its needs—planning to source craft beers regionally in Texas and distribute them globally. As anyone in the logistics field can tell you, that’s easier said than done.

“We considered renting warehouse space,” says Brooke Sinclair, CEO of Velour Imports. “However, the monthly leasing and overall operation costs were nearly \$6,000. Those were unavoidable expenses before even making a sale.

“The main drawback of the brick-and-mortar warehouse model was a list of never-ending, repeatable expenses that must be paid,” she says. “If I used that model, I would have set up the business to fail.”

Velour’s initial mission of importing wine from Argentina proved complicated enough on its own. But turning around to export a wide range of American alcoholic products to a broad array of countries—each with its own laws about importing alcohol—seemed near impossible. Without an experienced network of experts at its disposal, Velour’s dream of exporting craft beers seemed as if it might end as just that—a dream.

Sending Out an SOS

Once Sinclair fully understood the scope of what she was planning, she realized she needed help. Global distribution takes specialized talent, knowledge, and facilities that Velour didn’t have easy access to.

“In Houston, temperature-controlled warehouses with refrigeration are rare to find and expensive to lease,” Sinclair says. “Thanks to the oil and gas industry,

there is an ample supply of warehouse spaces, but they are mainly dry storage.”

Fortunately, while amid a desperate search to find appropriate storage, Sinclair found help from an unlikely source: Twitter. “I tweeted a cry for help in locating a cold storage fulfillment center capable of handling alcohol,” she says. “Distribution and fulfillment centers need a special license to transport alcohol.”

Luckily, Global Distribution and Logistics (GDL) saw the tweet and reached out to offer its expertise. GDL—a full-service international freight forwarder and customs broker based in Chicago—provides third-party logistics (3PL), warehousing, and domestic distribution services throughout North America. It boasts a global network of partners and agents to help with situations such as the one Velour was facing.

Outsourcing distribution and logistics turned out to be a game changer

for the exporter, enabling it to expand operations in ways it hadn't yet realized were possible.

"GDL instantly took Velour Imports from plans to export regionally from within Texas to limitless possibilities," Sinclair says. "By partnering with GDL, Velour Imports immediately became able to offer buyers less-than-containerloads of freshly made craft beer from breweries located anywhere within the continental United States."

Take One Down, Pass It Around

With foreign agents based in destination countries and knowledgeable logistics personnel already on board, GDL had the means in place to scale up Velour's sourcing and export operations quickly and efficiently.

"Supply chain operations and inventory management became seamless, streamlined, and cost efficient," Sinclair says. "GDL not only understood the end goal right away, but also what it would take to reach it."

While the supply chain itself creates sufficient complications for any shipper, the varying regulations between foreign destinations often present the biggest obstacle for exporters.

"The challenge for companies that wish to export goods and services is adherence to state and federal regulations, as well as compliance to all foreign regulations," says Tom Hullinger, regional vice president for GDL.

In the United States, alcoholic beverages fall under Alcohol and Tobacco Tax and Trade Bureau (TTB) control, so compliance to all TTB permit requirements is essential. Many foreign countries have strict standards and requirements for alcoholic beverages imports, and having foreign agents in place to assist in navigating through the procedures is critical for GDL.

"GDL's network of foreign agents is experienced, and has been beneficial to Velour Imports' ability to navigate the foreign regulatory hurdles," says Hullinger.



Partnering with a third-party logistics provider enabled Velour Imports to offer global customers less-than-containerloads of craft beer from anywhere within the United States.

With GDL's help, Velour Imports found itself able to take an Amazon-style approach to business and grow far beyond the limitations it would have set on itself had it found a brick-and-mortar refrigerated space of its own. Through using a 3PL, Velour Imports can now source its products nationwide, and turn around and sell them to interested buyers just about anywhere.

For Sinclair, the new partnership presented opportunities for expansion that she didn't originally foresee. "Instantly going from regional to national distribution with near limitless possibilities was the biggest surprise," says Sinclair. "Another bonus was the ability to further expand Velour's procurement capabilities to distilled spirits whiskey, bourbon, vodka, and gin."

Breaking away from the mold of brick-and-mortar distribution allowed Velour to expand beyond craft beer into all categories of artisanal alcoholic beverages made in America—from craft beer and wine to hard cider.

Looking to the future, Velour has its sights set on the Caribbean. "GDL is excited to work with Velour as it attempts to expand into the Caribbean market," says Hullinger. "Our capabilities and experience in this region will allow Velour Imports to offer timely delivery of its product line cost effectively and efficiently."

Cheers to the Future

Sinclair finds herself looking forward to building upon the partnership. "We anticipate strengthening our core relationship, and the services we offer to buyers, as we move into the future," she says.

With solutions such as this one, the world gets a little smaller every day. Who knows, maybe next time you're in another country, you'll find that the hotel bar has your favorite local craft beer on tap. You just might have Velour Imports and Global Distribution and Logistics to thank for that. ■



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ANDREW MCAFEE
Co-Founder &
Co-Director, Initiative
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GEORGE W. PREST
CEO, MHI

SCOTT SOPHER
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e-Tales | by Jason McDowell

Common Challenges, Uncommon Solutions

Artisanal goods aren't created in the same way as mass market goods. There's no assembly line, no machine cranking out thousands of identical pieces to meet big box retail contract obligations. Instead, artisans spend countless hours crafting each individual item with care and love. The people who buy these goods have high standards—from the products themselves to the way they arrive on their doorstep. Every step of the customer experience can be crucial to driving repeat business.

UncommonGoods—an online retailer that sells products created by artisans and artists through a catalog and e-commerce site—struggled for several years with this dilemma because its distribution operation was on the East Coast.

The bulk of the company's orders moved through a Brooklyn, New York-based storage and distribution facility. This was great news for customers doing online artisanal shopping in Manhattan, Boston, or Atlanta—but not so much for those ordering from Los Angeles or Seattle. Customers in the western United States faced long

delivery times and higher transportation costs. Having only a single New York distribution center left customers on the other side of the country waiting impatiently for products to arrive, and paying significantly higher shipping costs than their East Coast counterparts.

“UncommonGoods is deeply committed to providing an excellent customer experience,” says Thomas Epting, co-founder and COO of UncommonGoods. “And while our customers come to us for our creatively designed, unique products, we know that to remain competitive in

Online retailer
UncommonGoods
needed a way to provide
extraordinarily fast
shipping times to sell and
transport goods to the
other side of the country.



Loaded with the latest technology, ITS Logistics' distribution center provides fast and efficient product handling to shippers such as UncommonGoods.

retail, we must provide fast, low-cost fulfillment and shipping.”

Today's online shoppers demand fast shipping, but redesigning an existing distribution model is easier said than done—especially when the existing model is still basically getting the job done. The retailer's staff was busy traveling to trade shows and meeting with small business owners to source new and interesting inventory. Figuring out how to move shipments more efficiently nationwide wasn't originally a priority—but as business grew, so did the need for more efficient national distribution.

Handcrafting a Solution

Fortunately, UncommonGoods had a little uncommon luck that saved significant time and investment. In fall 2016, while shopping for real estate from which to operate a Nevada-based warehouse and distribution center, a real estate broker suggested using a third-party logistics (3PL) provider to speed things along. The agent connected UncommonGoods with ITS Logistics, a Nevada-based 3PL specializing in asset-based transportation, distribution, and warehousing services.

When designing a solution for a company like UncommonGoods, remembering the retailer's target

market turned out to be key. Buyers of carefully handcrafted artisanal goods have little patience for sloppy shipping practices. They expect their product to be transported and delivered with the same careful attention with which it was constructed.

“UncommonGoods is customer-centric and strives to provide a perfect ordering process for customers,” says Epting.

This means not only that the right product ships, but that it ships

immediately, and arrives in perfect condition. It also means customers are immediately notified when the order ships, and have full visibility to the order until final delivery.

“The biggest and most unique challenge we had were sharp holiday peaks, where volumes increased more than thirty-fold, which exponentially increased our space and labor requirements,” says Epting. “The 3PL solution allowed for flexibility of resources, which became flexible operating expenses.”

ITS already had distribution and storage operations up and running that could handle the retailer's needs, peak season or otherwise.

“UncommonGoods visited our facilities and were sold on our people and capabilities,” says Ryan Martin, president of warehousing and distribution for ITS Logistics. “ITS Logistics now provides custom fulfillment and distribution solutions for the company, and helps them support creativity and the artist community by offering unique artisanal products to their customers.”

By teaming up with ITS, UncommonGoods saved itself a significant investment in real estate, as well as the time saved by not setting



ITS Logistics' 630,000-square-foot distribution center offers a flexible and scalable solution to meet UncommonGoods' fulfillment and labor needs.

up its own facility. By moving some of UncommonGoods' distribution operations across the country, ITS cut costs and made notable improvements to the retailer's transportation and delivery efficiency. The operational changes driven by the partnership have paid dividends for the retailer.

ITS Logistics ships orders directly to many of UncommonGoods' customers on the West Coast and in neighboring states.

"Before our partnership with ITS Logistics, we shipped all our inventoried products from Brooklyn, while the other 20 percent of business shipped directly from the artists to customers," says Epting. "Our partnership allows us to have a much shorter transit time to customers in the west, which improves the customer experience and lowers transportation costs. We also take some holiday peak season pressure off our Brooklyn operation."

An Extraordinary Success

More than one year after entering the partnership, UncommonGoods continues to reap the benefits of its relationship with the 3PL.

"We have improved their supply chain and reduced time and transit of orders to customers, as well as from their vendors," says Martin.

The partnership with ITS Logistics has allowed UncommonGoods to provide faster shipping all across the United States, which is increasingly important to its customer base.

Beyond solving the original problem of reaching distant customers more efficiently, the ITS solution has grown and continues to deliver lasting improvement. Not only does inventory get stored closer to customers on the West Coast, but artisans based in the western United States that sell their wares through UncommonGoods can now consolidate shipments through the ITS facility in Nevada instead of shipping them all the way to Brooklyn.

This is easier for the artisans, who



UncommonGoods outsources transportation so its staff can concentrate on craftsmanship and innovation, and providing an excellent shopping experience for customers.

save money by shipping to a nearer destination. It's also more efficient for the Brooklyn distribution operation, which no longer has to process numerous individual small shipments from the west.

"We continue to reduce transit time for many customer orders, lowering outbound transportation costs and improving the customer experience," Epting says. "Consolidating shipments from West Coast vendors via ITS Logistics also continues to lower our inbound transportation costs."

Beyond improving peak season efficiencies and reducing transit times, the ITS transportation and distribution solution also helps UncommonGoods achieve its sustainability goals—a core value for the retailer. The artisanal goods market tends to be hyperaware of environmental issues, and the UncommonGoods marketplace is no exception.

"UncommonGoods puts a major emphasis on sustainability to minimize its environmental impact with its artists and vendors. We support this initiative by using recycled packaging and a multi-faceted recycling program," Martin says.

Customers feel more confident in the

end-to-end service they'll receive as well. The efficiencies driven by the partnership have produced unexpected results in the form of increased sales and larger order volumes.

"UncommonGoods is planning to increase its business with ITS with a larger selection of SKUs and inventory," Epting says.

Designing a Future Plan

The partnership's success has ITS preparing for the long term. The 3PL spends significant time and resources keeping processes and technologies up to date to better serve UncommonGoods, and its vendors and customers. "ITS Logistics continuously improves our pick-and-pack operations to expand alongside UncommonGoods' needs," Martin adds.

The partnership shows no signs of stopping—nor does the success it generates. UncommonGoods solved a major shipping deficiency and can now meet the demands of customers nationwide quickly and efficiently. Meanwhile, ITS gets to put its distribution and transportation assets to good use serving a customer that knows all about quality and hard work. ■

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IT Toolkit | by Sandra Beckwith

Fashion Icon Models Supply Chain Solution

With annual growth rates of 30 to 40 percent for several consecutive years, Michael Kors Holdings Limited knew its central distribution center would soon reach capacity. The fashion company needed to determine how to address that milestone amid forecasts for a growth slowdown as it matured.

As its main distribution center neared capacity, fashion company Michael Kors redesigned operations without cramping its style by fashioning a digital model of its supply chain.

Michael Kors had several options, but which one made the most sense? Should it expand the company's central U.S. distribution facility? Add a new distribution center closer to many of its wholesale and retail customers on the East Coast? Or expand its distribution center bypass program and ship more goods directly to customers from the West Coast port of entry?

To get the information needed to choose an option, and to build supply chain decision-making internally as a core capability, the New York City-based fashion icon turned to Llamasoft, a supply chain design software company in Ann Arbor, Michigan. Working with

LLamasoft to create a digital model of its supply chain allowed Michael Kors to test scenarios before selecting a solution based on current and forecasted specifics.

Michael Kors, a \$4.7-billion global fashion luxury group, is known for its women's and men's accessories, footwear, ready-to-wear apparel, eyewear, and fragrance products. The company operates in three segments—retail, wholesale, and licensing—through a global distribution network focused on company-operated retail stores, upscale department stores, specialty stores, and licensing partners.

In November 2017, the company acquired Jimmy Choo PLC, the



Known for its women's and men's accessories, such as pocketbooks, eyewear, and fragrance products, Michael Kors Holdings Limited turned to a modeling software for supply chain decision support.

glamorous, high-end footwear brand made famous by “Sex and the City.”

Third-party contractors located primarily in Asia manufacture products to Michael Kors’ specifications. Goods sourced from 17 countries ship out of 22 ports of origin to the West Coast. Its distribution center is 30 miles from the port in Whittier, California.

A few years ago, when the company’s long-range forecast generated concerns that the distribution center wouldn’t be able to handle projected growth, it began gathering information that would guide identifying a solution.

“We did a traditional supply chain network optimization study, looking at our end-to-end processes and distribution center capacity,” says Peter Hunnewell, global operations director, supply chain strategy for Michael Kors. “That helped us triangulate when we would hit capacity.”

The next step was exploring the best total cost solutions.

“We looked at what was happening with the business,” he adds. “We were becoming increasingly focused on lead times and discussing how we could leverage our retail assets for omnichannel distribution.” This was

happening, he says, while shifting from a high-growth period to a more mature business model where growth was leveling off.

Hypothesizing solutions is one thing, but making an informed decision about which one makes the most sense and is the least risky is another.

Model of Efficiency

To guide the decision-making process, the company brought in LLamasoft and its supply chain software solutions, *Data Guru* and *Supply Chain Guru*, to create a digital model of its supply chain.

“Our initial goal was to solve this problem, but we also wanted to work together to create a sustainable core competency so that when conditions changed again, Michael Kors would be able to examine the possibilities without outside help,” says Toby Brzoznowski, LLamasoft’s co-founder and executive vice president.

The process started with identifying and assessing available data, a classic supply chain modeling challenge.

“Companies have information and data about their business and supply chain, but it’s not usually at their fingertips or in one place,” says

Brzoznowski. “It’s in their enterprise resource planning, transportation, point-of-sale, and other systems. To do a detailed supply chain analysis, you need to bring all of it together.”

“Data integration was by far the most challenging part of this process,” adds Hunnewell. “We had several different data sources and not a lot of resources internally to support us. LLamasoft’s services team showed us how to sort through the data.”

Turning to a Guru

After inventorying available data, Hunnewell and a team that included Michael Kors’ IT department used *Data Guru* to consolidate and “harmonize” the data so it was useful. To do that, data coming from different sources and in several formats is run through *Data Guru*’s universal translator. That process produces a single, usable format. The data is fed into a structured database—a consolidated supply chain data center—that the modeling software, *Supply Chain Guru*, can use.

Next, they connected the two systems so that harmonized data was automatically fed into the modeling software. Designed to represent the apparel company’s business model, that component incorporates all of Michael Kors’ product information and demand, facilities, and customer locations. With the system complete, strategists began using the software’s analytics tools to demonstrate how various scenarios designed to optimize capacity, inventory placement, and transportation routes would impact the supply chain.

In the case of Michael Kors’ distribution challenge, solutions tested included expanding its current Southern California facility, opening a new distribution center on the opposite side of the country, and shipping more goods directly to customers from the port of entry. In addition to helping uncover the optimal solution, the system can also identify when that solution is no longer the right choice.



Faced with distribution challenges, shoe purveyor Michael Kors did not miss a step. It supported projected growth by keeping data collection sharp and styling a digital model of its supply chain.

“The system gives users the ability to mitigate risk,” Brzoznowski says. “If demand doesn’t grow as anticipated over the next three years, or if costs change or there’s a new point of entry, they can add those ‘what if’ questions and get information that will guide their decision-making.”

So which option did Michael Kors finally select after running various scenarios?

Optimized by Design

The company decided to ship more goods directly to customers from the port of entry. This strategy helps the fashion brand minimize distribution costs and speed product delivery by reducing the number of touches associated with orders in two ways.

First, contracted manufacturers now package shipments in a way that’s more closely aligned with customer orders. When goods arrive in the United States, orders destined for certain customers bypass the distribution center and go to a nearby deconsolidator.

“This approach reduces the number of times the goods are handled,” Hunnewell says. “The deconsolidator can put products on a pallet and then on a trailer to get them to stores more quickly than when the process starts at

the distribution center, where goods will first be unpacked and shelved.”

In addition, when goods packed in full cases for customer orders arrive at the deconsolidator, nothing needs to be broken down before it’s shipped.

Michael Kors is seeing other applications for the new system, as well.

“We’re not only using it to integrate Jimmy Choo’s supply chain into ours,

we’re also using it to evaluate how we might structure an omnichannel solution,” Hunnewell explains. “We foresee using it for forecasting plus demand and capacity planning, too.”

“That’s our goal,” says Brzoznowski. “We wanted to give Michael Kors a competitive advantage through supply chain design, and this is now a core capability for the company.” ■

TECH TEAM STRUTS ITS STUFF

How did Michael Kors implement a new supply chain modeling process? “Partnering with our IT department at the start of the project was instrumental in making it work,” says Peter Hunnewell, global operations director, supply chain strategy, at Michael Kors Holdings Limited.

This approach offered several advantages, he says, but chief among them was the department’s ability to make sure that new processes and systems being incorporated to guide supply chain decisions didn’t corrupt data or have a negative impact on existing systems, which include programs used for warehouse management and enterprise resource planning.

“In supply chain management, we often turn to IT for data,” Hunnewell says. “This experience showed me the wisdom of communicating what we need in the beginning so the IT team can help us design a robust system.”

The Michael Kors IT team, he says, was particularly adept at understanding the impact new processes would have on the overall business. Because of that, IT allocated the necessary resources.

“We couldn’t have accomplished this initiative without the support of our IT partners,” Hunnewell adds.

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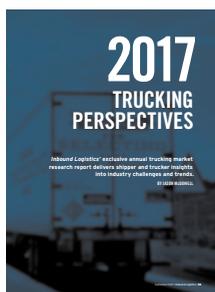
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These articles on the *Inbound Logistics* website grabbed your attention and got you clicking. From the latest trucking trends to creating a demand-driven supply chain, the following articles generated the buzz.



Trucking Perspectives September 2017

Despite the continuing challenges of securing capacity and managing a driver shortage, shipper and carrier respondents to the 2017 *Inbound Logistics* trucking survey see a bright future.

<http://bit.ly/2017TruckingPerspectives>

10 Tips for Transportation Sourcing

September 2017

There's a lot at stake when selecting a transportation mode and corresponding carrier. To uncover the industry's best practices, *Inbound Logistics* talked to shippers, freight forwarders, third-party logistics providers, and carriers to solicit their best advice for cutting costs and avoiding mistakes.

<http://bit.ly/TransportationSourcing>



Choosing a Warehouse Management System May 2017

The right warehouse management system (WMS) can streamline order fulfillment, increase inventory accuracy, enhance employee performance, and maximize equipment utilization. But not all WMS solutions are created equal, and you must consider many variables when selecting one.

<http://bit.ly/WhouseManagement>



TMS Solutions: The Big Picture May 2017

How transportation management systems (TMS) streamline the information exchange between shippers and carriers, so freight moves reliably, efficiently, and at the best possible cost.

<http://bit.ly/TMSsolutions>



3PL Change Agents



July 2017

When you need to make a change—upgrade processes to meet new customer requirements or scale up logistics operations to accommodate growth—

it sometimes helps to call in a third-party logistics (3PL) provider. With deep experience, extensive market connections, and effective technology, 3PLs can foster change in ways that shippers can't when they operate solo.

<http://bit.ly/3PLChangeAgents>

The E-Commerce Experience: The Last Mile Gets the Royal Treatment

December 2017

If you are an e-commerce merchant, your supply chain might stretch thousands of miles. But these days, all eyes seem to be trained on the final stretch of that journey from the point of manufacture to the customer's hands. Retailers and their service providers are applying a range of strategies to deploy the last mile of e-commerce fulfillment to win consumers' hearts and minds.

<http://bit.ly/BattleForLastMile>



Online Education: Become a Supply Chain Leader...in Your Pajamas

June 2017

A wide range of quality online education options lets you build your skill set and advance your career without leaving home—or thinking about the dress code.

<http://bit.ly/InYourPajamas>



5 Ways to Improve Fulfillment Center Efficiency

November 2017

To capitalize on the e-commerce boom, fulfillment centers need to scale and react nimbly and agilely. Fulfillment centers must also be as efficient as possible to maximize customer satisfaction.

Here's how to boost your fulfillment center's efficiency.

<http://bit.ly/FCEfficiency>

3 Steps to a Demand-Driven Supply Chain

April 2017

The on-demand economy means customers expect instant gratification via immediate access and convenient delivery options. Companies must adapt and start optimizing their supply chains to stay competitive. To become demand-driven, companies must consider these actions.

<http://bit.ly/3StepsDemandDrivenSC>



Incoterms: Playing by the Rules

March 2017

When doing business globally, who pays the freight, you or your vendor? Who assumes the

risk if cargo is damaged? Enter Incoterms, a set of international rules that interprets the most commonly used trade terms.

<http://bit.ly/IncotermsTradeTerms>



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White Paper Digest

Industry experts amass supply chain management best practices and skill sets, and invest in new research and evaluation tools. Now you can benefit. *Inbound Logistics* has selected this collection of whitepapers that will give you a jump on important supply chain issues. For more information on any of these whitepapers, visit the Web sites listed below.



C.H. Robinson

TITLE: *Do "Favored Shippers" Really Receive Better Pricing and Service?*

DOWNLOAD: bit.ly/favoredshipper

SUMMARY: Anecdotal evidence and some qualitative research suggest "favored shippers"—companies for which carriers prefer to haul freight—obtain better pricing and service. But do they? In this paper, Iowa State University researchers explain how they sought to understand the voice of U.S. truckload carriers, how they quantitatively measured the effects of "favored shipper" characteristics on transportation costs, and what characteristics actually make shippers favored in the transportation marketplace.

Purolator International

TITLE: *Winning the Battle for e-Commerce Last-Mile Excellence*

DOWNLOAD: bit.ly/PurolatoreCommerce

SUMMARY: Amazon is driving consumer delivery expectations. The online giant is the reason people now expect two-day-and-under delivery times. What's a retailer not named Amazon to do? Make your last mile your best mile. Last-mile service is the make-or-break part of a transaction. When a customer is either pleased with delivery services or disappointed if something goes wrong, the appreciation (or the blame) goes not to the logistics provider but to the retailer. There are a host of options and strategies to improve last-mile service, but to make your last-mile service a true competitive advantage, you'll need two things: technology and the right logistics provider. Find out more by downloading this free whitepaper.



Evans Distribution Systems

TITLE: *Not Your Mama's 3PL*

DOWNLOAD: bit.ly/notyourmamas3PL

SUMMARY: How do you define a 3PL? Definitions abound, especially as the capabilities of a 3PL have shifted dramatically throughout the years. But the legal definition of a 3PL was hammered down in 2008, defined as a person who solely receives, holds, or otherwise transports a consumer product. Find out what differentiates a 3PL by downloading this whitepaper.

3PL Central

TITLE: *5 Proven Ways to Improve Your 3PL Warehouse Profitability*

DOWNLOAD: bit.ly/3PLCentralWP

SUMMARY: When it comes to running a warehouse, finding new ways to increase your profits can be one of your biggest challenges. That is why 3PL Central and industry experts created this action plan to improve your 3PL warehouse profitability. Detailing five crucial actions your warehouse can take to upgrade its bottom line, you will not want to miss this free e-book. Download it now.

Amber Road

TITLE: *The Digital Global Supply Chain*

DOWNLOAD: bit.ly/AmberRoadWP

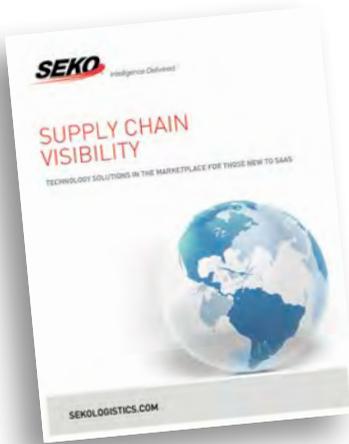
SUMMARY: Global trade is a fast, complex environment that many organizations struggle to keep up with. Its ever-changing nature means your supply chain processes and technology must transform just to keep up the pace. Digitization enables full transformation. Digitizing your supply chain enables four key methods of transformation, including: collaboration, automation, analytics, and flexibility. Download this e-book today and discover how your organization can yield value through supply chain digitization.

C3 Solutions

TITLE: *Supply Chain Visibility: Illuminating the Path To Responsive and Agile Operations*

DOWNLOAD: bit.ly/SCvisibilityWP

SUMMARY: Supply chain visibility is not an end, but a tool. It is the means to achieve supply chain effectiveness, agility, and ultimately, corporate profitability. The purpose of this paper is to take a step back and look at what visibility means in supply chain operations, what it can do for you, and the conditions needed to achieve it. Using real-world case studies, you will also see how true visibility leverages integrated, active, and agile technology to enable continuous, real-time decision-making.



SEKO Logistics

TITLE: *Supply Chain Visibility*

DOWNLOAD: bit.ly/SEKOWp

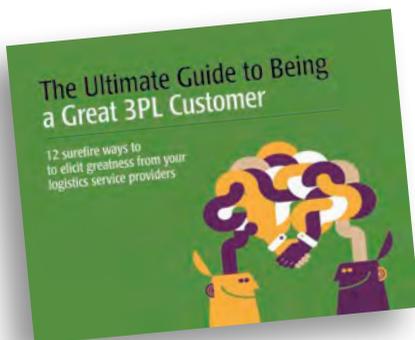
SUMMARY: The emergence of supply chain software providers in the cloud that span the entire supply chain is happening now. This shift will provide the smaller hard goods manufacturers and distributors more efficient and collaborative supply chains, which ultimately lower cost and increase profitability. Get SaaS savvy by reading this whitepaper.

J.B. Hunt

TITLE: *A Leaner Supply Chain*

DOWNLOAD: bit.ly/leanerSCWP

SUMMARY: Supply chains are inherently complex and interconnected. And the greater the number of products produced or destinations for goods, the greater the potential for complexity and the greater the necessity for systematic, enterprise-level approaches to preserve value for the company at every link in the supply chain. Download this whitepaper to discover how a more integrated supply chain can contribute value to your company.



Kane Is Able

TITLE: *The Ultimate Guide to Being a Great 3PL Customer*

DOWNLOAD: bit.ly/KanelsAbleWP

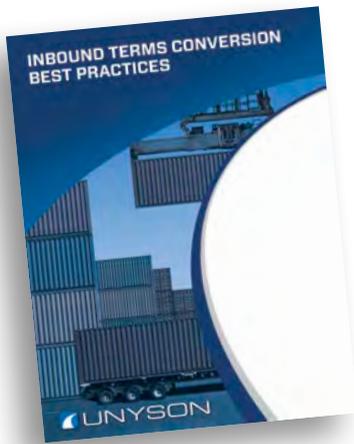
SUMMARY: Many shippers commoditize the services of 3PLs, believing that the best result will come from micro-management and constant price pressure. In fact, the opposite is true. The more you, as the outsourcing company, invest in the relationship—as a partner, not an overseer—the more value is delivered. Here are 12 suggestions on 3PL relationship management that, while they create some work for you, pave the way for breakthrough supply chain performance.

Hub Group

TITLE: *The Correlation Between Service and Savings in the Supply Chain*

DOWNLOAD: bit.ly/HubGroupWP

SUMMARY: To increase savings, business leaders must concentrate on the total cost of the supply chain, rather than just transportation prices. The right company acts like a business partner and takes into consideration transportation, operations, and inventory costs to help a network operate more efficiently. What is your transportation and logistics provider doing for you? What should they be doing? Find out by downloading this free whitepaper.



Unyson

TITLE: *Inbound Terms Conversion Best Practices*

DOWNLOAD: bit.ly/UnysonBestPractices

SUMMARY: Many companies remain unaware of how much inbound freight costs them because these charges are buried in the prices they pay for the goods. "Collect" payment terms allow companies to pay for their own inbound transportation costs rather than their vendors, resulting in greater control over their network. For details, download this whitepaper.

DHL Supply Chain

TITLE: *The Supply Chain Talent Shortage: From Gap to Crisis*

DOWNLOAD: bit.ly/DHLSupplyChain

SUMMARY: The supply chain sector is facing a talent shortage that is quickly escalating from a gap to a potential crisis. In some industries, the talent gap could threaten the ability of companies to compete on the global stage. What are organizations doing to address the problem? DHL Supply Chain surveyed 350+ supply chain and operations professionals around the world to find out.

enVista

TITLE: *Find the Money: How a Transportation Spend Diagram Can Help*

DOWNLOAD: bit.ly/FindtheMoneyWP

SUMMARY: Transportation leaders are constantly looking for ways to reduce costs while improving service levels as they conduct strategic assessments. Using the Spend Diagram to document freight flows and costs on a single page is the best way for a transportation team to collect data and focus their efforts. Read enVista's whitepaper to learn how a Spend Diagram can identify savings opportunities throughout your transportation operations.

FleetUp

TITLE: *The Right ELD*

DOWNLOAD: fleetup.com/ebook

SUMMARY: With the ELD mandate now in place, do you know which device is right for you? This e-book explores the top concerns fleet managers face today and how to not only comply, but also drive profitability when deciding on an ELD device. Topics include evaluating and choosing the right ELD, driver training, ELD installation, reliability, and security.



Share your whitepaper with /L readers!

WhitePaper Digest is designed to bring readers up-to-date information on all aspects of supply chain management. We're building a database of SCM whitepapers, and you can help. E-mail us with whitepaper recommendations: editorial@inboundlogistics.com



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FEB 25-28, 2018

Phoenix, AZ

2018 Retail Supply Chain Conference

Retail Industry Leaders Association (RILA)
bit.ly/RILAconference

From exploring the radical transformation gripping the retail experience to revealing how to leverage new technologies to improve operational efficiency, the event delves into the elements of retail supply chain success. Covering carrier allocation, fulfillment strategy, and sustainable logistics, the conference provides the expertise of leading retailers.

MAR 6-8, 2018

Atlanta, Ga.

LogiMed USA 2018

Worldwide Business Research
logimedusa.wbresearch.com

Senior medical device logisticians attend LogiMed to share best practices for building and maturing their operations. From the ins and outs of health system integration to advancing the customer experience to drive top-line growth, the event spotlights best practices to improve the end-to-end healthcare supply chain. *IL* readers get a discount to attend with code LM18IL.

MAR 11-13, 2018

Tampa, Fla.

2018 IWLA Convention & Expo

International Warehouse Logistics Association (IWLA)
iwla.com

North American warehouse logistics leaders gather at the IWLA Convention & Expo to explore warehousing innovation. With educational sessions on warehouse logistics, transportation law, automation, and optimization, the event covers best practices and the latest warehousing challenges and opportunities.

MAR 19-21, 2018

Charleston, S.C.

44th Annual Conference

Transportation & Logistics Council
tlicouncil.org

From contracting for transportation and logistics services to outsourcing considerations, the event educates supply chain stakeholders on practical and legal aspects of transportation partnerships. Workshops also cover timely topics such as the challenges of food and drug shipments and what importers and exporters need to know about international trade.

MAR 26-28, 2018

Orlando, Fla.

ECA MarketPlace

Express Carriers Association (ECA)
bit.ly/ECAmarketplace

The conference provides an opportunity for shippers and carriers to network and exchange information to form logistics partnerships. Shippers find regional and specialized carriers that can provide a viable supply chain alternative. The exhibition showcases new technologies and various transportation services.

APR 9-10, 2018

Dallas, Texas

American Supply Chain Summit 2018

Generis
supplychainus.com

The summit serves as a platform to exchange ideas and explore the impact of market dynamics and new technologies on current and future supply chain and operations leaders. It examines key case studies on how workforce management, advanced analytics, process improvement, and automation are being rolled out in the world's best facilities. Participants join in-depth discussions on achieving innovation and maximizing supply chain profitability.

APR 9-12, 2018

Atlanta, Ga.

MODEX 2018

MHI

modexshow.com

MODEX provides attendees with a look at the future of the supply chain, with demonstrations of the latest manufacturing and supply chain equipment and technologies from more than 850 providers. In addition, industry insiders reveal how key industry trends and innovations can transform your manufacturing and supply chain operations during more than 100 educational sessions and four keynotes.

APR 9-12, 2018

Atlanta, Ga.

2018 Georgia Logistics Summit

Georgia Center of Innovation for Logistics
bit.ly/GALogisticssummit

Co-located with MODEX, the event offers first-hand supply chain insights from industry executives. Expanded sessions cover Georgia's logistics technology, what's new and next around the state, current logistics regulations, and a transportation update.

APR 18-19, 2018

Atlanta, Ga.

Home Delivery World 2018

Terrapinn

terrapinn.com/homedelivery

The annual retail logistics conference and exhibition brings decision-making retailers together to discuss approaches for supply chain excellence and building a sustainable logistics network. Participants identify new ways to improve customer experience through fulfillment, delivery, and final mile strategies.

APR 29 – MAY 1, 2018

Orlando, Fla.

2018 Shippers Conference & Transportation Expo

National Shippers Strategic
Transportation Council (NASSTRAC)
bit.ly/shippersexpo

The event provides insights into how shippers can manage and optimize transportation operations. From Incoterms

and marine insurance variables to the components of an LTL pricing program, the conference offers practical and in-depth information. Attendees also explore the implications of a customer-driven supply chain and the innovations transforming freight transportation and logistics.

MAY 6-9, 2018

Nashville, Tenn.

ISM 2018 Annual Conference

Institute for Supply Management
ism2018.org

The conference tackles global supply chain challenges and provides attendees with actionable ideas, standards, and best practices for their company and career. From managing complexity to increase competitive advantage to key steps in strategic sourcing, educational sessions cover varied and pressing issues. The conference also explores how to empower women in supply management and create value through strategic partnerships.

MAY 6-9, 2018

Charlotte, N.C.

WERC 2018: 41st Annual Conference for Logistics Professionals

Warehousing Education and
Research Council
werc.org/2018

From warehouse slotting strategies to packaging optimization, the conference offers actionable takeaways for logistics and warehousing professionals. Sessions cover varied topics including the pros and cons of hydrogen fuel cell usage, designing the distribution center of the future, and best-in-class warehouse associate recruitment and retention approaches.

MAY 14-17, 2018

Phoenix, Ariz.

Gartner Supply Chain Executive Conference

Gartner
gartner.com/events/na/supply-chain

Preparing attendees to turn supply chain disruption into an advantage, the event covers hot-button topics such as the digital supply chain and improving value from healthcare analytics initiatives. Participants

learn how to expand the patient-driven supply chain, enable deeper retailer-supplier collaboration, and develop a five-year strategic plan for supply chain digitization.

SEPT 16-18, 2018

Long Beach, Calif.

Intermodal Expo 2018

Intermodal Association of North America
intermodalexpo.com

The forum tackles the key issues facing the intermodal supply chain. Members of the intermodal freight community attend presentations on the technologies impacting intermodal and ways to strengthen shipper/drayage partnerships. Discussions also cover trucking regulations and funding—and their intermodal implications.

SEPT 30 – OCT 2, 2018

Chicago, Ill.

APICS 2018

American Production and
Inventory Control Society
apics.org/annual-conference

Exploring best practices to drive supply chain innovation, the APICS conference highlights key value chain initiatives. The event delves into key strategies to create more sustainable, strategic, and value-driven supply chains. Aside from organizational insights, participants come away with career takeaways and network with professionals shaping the future of supply chain, logistics, and operations management.

SEPT 30 – OCT 3, 2018

Nashville, Tenn.

CSCMP EDGE 2018: Supply Chain Conference & Exhibition

Council of Supply Chain
Management Professionals
cscmpconference.org

More than 100 sessions explore strategies that industry leaders have implemented to maximize and transform their company's supply chain. Aside from innovative supply chain solutions, industry leaders discuss real-world insight and provide valuable career perspective. An exhibition showcases the latest equipment, systems, and technologies providing solutions to a range of supply chain challenges.

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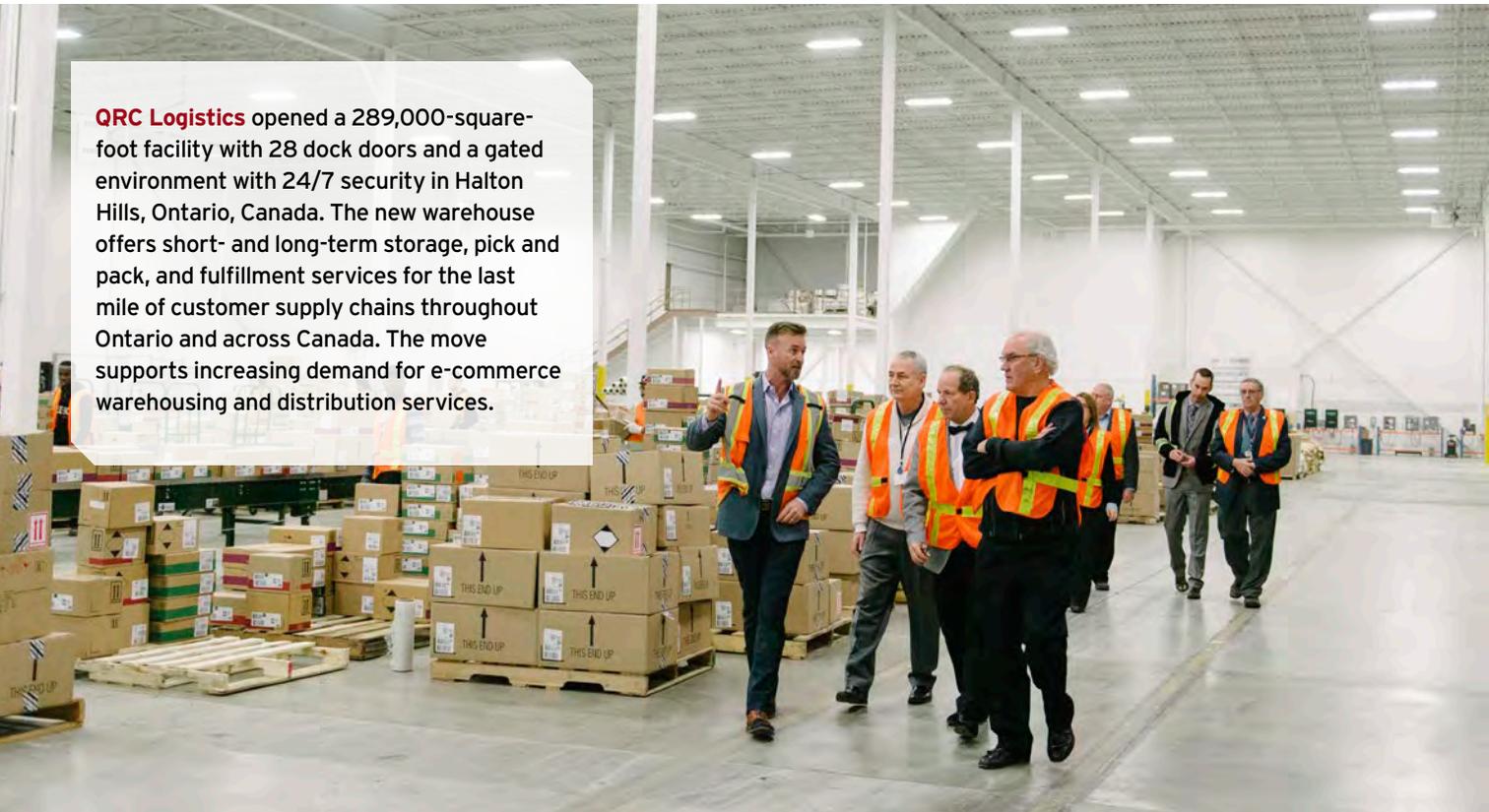
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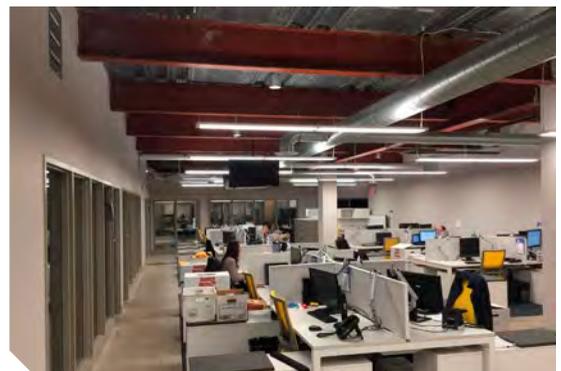
QRC Logistics opened a 289,000-square-foot facility with 28 dock doors and a gated environment with 24/7 security in Halton Hills, Ontario, Canada. The new warehouse offers short- and long-term storage, pick and pack, and fulfillment services for the last mile of customer supply chains throughout Ontario and across Canada. The move supports increasing demand for e-commerce warehousing and distribution services.



//Services//

Delta Cargo expanded its DASH Critical & Medical shipment locations. Its same-day DASH Critical & Medical product is GPS-enabled and offers premium domestic service for time-sensitive, small packages such as medical commodities, legal documents, essential machinery parts, and aircraft-on-the-ground components. The service provides real-time tracking and monitoring, and customers can ship items up until 45 minutes prior to scheduled flight departure. The service is now available from 15 U.S. locations with further expansion planned in 2018.

► **3PL Keystone Dedicated Logistics (KDL)** moved from its Carnegie, Pennsylvania, office to a new headquarters in Pittsburgh. The modern, four-story facility supports the company's efforts to enhance teamwork and improve employee morale and retention. Offering parcel and full truckload freight, domestic, international, and transactional shipping services as well as strategic freight management, KDL plans to expand its employee count by 20 percent in the next 18 months.



Temperature-controlled warehousing and logistics services provider **Americold** opened a new facility on its Clearfield, Utah, campus. The building adds more than 9.5 million cubic feet of temperature-controlled warehouse space, bringing the total capacity of the campus to nearly 21 million cubic feet. The facility offers adjustable temperature zones down to -20 degrees F along with refrigerated docks.

Yusen Logistics opened a second warehouse in Laredo, Texas, to support growing demand for import and export logistics services to and from Mexico. The new warehouse features a 26-foot clear ceiling height, with 15 dock doors and 30 trailer parking positions. Services include warehouse distribution, U.S. customs brokerage, intermodal and over-the-road transportation, and trailer parking spot leasing. A Mexico customs broker is also on site.

▼ **BNSF Railway** started a container shuttle service between Oregon's Port of Portland and Seattle/Tacoma, where goods can be loaded onto ocean carriers. The rail service operates five days a week.



East Coast Warehouse & Distribution, a temperature-controlled logistics provider to the food and beverage industry, expanded its Jersey City, New Jersey, facility by adding 200,000 square feet of warehousing space, including a temperature-controlled and ambient area. The expansion supports an increase in customer demand and in the amount of inventory moving through both the Jersey City facility and its Port of New York/New Jersey headquarters in Elizabeth, New Jersey.

3PL **Panalpina** grouped the company's supply chain experts under one entity called Supply Chain Solutions and will expand its global and regional teams in the coming months. The group offers shippers from across multiple industries end-to-end supply chain solutions. The customized solutions provide SKU-level visibility and encompass cargo consolidation and deconsolidation, vendor and carrier management, inventory and purchase order management, and optimization of freight forwarding services and logistics set-ups.

SEKO Logistics launched an airfreight and final-mile service in North America to give shippers a home delivery solution for bigger, bulkier products. The service is designed to provide fast and secure delivery to customers' residences by combining domestic air freight with SEKO's final-mile delivery service. It is aimed at retailers selling products such as 60- to 80-inch flatscreen TVs, bicycles, and folding sports equipment.



▲ **Crane Worldwide Logistics** opened a 355,000-square-foot facility in Dallas in mid-December 2017. The new location, which has office and warehouse space, provides both contract logistics and freight management support to shippers importing and exporting into the Dallas Metroplex area.

Ryder System, a provider of commercial fleet management, dedicated transportation, and supply chain solutions, opened a logistics operating center in London, Ontario, which primarily serves the Eastern Canada region. Inbound shipments coming from the United States are received at the cross-dock in London, unloaded and sorted for final store delivery, and redeployed outbound in 24 hours or sooner. Ryder's new facility handles more than 3,000 cross-border freight movements per month between the United States, Canada, and Mexico.

//Transportation//

OOCL introduced the Far East Chennai Service 2 (FCS2) to expand its South East India coverage. The FCS2 offers direct services from China and South East Asia to South East India. With its recently launched FCS service, OOCL provides two weekly sailings between the Far East and India. The ports covered include: Shanghai, Ningbo, Hong Kong, Shekou, Singapore, Port Kelang, Chennai, and Kattupalli.

Pilot Freight Services, a provider of transportation and logistics solutions, introduced a service to transport ground cargo across the border to Mexico. Freight originating from the East Coast will go through Dallas/Fort Worth, and Midwest and Western U.S. origins will go through Pilot's Los Angeles gateways. The service is available weekdays at one of three Mexican destination airports: Guadalajara, Mexico City, and Monterrey.

Crowley Maritime started offering weekly, fixed-day, full and less-than-containerload shipping and logistics services between Wilmington, North Carolina; Guatemala; and Honduras. The new lift-on/lift-off service is designed to give shippers an additional Atlantic Coast destination for cargo entering the United States from Central America, adding flexibility while reducing total landed costs.

► **Electric bike maker Rad Power Bikes** introduced its newest electric bike model, the RadBurro electric cargo trike, designed for transporting goods in congested urban landscapes. The RadBurro is maneuverable and can handle payloads of up to 700 pounds. It covers a range of 40 to 80 miles on a single charge and can be configured with flatbed, truck bed, cargo box, and pedicab/rickshaw modular attachments.



//Technology//

Software provider **project44** launched a rail visibility API designed to improve shipment visibility for rail freight shippers in the United States and Canada. The new offering lets manufacturers and retailers track rail shipments in real time from origin to destination, including both live status updates and historical data reviews.

Chain.io and **Nousot**, two cloud technology providers, teamed up to deliver predictive analytics to logistics stakeholders. By integrating their platforms, Chain.io and Nousot enable companies to forecast elements of supply, demand, pricing, performance, and operations without large capital investments. Automated forecasts, generated in days and even hours, allow shippers to plan and prioritize routes, negotiate partnerships, determine capacity needs, allocate human resources, and anticipate customers' needs.

ModusLink Corporation, a subsidiary of ModusLink Global Solutions, a provider of digital and physical supply chain solutions, unveiled its data warehouse platform, which provides a single, integrated solution for managing all elements of a brand's online business. The platform connects both front- and back-end systems to provide insight into e-commerce sales.

Omnichannel commerce technology provider **Radial** and **Blue Ridge Global**, a provider of cloud-native supply chain planning solutions, teamed up to offer retailers a solution to intelligently place inventory across locations and accurately match supply with demand. *Radial Inventory Optimization* powered by Blue Ridge is designed to help retailers connect customer demand to the supply chain to reduce customer turnover, enhance the customer experience, drive sales, and prevent lost profits due to overstocks and out-of-stocks.

◀ **WiseTech Global** launched a border compliance engine, *BorderWise*. The solution brings together critical border compliance data, law, and regulation, and advanced search functionality to help users minimize customs duty and mitigate the risks associated with customs non-compliance in the countries involved. It provides real-time updates and alerts on legislation, publications, and notices from regulatory bodies.



► **TAB Industries'** orbital wrappers wrap plastic film 360 degrees around and under the pallet and its load, yet leave fork entries accessible to manual and powered pallet jacks and forklifts to allow smooth movement. The TAB Wrapper Tornado orbital wrapping machines enable LTL, common carrier, and company delivery drivers, who typically travel with pallet jacks, to load and unload their trucks and trailers safely and quickly. The TAB Wrapper Tornado secures loads to their pallets to create a unitized load, improving product protection and stability in transport and storage.



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► Dragon fruit was delivered for the first time from Ecuador into Florida's market by **Seaboard Marine**. This move was made possible by the carrier's new weekly service between Miami, Ecuador, and Peru, offering fast transit and delivery times. The service, which was launched in July 2017, has supported the transportation of refrigerated cargoes to PortMiami. The fruit, typically cultivated in North America or imported from Central America for U.S. consumption, had never been a candidate for import from South America due to long transit times.

Transportation management system (TMS) provider **Kuebix** introduced *Kuebix Carrier Relationship Manager* to help shippers hold their carriers more accountable for their performance and build stronger carrier relationships that are efficient across transportation operations. With data from transactions within the Kuebix TMS, shippers can create detailed carrier scorecards that analyze key performance metrics, such as on-time deliveries, claims handling, billing accuracy, and pick-up performance.

► **Komatsu Forklift U.S.A.** launched the FH-2 Hydrostatic Drive forklift, which offers 8,000 to 11,000 pounds of capacity. FH-2 Series models are powered by a diesel engine that provides improved fuel economy, reduced environmental impact, and a high degree of controllability.

Macola Software, a business software provider for small and mid-sized enterprises, unveiled *Macola 10.6*, the newest release of its ERP and business software. *Macola 10.6* delivers a more efficient sales order experience with enhanced inventory and supply chain management capabilities. With more than 120 updates, it gives shippers access to key data wherever they work, with real-time insight into inventory and shop floor information.

Supply chain solutions provider **TouchPath** launched *TouchIoT*, an Industrial Internet of Things system that makes real-time data generated by shop floor and warehouse machines available to manufacturing requirements planning and manufacturing execution systems. *TouchIoT* communicates with production, packaging and distribution, and other automated processes to extract information that can then be posted to ERP and other systems and also displayed on a KPI dashboard to manage live shift production problems and performance.

//Products//

Materials handling company **Crown Equipment** introduced a shorter mast option for certain models of its counterbalance forklifts used in cross-docking applications. The new two-stage TL mast is an option for the four-wheel Crown FC 5200 Series counterbalance forklifts and the pneumatic and cushion tire models of the Crown C-5 Series industrial forklifts. It is ideal for use in warehouse dock work and cross-docking applications where a shorter mast lets the forklift operator quickly and easily remove and place loads in truck trailers.

Reusable packaging provider **ORBIS** developed *Proluxe*, a laminate-sided foam dunnage designed to protect Class-A parts in the automotive industry. As part of the *ORBIShield* line of custom, fabricated dunnage, *Proluxe* can be installed in handheld totes and bulk containers and metal transport racks, to protect parts and components throughout the automotive and industrial supply chain.



► The **Raymond Corporation** introduced two new trucks—the Model 8720 second-level order-picker with elevated hydraulic platform and the Model 8410 pallet truck with a second-level pick steps option—to provide increased cube utilization and faster, higher picking in warehouses. The Raymond Model 8720 provides operators with 47 inches of elevated height, increasing access to pick slots on the second and, in some cases, third load beam levels. The Raymond Model 8410 pallet truck offers three heavy-duty, nonslip steps that lead to a picking platform for access to second-level load beams.



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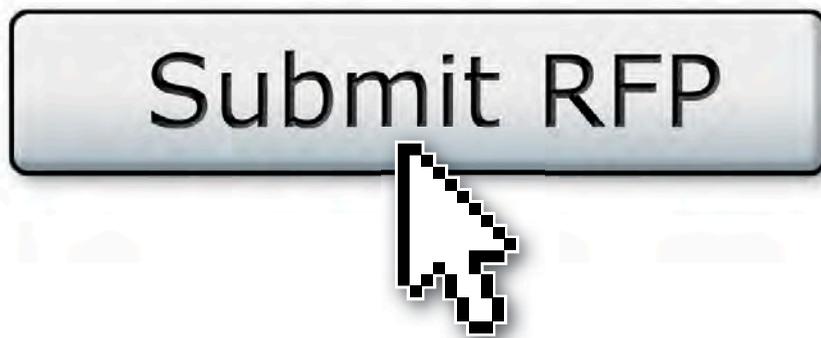
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A3 Freight Payment creates managed, customized freight payment solutions for large volume shippers. Our solutions automate transportation payables, ensure accurate billing, integrate advanced payment options, and provide detailed reporting for the supply chain and finance professionals within your company.

Headquartered in Memphis, A3 Freight Payment is led by an experienced group of industry veterans who have designed, implemented, and managed global freight payment solutions for some of the largest shippers in the world.

Our solutions incorporate the best practices gathered from industry experts who have worked with multiple freight payment providers and hundreds of Fortune 1000 customers. We are experts at freight payment...it's our sole focus and core competency.



A3 Freight Payment tailors all aspects of a custom freight payment solution to build a unique solution specific to your needs including:

- Invoice Automation
- Invoice Validation
- Data Capture
- Rate & Service Audit (pre and post)
- Cost Accounting
- Exception Management
- AP Automation
- Business Intelligence
- Systems Integration

Companies choose A3 Freight Payment because of our:

Business Strategy—One of a select few, not one in a million

A3 Freight Payment partners with large volume shippers who seek a high degree of customization, exceptional customer service, reliable processing, and minimum resource involvement in managing their solution. This strategy promotes a flat org structure, controlled growth, equal prioritization of customers, and scalability of operations.

Approach to Processing—A different approach, a better result

The A3 Freight Payment solution incorporates the best practices gathered from industry experts who have worked with multiple freight payment providers and hundreds of Fortune 1000 customers. Our unique processing model provides a managed solution that eliminates the pitfalls associated with traditional freight payment solutions and provides

100% transparency to you, to our staff, and to your logistics providers.

Customized Solution— One solution does NOT fit all

Your company has internal systems and processing constraints that are unique to your business. A3 Freight Payment partners with you to understand your unique needs and develop a custom and flexible solution that incorporates best practices while working within your constraints.

Dedicated Resources—A truly managed outsource solution

Each A3 Freight Payment client has a dedicated, experienced team of resources led by an Account Manager who is the single point of contact for you. The account manager and their team are empowered to tap into company resources to meet the needs of the client and are solely accountable for management of all processes. This "team concept" provides you with exceptional customer service and produces a truly managed solution.

Experience—Our knowledge ensures a smooth transition

The A3 Freight Payment team has a track record of designing, implementing, and managing global freight payment solutions for some of the largest shippers in the world. This experience is crucial to the successful development and deployment of a solution while ensuring a smooth transition for you.



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Alliance Shippers Inc.

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Services and Solutions:

- The Perfect Shipment® Program
- Intermodal: USA, Canada and Mexico
- Over-the-Road Transportation
- International Transportation Service
- Temperature Control
- Warehousing and Distribution Services
- Dedicated Fleet
- Continuous Movement Program™



Founded in 1977, Alliance Shippers Inc. has grown to become one of the largest independently owned providers of global shipping services. With a range of divisions—from temperature control to intermodal rail services—Alliance Shippers Inc. can combine a number of services for each customer. By tailoring services and customizing routes and shipping methods, Alliance Shippers Inc. ensures efficient and cost-effective transportation.

While offering worldwide shipping services, Alliance Shippers Inc. is best known for its absolute dedication to customer service. Based on independent surveys, Alliance Shippers Inc. consistently ranks number 1 in this category. Every customer receives dedicated resources and personnel—from the sales level to operations. At Alliance Shippers Inc., quality assurance specialists and communications experts manage the very latest shipping and tracking technologies to ensure that customers have instantaneous access to the information they need.

All of these factors drive Alliance Shippers Inc. to provide The Perfect Shipment® for every single customer. It's Alliance Shipper's trademarked commitment to provide four clear aspects to each shipment:

- Pick up the shipment on time
- Deliver the shipment at the time requested
- Deliver the shipment without exception
- Provide an accurate freight bill

Every shipment at Alliance Shippers Inc. is tracked automatically by a proprietary and state-of-the-art computer system. Multiple measures and checkpoints, from origin to destination, help guarantee on-time pickup and delivery. Whether at the origin, on the rail, on the highway or at the destination dock, Alliance Shippers Inc. keeps track—so their customers can keep on schedule.

As an early supporter and currently certified member of the EPA's Smartway program, Alliance Shippers Inc. is committed to responsible environmental practices, which include maximizing fuel efficiency. Alliance Shippers Inc. understands that smart business methods are not only good for the environment—but also good for their customers' bottom line.

Alliance Shippers Inc. believes it is one thing to promise high standards. It is something quite different, however, to commit to excellence by monitoring and grading yourself with serious performance metrics. At Alliance Shippers Inc., it's a standard practice. By consistently monitoring, measuring and modifying its services, Alliance Shippers Inc. is committed to constant improvement.



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Amber Road

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Jim Preuninger
CEO

Amber Road's (NYSE: AMBR) mission is to dramatically transform the way companies conduct global trade. As a leading provider of cloud-based global trade management (GTM) software, trade content and training, we help companies all over the world create value through their global supply chain by improving margins, achieving greater agility and lowering risk. We do this by creating a digital model of the global supply chain that enables collaboration between buyers, sellers and logistics companies. We replace manual and outdated processes with comprehensive automation for global trade activities, including sourcing, supplier management, production tracking, transportation management, supply chain visibility, import and export compliance, and duty management. We provide rich data analytics to uncover areas for optimization and deliver a platform that is responsive and flexible to adapt to the ever-changing nature of global trade.

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Global Trade Management today is more complex than ever, and constantly changing. Developing a digital supply chain is more than just a money saver; it can create competitive advantages and increase growth. Managing successful trading party relationships requires a great deal of collaboration. Given the added complexity of global vs. domestic shipments – different languages and time zones, longer lead times, complex trade regulations – collaborating with foreign suppliers is even more difficult and more important.

Companies must transform the way they do business and take the leap into making their supply chains digital, otherwise, they will be left behind.

Amber Road helps companies transform their global supply chain, to improve margins, enable agility, and reduce risk. We increase operational efficiency, reduce direct costs, and create a faster, leaner, more agile supply chain. We streamline the global supply chain through digitization, which allows for collaboration, automation, analytics and flexibility.

Our GTM solution is a cloud-based platform that plans, optimizes, and executes all aspects of global trade. It has the broadest functional footprint of any GTM solution in the market. Our solutions also incorporate in-house sourced, country-specific regulatory trade content, gathered, interpreted, and updated on a daily basis by Amber Road's seasoned trade professionals.

Our GTM software suite is comprised of solutions to automate and manage business processes for:

- **Global Sourcing:** Streamline real-time visibility and improve collaboration with multi-tier trading parties to improve the planning, forecasting, and raw material reservation processes.
- **Risk & Quality Management:** Accurately determine that all trading partners are in compliance with regulatory requirements and corporate standards defined for social compliance, product safety, and quality that reflect the importance of the brand.
- **Production Management:** Achieve greater visibility and control, become more agile and competitive, and reduce sourcing costs across the board.



- **Transportation Management:** Identify and remove inefficiencies resulting in shorter cycle times and less variability, helping companies reduce transportation costs, while improving service levels and transit times.
- **Supply Chain Visibility:** Connect importers and exporters with their overseas suppliers, logistics providers, brokers, and carriers.
- **Export Management:** Automate the end-to-end export process to reduce export compliance risks and improve export efficiencies.
- **Import Management:** Automate import activities and provide critical information for decision makers, including the data needed to measure key performance indicators.
- **Duty Management:** Simplify and automate the qualification and administration process of preferential trade programs along with managing Foreign-Trade Zones.

By digitizing, centralizing, and automating these processes, Amber Road accelerates the movement of goods across international borders, enhances compliance, and reduces global supply chain costs.



American Expediting Company

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 Join the Conversation



Victor Finnegan
Founder & CEO

At the heart of our mission is customer satisfaction. It begins with the courtesy and helpfulness of our service reps and dispatchers. It is enhanced by our convenient online ordering and tracking system. And it ends with the speed and professionalism of our couriers. Small wonder our on-time performance average is 99.3%.

We believe in treating our customers and employees with respect and integrity. It's a reflection of the pride we take in presenting solutions that work. Failure to deliver for our customers is not acceptable. That's why we bring a "We Say Yes!" attitude to our jobs each day.

Many American Expediting employees have been with our family for years. Our success depends on their skill, dedication and initiative. And as we continue to grow, we will always put our customers first. We look forward to making you our next customer.

American Expediting Company

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americanexpediting.com



Logistics is not always about cargo ships from foreign lands. It is not always about fleets of dedicated 48s moving freight. Local delivery services all around the country are playing an important role.

American Expediting Company has designed a solution that meets the local, need it now, need it at an exact time, need it to a specific person, need to follow specific instructions, by building out our 40 company owned facilities throughout the U.S. as well as a dedicated and professional group of partners handling time critical needs throughout the U.S.

We are experts in the first mile, last mile, and just in time inventory aspects of logistics management. For over 30 years, American Expediting has been dedicated to handling the time critical local ground delivery needs of logistics providers and shippers.

Our Services Include:

- **Same Day On Demand:** We listen carefully to understand your exact requirements, then provide the fastest, most economical door-to-door route to make your deadline. Plus, you can monitor the progress of your deliveries every step of the way using our online Shipping Wizard.

- **Same Day Rush:** Packages are picked up within 30 minutes and delivered within 1-2 hours, based on mileage.

- **Warehouse/ Inventory Management:** American Expediting's emergency parts warehouse is the quintessential Just In Time Inventory solution. Our forward stocking locations handle anything from computer repair parts and industrial supplies to medical necessities and more. American Expediting will receive your product, manage your inventory,

deliver or ship to your consignee – all on an immediate, same-day, expedited basis.

- **Fulfillment:** American Expediting's emergency fulfillment services can become an extension of your company, without the overhead of salary and space, and only when you need them.

- **Medical/Laboratory Specialists:** Our medical couriers are highly skilled, bonded and insured, and equipped as necessary with scanners, dry ice, coolers, and spill kits. They are compliant with all state and federal regulations pertaining to safe biohazards transportation.

Services are offered 24 hours a day, 7 days a week. Our technology and flexibility allow us to provide the quality of service you and your customers demand and our nationwide solution saves your valuable time and money.



American Expediting®

COURIER • TRUCKING • WAREHOUSING • LOGISTICS

Amerijet

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Pamela Rollins

Sr. V.P. Business Development

“At Amerijet we focus on service and we are in constant communication with our customers to deliver what’s important to them.”

Our Vision/Mission

Our vision and corporate values form the foundation of the way we do business at Amerijet International, Inc. The culture of our company and the values we foster guide our relationships with our customers, vendors, and business partners.

About Amerijet

Amerijet International Airlines is a full-service multi-modal transportation and logistics provider, offering international, scheduled all-cargo transport via land, sea, and air. Florida-based Amerijet operates offices all over the world, serving destinations throughout the Americas, Mexico, the Caribbean, Europe, Asia, and the Middle East. Amerijet is able to offer scalable solutions ranging from traditional airport-to-airport to port-to-port movements as well as door-to-door services to its primary destinations.



Customized Solutions

Amerijet provides highly distinct air cargo services through its worldwide network, providing consistent delivery of all types of shipments, including live animals, high value shipments, hazardous materials, temperature controlled and pharmaceuticals. Amerijet International is the first all-cargo airline of U.S. origin to earn IATA’s CEIV-Pharma certification, promising to exceed the high standards set by the pharmaceutical industry.

With a consistent aim to increase efficiency, quality and reliability, and the experience to transport difficult-to-handle freight, Amerijet’s tailored industry solutions combine land, air and ocean operations.

For customers requiring dedicated service solutions due to the intricacy and scale of their projects, Amerijet operates long and short-term charters within and beyond its network. Amerijet’s strength lies in its collaborative customer approach to understand the complexities of each project and deliver the solutions they need.

Technology

As an early adopter of EDI communications, Amerijet accepts digital bookings and transmits proof of delivery information with many of its worldwide customers using Cargo-XML messages. Customers can easily connect to Amerijet directly or by using Descartes or CHAMP. Amerijet is fully E-AWB ready.

More About Amerijet

Amerijet operates Boeing 767 aircraft from its primary hub at the Miami International Airport serving the Caribbean, Mexico, Central and South America with direct all-cargo flights. Amerijet’s worldwide partner network provides seamless transportation solutions for customers throughout Europe, Asia, South Africa and the Middle East. The company’s Miami 210,000-square-foot export and 100,000-square-foot import air cargo handling facilities include a custom-built 10,300 square-foot (227,419 cu. ft.) perishable handling center providing refrigerated, frozen and chilled storage to maintain the cold chain integrity of pharmaceuticals and perishables during the transportation process. Advanced monitoring procedures provide real-time shipment visibility, alerts and cargo tracking.



Amerijet

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APICS

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APICS is the association for supply chain management. We're the leading provider of research, education, and certification programs that elevate supply chain excellence, innovation, and resilience. Become a member to expand your knowledge and advance your career.



APICS offers a variety of education, certification, and endorsement programs to enhance your professional career and improve your organization's bottom line. Whether you need to streamline your supply chain, master the basics of materials and operations management, or build your knowledge in logistics, transportation, and distribution, APICS has the right program for you.

APICS Certified in Production and Inventory Management

Internal business subjects such as materials management, master scheduling, forecasting, and production planning

APICS Certified Supply Chain Professional

External business subjects such as the extended supply chain, from organizations' suppliers through to the end customers

APICS SCOR Professional

Global supply chain and logistics using the Supply Chain Operations Reference (SCOR) model

APICS Certified in Logistics, Transportation and Distribution

APICS Logistics, Transportation & Distribution Certification Program

Know Where You're Going

Supply chain excellence is a journey. More than 5,000 companies have learned to navigate that journey as corporate affiliates of APICS.

Businesses turn to APICS as the industry authority that advances supply chains through benchmarking, performance improvement, process management, and talent development. APICS talent development resources and frameworks, including the SCOR model, set the global standard for supply chain excellence and enable organizations to address the ever-changing challenges of a global supply chain.

Elevate your supply chain performance. Reduce costs. Improve customer satisfaction. APICS can help get you there. We know organizations that affiliate with APICS perform at a higher level.

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Approved Freight Forwarders

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Randy Tutor

Vice President / Director of Sales

Our highly trained logistics experts use advanced technology to tailor shipping solutions that fit your specific requirements. At Approved, we work hard to ensure that your shipment arrives on time and intact, and we keep you updated every step of the way.



Easy, Affordable, Safe

Since 1991, Approved has been your link to the Pacific. We are dedicated to the unique shipping needs of the Hawaii and Guam trades, and we provide freight forwarding throughout the mainland U.S.

Approved is a fourth-generation, family owned-and-operated company and the only freight forwarder in Hawaii to have its own trucks and warehouses on all four major islands. We accommodate all types of commodities and all sizes of freight for businesses and individuals.

Our highly trained logistics experts use advanced technology to tailor shipping solutions that fit your specific requirements. At Approved, we work hard to ensure that your shipment arrives on time and intact, and we keep you updated every step of the way.

By Land, Air or Sea

In addition to freight forwarding solutions, Approved handles all aspects of logistics management, bringing efficiency and cost-effective operation to all points in your supply chain.

Whether it's transportation, warehousing, distribution, sorting & segregating, transloading, or project management, the experienced team at Approved

offers a level of personalized service that's unmatched by our competitors.

Top-tier brands have relied on us for over two decades because we provide dependable, risk-free logistics management for businesses large and small as well as for individuals.

More Than Just Your West Coast Specialists

Approved is an experienced, knowledgeable international 3PL offering:

- Transportation
- Warehousing
- Distribution
- Sorting & Segregating
- Transloading
- Project Management... and much more.

Let Approved Freight Forwarders tackle your tough logistics challenges so you can focus on your core business. Contact us today.

Approved Freight Forwarders
14777 Don Julian Rd.
City of Industry, CA 91746

approvedforwarders.com/planner

888-679-5099



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AR Traffic Consultants, Inc.

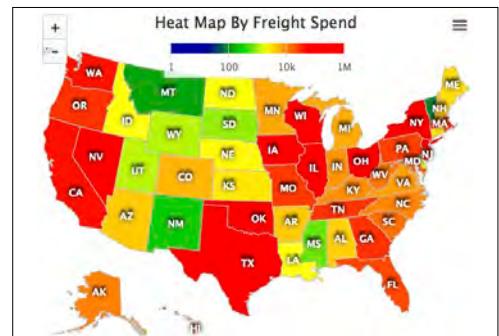
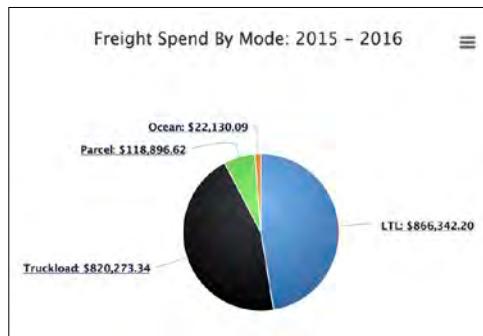
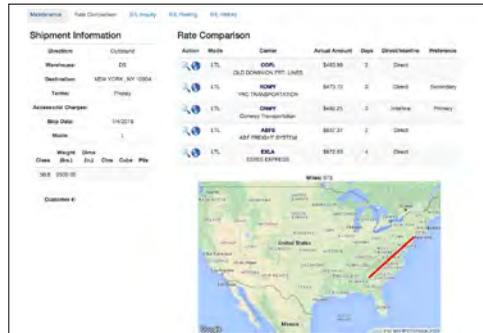
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Arnold Riback
President

Mission Statement:

AR Traffic Consultants, Inc. has been dedicated to providing the finest in transportation logistics software and services since 1964. All of our products and services are designed specifically to improve the efficiency, accuracy, record-keeping, control and auditability of shipping. We provide the actionable information our clients need to lower their freight costs. Always providing top-level customer service, we are constantly upgrading our products and adding features to keep our clients ahead of the competition.



We offer a comprehensive transportation management system available both as a cloud solution and for IBM's System I (AS/400) computers. Our modules interface with many ERPs. We are also an Infor Solution Partner. Additionally, we provide third-party freight auditing and payment services as well as supporting freight rate negotiation for parcel, LTL and truckload shipments. Our cutting-edge Freight Dashboard will show you the components of your freight spend and help you determine areas for hidden savings.

You will have access to a system based upon our sophisticated, proprietary rating engine CalcRate®, capable of handling multiple rate bases, FAKs, weight breaks, discounts, absolute minimums, fuel surcharge tables and accessorial charges. Discount and floor exceptions can be entered for region, state, even down to the ZIP code level. Use the system for carrier selection, rate comparisons, mileage determinations and to streamline your freight auditing and payment. All of your freight history is stored for future analysis and auditing.

Use CalcRoute®, our advanced freight optimization module, to combine shipments from one or multiple warehouses into multi-stop truckload shipments, saving up to 40% of the cost of sending shipments separately. You can also use this tool for pool distribution and parcel zone skipping.

Use the freight analyzer to determine if your warehouses are shipping by the optimal carrier and if you are shipping from your best sourcing location. See the effect that changes in the rate base, floor and discount will have on your freight spend. The warehouse relocation tool will show you the cost impact of opening a new warehouse or moving an existing one to keep up with a changing customer base.

Take advantage of using your carriers' rate bases to save over using a corporate tariff when comparing rates with the LTL Bid Analyzer. See the effect on your freight spend as if you shipped by a single carrier, used the same carrier as historically or opted for the lowest cost carrier. When you are ready, just set the new effective date and start shipping. Send truckload carriers your lanes with the Truckload Bid Analyzer, compare and load the rates you accept with the press of a button.

Free studies are available to determine the impact of utilizing a TMS value-added program.



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Bill Goodgion
President

Mission

Ascent Global Logistics is a full service global logistics partner focused on providing clients with innovative technology, customized solutions and highly individualized service. Our team is focused on going above and beyond to optimize clients' logistics performance and accelerate growth.

YOUR PARTNER FOR PEAK LOGISTICS PERFORMANCE

 **DOMESTIC FREIGHT MANAGEMENT**
 **INTERNATIONAL FREIGHT FORWARDING**
 **RETAIL CONSOLIDATION**

1.800.614.1348 | ascentgl.com

ASCENT
GLOBAL LOGISTICS

YOUR PARTNER FOR PEAK LOGISTICS PERFORMANCE

Ascent Global Logistics provides a comprehensive suite of Domestic Freight Management, International Freight Forwarding and Retail Consolidation solutions. With a focus on partnership, customer service, continuing education and best-in-class technology, Ascent Global Logistics is committed to helping clients reach new heights of logistics excellence.

OUR SOLUTIONS

- Domestic Freight Management
- Shipment, Route & Mode Optimization
- Outsourced Transportation Management
- Transportation Management System (TMS)
- Carrier Negotiations
- Freight Audit & Payment
- Vendor Inbound Management

INTERNATIONAL FREIGHT FORWARDING

- Air & Ocean Freight Forwarding
- Customs Brokerage
- Regulatory Compliance

Services

- Order Management

RETAIL CONSOLIDATION

- 2.5 Million Sq. Ft. of Warehousing Space
- Strategically Located Network of Facilities
- Dry & Temperature Controlled
- Food-Grade; AIB & CGMP Certified
- State-of-the-Art Warehouse Management System (WMS)

OUR TECHNOLOGY

Ascent Global Logistics is powered by PEAK, an intuitive technology designed to help clients manage beyond logistics with access to insightful and actionable supply chain data to empower intelligent shipping decisions. From domestic to international to consolidation, PEAK enables our team and clients to make optimal and educated shipping decisions.

Our clients gain robust tools to increase supply chain visibility, receive real-time milestone alerts, monitor exceptions, communicate with suppliers and customers,

access standard and customized reporting as well as quickly and easily generate shipping documents.

OUR TEAM

Our team of logistics experts is focused on premium customer service that is professional, solution-oriented and collaborative. With a team of experienced logistics specialists, we concentrate on supporting clients through continuous education and best practice guidance.

START YOUR JOURNEY

Let our team of logistics professionals, empowered by state-of-the-art technology, accelerate your climb to supply chain excellence. Contact our team to start your journey.



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Atlanta Bonded Warehouse Corporation

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Mission Statement

Our mission is to provide integrated warehousing, transportation, and co-packaging services to the food, pharmaceutical, and related CPG industries. Our goal is total customer satisfaction through continuous innovation in best practices and in technology by focusing on teamwork, integrity, and accountability, all in a safe working environment.



Atlanta Bonded Warehouse Corporation (ABW) has provided public and contract food-grade, dry and temperature-controlled distribution services for over 60 years. In 2017, ABW handled 5.8 billion pounds of product through 3.4 million sq. ft. of capacity in 11 food grade warehouse facilities across the southeast. This equates to 6.5 million pallets.

With our in-house carrier, Colonial Cartage Corporation, and our co-packaging expertise, ABW can build integrated solutions for your asset-based logistics needs in the Southeast, Southwest, Midwest, and Great Plains.

Multi-Client/Public and Contract Warehousing

Since its 1948 inception, ABW has offered multi-client/public warehousing services to its customers. Our customers from small to large enjoy the benefits of our superior customer service, strategic locations, and extraordinary attention to detail.

ABW has extensive experience operating contract (dedicated) facilities where either ABW or the customer owns or leases the facility, using either our Tier 1 WMS or the customer's proprietary system to drive any array of services required for the business application. Our operations routinely score best-in-network across multiple Key Performance Metrics and we have received numerous awards for operational excellence.

Transportation Services

Colonial Cartage Corporation, our in-house carrier, is a full service carrier providing food-grade, dry and refrigerated TL, LTL, and pool distribution services for over 60 years. Colonial provides regularly scheduled temperature-controlled LTL delivery to all points in the Southeast, Midwest, Southwest, and Great Plains, as well as truckload and plant support services throughout its service area. As an asset based provider, Colonial's Services include consolidated

order selection (bulk picking) and inbound consolidation to outbound cross-dock.

Co-packaging / Re-packing Services

ABW provides co-packaging and re-packing services to many of our contract and public warehouse customers. We store and manage packaging and supplies for our customers and are able to recover a high percentage of goods damaged in transit or in need of packaging corrections.

With over two decades of secondary packaging experience, and now primary packaging experience, ABW continues to grow and develop its capabilities, co-packaging or building over 8 million cases in 2017. We have experience operating:

- High-capacity, high speed baggers
- Overwrap, shoe box, and box pack lines
- Flex lines for shelf ready displays as well as quarter, half, and full pallet displays.

What does ABW offer that others do not?

- Stability of ownership: same family for over 50 years
- A focus on our core competencies of warehousing, transportation, and co-packaging: not being everything to everybody
- A track record proving we are not interested in second place
- Long term investments in our facilities, technology, and people
- Quick decisions: change is not patient and you need answers
- Flexibility in pricing and structure: we are interested in a fair deal for a long time



Atlanta Bonded Warehouse Corporation

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Atlantic Container Line

A Grimaldi Group Company

 Connect on LinkedIn



Andrew J. Abbott
President & CEO

Cargo capacity for ACL's G4 vessels include:

- 420 ton quarter ramp enables load and discharge of oversized cargo
- 28,900m² for high/heavy roll on/roll off cargo
- 1,300 vehicles
- 3,800 TEU cellular container capacity

ACL Featured Services:

- Weekly RORO Service to and from 8 North American and European Ports
- 5 weekly Transatlantic Container Services with Direct Calls at 17 Ports
- Unique ports, directly serving Baltimore, Halifax and Liverpool
- 2 UK port choices: Liverpool and Southampton
- Fast connections to Ireland and Scotland
- Easy access to interior France and Germany
- RORO Service from North America to the Middle East, Far East and Oceania



ACL's new G4 (Generation 4) fleet, the Atlantic Star, Atlantic Sun, Atlantic Sea, Atlantic Sail and Atlantic Sky have been placed in their transatlantic service. These vessels completely replace the ACL G3 fleet.

The G4 vessels are the first of their kind vessels and the largest RORO/Containerships (CONRO) ever built. They incorporate an innovative design that increases capacity without significantly changing the dimensions of the vessel. The G4s are bigger, greener and more efficient than their predecessors. The container capacity is more than doubled at 3800 TEUs, plus 28,900 square meters of RORO space and a car capacity of 1300+ vehicles. The RORO ramps are wider and shallower and the RORO decks are higher (up to 7.4 meters) with fewer columns, enabling much easier loading and discharge of oversized cargo. Emissions per TEU are reduced by 65%. The fleet continues to employ cell-guides on deck, a feature that will allow ACL to extend its enviable record. For over fifty years, ACL ships have never lost a container over the side.

The five new G4 vessels will dramatically improve ACL's competitiveness on the North Atlantic. The G4s demonstrate to our customers that our Parent Company, the Grimaldi Group, continues to do things differently than all of its competitors. We employ unique ships, go to unique ports and carry cargo that others cannot carry.

The new G4 fleet will enhance our cargo carrying capabilities. Combined with Grimaldi's ever-expanding service network, the G4s will enable ACL to provide even more services as a high quality container and RORO operator for years to come.

Since 1967, ACL has been a specialized transatlantic carrier of containers, project and oversized cargo, heavy equipment and vehicles with the world's largest combination RORO/Containerships. The Company's headquarters are in Westfield, New Jersey with offices throughout Europe and North America. ACL offers five transatlantic sailings each week and also handles the Grimaldi Lines' service between the U.S. & West Africa and the Grimaldi EuroMed Service between North America and the Mediterranean. The Company also offers service for oversized cargo from North America to the Middle East, Far East and Oceania. ACL is a member of the Grimaldi Group of Naples, Italy.



Atlantic Container Line
1-800-ACL-1235
www.ACLcargo.com

Bender Group

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Steve Reid
President

Bender Group combines a small business approach with innovative and technology-based logistics solutions to help companies of all sizes improve their supply chain systems, from the manufacturing source through delivery to multiple distribution channels.

We sincerely believe in...

- Keeping our Promises
- It Ought to Be Fun to Go to Work
- Listening
- Actively seeking responsibility
- Communicating in a straight line

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Founded in 1945 by Edwin S. Bender in Reno, Nevada, Bender Group has over 70 years of experience in Supply Chain expertise. For almost three quarters of a century, Bender Group has provided outstanding logistics services to customers of every size and kind.

Starting with 60,000 square feet of space, Bender Group has continued to expand to over a million square feet with operations in Nevada, Virginia, and California. Bender Group offers a variety of warehouse and distribution services, international customs brokerage and freight forwarding and a complete transportation network including dedicated fleet, domestic brokerage, less-than-truckload, truckload and small parcel services.

Distribution and Omni-channel Fulfillment

Bender Group's chief focus is providing flexible distribution and fulfillment center solutions along with any related value added activities at a competitive price. We have the physical operations, information systems, customer service and expertise to handle the most complex distribution requirements including omni-channel fulfillment. With bicoastal fulfillment facilities, Bender Group offers delivery service to 99.6% of the US population within 1-3 days delivery.

Transportation

Whether you need national or regional LTL service via our core carriers, airfreight, small package carriers or are interested in private fleet conversion, Bender Group can help you organize and streamline your transportation needs to give you the cost-effective, on-time delivery of goods to meet your business needs.

International

Bender Group offers the full complement of services required to manage the global supply chain, including customs brokerage and freight forwarding, import and export services, and value-added expert consultation services. Bender Group knows what is required to navigate the ever-changing world of trade and tariffs, while helping you make the strategic decisions necessary to compete on the world stage.

Information Technology

When CIOs are surveyed on what would improve their development or supply chain process, the overwhelming answer is increased visibility throughout their pipeline. Bender Group provides you with state-of-the-art systems, order processing, and communications systems to help you maintain clear visibility of your inventory and transactions from anywhere.

Why Bender Group?

Our company culture fosters pro-activity, accountability, and execution. As a result, our logistics professionals have a deep sense of responsibility and empowerment to meet or exceed our clients' supply chain requirements. Bender Group has the agility to quickly implement intelligent ideas and technology, effectively addressing the ever changing dynamics of a company's supply chain.



Bettaway

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As a logistics provider with both asset and non-asset based 3PL solutions, Bettaway is equipped with the best of both worlds. Our company owned modern fleet insures our service commitments are met and gives us the flexibility to meet varying shipper needs. Our national 3PL service with over 30 years of experience gives Bettaway a broad reach and instant scalability. Our pallet management program is a unique offering that is unmatched by any other logistics provider. Bettaway Pallet Systems saves our customers millions of dollars per year versus multiple fee pallet rental programs. Additionally, Bettaway offers modern food-grade warehousing, pick and pack, and order fulfillment services.



Bettaway was founded in 1982 by Betty and Anthony Vaccaro as a beverage distribution company servicing restaurants, catering halls, and commercial accounts with our own private label beverages. We came to realize during the early years that our core business success was delivering and distributing products to our customers in a timely and reliable manner. With our newfound knowledge, the company decided to extend its delivery and distribution service to other beverage distributors and brands.

The new journey began in 1987 with a small regional fleet serving local beverage companies and beer distributors. Over the years, the Bettaway fleet has kept up with the pace of technology in every way, and remains a cornerstone of our company today. Our trucks still bear our original company name, Bettaway Beverage Distributors, Inc.

In 1992, our fleet led to the development of our logistic division, Bettaway Traffic Systems, Inc. In expansion, we focused on national third party logistics management and became one of the first 3PLs.

With trucking and logistics came the responsibility of pallets. Having owned and operated businesses on all sides of the supply chain, we understood the challenges and financial pitfalls of the traditional pallet exchange process. In 1995,

Bettaway Pallet Systems, Inc. (BPS) was founded as a spin-off from our logistics company to meet the growing demand for national pallet management. Today, BPS supplies, retrieves, and repairs millions of pallets a year throughout the United States and Canada.

Today, the company continues under the leadership of family members Laura and John Vaccaro, together with a talented and diverse staff of professionals. Over the past thirty years, Bettaway has embraced the evolving technological requirements of our industry while still retaining personal interaction. Many of our original customers, dating back to 1982, are our customers today. We remain focused on providing a "Bettaway" of transporting goods, and the supply and retrieval of pallets.

Bettaway

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BLG Logistics, Inc.

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Tom Burke

Director of Sales

Marketing and Engineering

Mission Statement

Provide superior logistics services, value and innovation to our customers so they can focus on their core businesses.

Recruit, hire, develop and retain the best logistics teams in the industry and provide fulfilling careers, inspiring opportunities and security to our workforce.

Provide excellent returns to our owners and shareholders.

Be recognized as leaders in the communities and regions in which we operate.



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BLG Logistics, Inc. is the U.S. subsidiary of the BLG Logistics Group, which was founded in 1877 in Bremen, Germany and employs over 16,000 employees worldwide. We are a global leader in third-party logistics, providing unique, value-added solutions to highly technical clients. We utilize our international experience, innovative technology, and developed workforce to bring the best of global logistics to your doorstep.

We provide intelligent logistics services with our Automotive, Contract/3PL and Container operating divisions using an international network. We blend American innovation with German engineering to power logistics efficiency for all our customers worldwide. Our ability to consistently scale, adapt and deliver to plan explains why so many major companies have partnered with us for complex Supply Chain Management solutions not only in North America, but all over the world.

With over 100 sites across North and South America, Europe, Africa and Asia, we are present in all the global growth markets worldwide. The services offered by our organization range from seaport terminals to complex international supply chain management solutions including value-added services.

Automotive Division

Our Automotive Division covers the global logistics for finished vehicles from the manufacturers to the dealers worldwide serving the world's leading automotive brands. Responsible for more than 7.3 million vehicles annually, BLG Logistics is the market leader in Europe and North America.

Contract/3PL Division

Our Contract/3PL Division creates customized service packages for the Automotive, Industrial Manufacturing, Aerospace & Defense, Retail, CPG, E-commerce and Seaport Logistics industries. We have a high level of IT experience and offer our customers a global "footprint" for a wide variety of products.

Container Division

BLG Logistics currently operates a network of 11 container terminals and provides intermodal transportation and cargo-modal services - handling over 14 million containers per year in Europe, Asia and North America.

Global Logistics Services

- Supply Chain Management
- Finished Vehicle Logistics
- SKD/CKD
- Transportation Management
- Freight Forwarding
- JIT/JIS Services
- E-Commerce Fulfillment - B2B & B2C
- Parts Consolidation and Assembly
- Vehicle Processing
- Contract Packaging
- Light Manufacturing
- Reverse Logistics



BluJay Solutions



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Douglas Braun
CEO

BluJay's vision is to become the world's premier Global Trade Network destination. We believe that future success in global trade requires transforming to a new strategy that moves companies from a traditional siloed, linear, functionally optimized supply chain logistics model to a modern, Global Trade Network model.

Today we bring a vast array of supply chain and global trade capabilities that cannot be found anywhere else, combined with 40,000+ connected partners. Our vision is to extend our lead by creating a platform that is incredibly nimble and has near-universal access with all of your supply chain partners, with a heavy emphasis on systems that help support our customers.

BluJay Solutions
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www.blujaysolutions.com



TOGETHER, WE'LL SOAR

BluJay Solutions delivers supply chain software and services to the world's most progressive retailers, distributors, freight forwarders, manufacturers, and logistics service providers.

We are transforming the logistics of supply chain with the BluJay Global Trade Network, and a demonstrated commitment to customer success.

UNLOCK THE POWER OF THE NETWORK, with access to more than 40,000 universally connected partners. Supply chain management becomes a strategic competitive asset.

TRANSFORM YOUR SUPPLY CHAIN ECONOMICS for disruptive advantage in global trade. Fuel the top line and improve the bottom line.

ACHIEVE GREATER VELOCITY of global trade. Operate at the speed of business, even in the face of dynamic market forces and fluctuations in customer demand.

SEE BEYOND THE HORIZON to optimize your future in the global economy, with true end-to-end collaborative visibility to know how, when, and why your world is changing.

The BluJay Global Trade Network is a fundamentally new model that goes beyond automation to harness the full power of the global supply chain ecosystem. At the heart of this powerful network is BluJay's comprehensive and integrated portfolio of logistics applications, analytics, and services, all delivered through a scalable, single instance multi-tenant cloud.

With rich domain expertise in all areas vital to global trade – transportation, parcel, freight forwarding, warehouse, customs and compliance – along with four decades of experience, BluJay is the trusted choice of over 7,500 customers in more than 100 countries.

Our integrated solutions are grouped into five core product families by functionality, along with services:

- **Transportation GTN:** Transportation Management, Parcel, Transportation Management for Forwarders, Fleet Management, Yard Management, BluDex
- **Warehouse GTN:** Warehouse Management, Yard Management
- **Compliance GTN:** Customs Management, Compliance Solutions
- **Commerce GTN:** Commerce
- **Network GTN:** Control Tower, MessageBroker, MobileSTAR, Carrier Network, Actionable Intelligence
- **LaaS GTN:** Logistics as a Service

Customer success is the standard by which BluJay measures success. Over 1,000 motivated employees worldwide are committed to delivering on this promise.



BNSF Logistics, LLC

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Ray Greer
President

Mission Statement

To provide a superior customer experience by delivering innovative, flexible and value driven solutions.

Company Overview

BNSF Logistics is an industry-leading transportation intermediary, committed to providing value to each of our customers and differentiated by our extensive resources, extensive and balanced service portfolio and uncommon financial depth. We are one of the fastest growing 3PLs in North America and pride ourselves on world-class customer service, innovative and flexible service solutions and a diverse suite of logistics services. BNSF Logistics is an indirect, wholly-owned subsidiary of Burlington Northern Santa Fe LLC, a Berkshire Hathaway company.

Our vision is to establish BNSF Logistics as the leader in providing creative logistics solutions that consistently exceed customer expectations. We handle everything from ultra-complex, multi-modal freight movement around the globe to simple, day-to-day transportation freight solutions across North America. Our expertise spans an array of modes, including truckload, project cargo, ocean, rail and rail transload, air, LTL, and intermodal.

Who We Are

BNSF Logistics is a non-asset based logistics provider by choice. Freeing ourselves of asset ownership allows us the flexibility to respond to the needs of our customers, first, foremost and exclusively. Any company with assets must focus on maximizing the utilization and balance of those assets. This puts the needs of the carrier asset above the capacity and service requirements of the customer. As a non-asset based provider, BNSF Logistics has access to a nearly limitless supply of capacity.

Core Competencies

BNSF Logistics has available expertise, capacity and capabilities in four distinct but often overlapping markets; Domestic, International, Project Cargo and Solutions Design. We invest in complex pursuits to find the most attractive and cost-effective solution each time by combining multiple service modes to create greater efficiency and economies. The more complex the need, the more innovative the solution; the greater innovation equates to a stronger value proposition and measurable, bottom-line impact for our customer.



Flexibility to Meet Our Customer's Needs – Corporate Integrity to Do it The Right Way

BNSF Logistics is a proud third-party service provider. All solutions are designed with the unique needs of our customers in mind. The level of customization varies, and is naturally more detailed and complex as the customer requirements or service solution dictates. Our operations are very entrepreneurial by design and our employees are empowered to incorporate creativity into designing and delivering service to their clients. With a globally recognized brand and reputation for being a responsible corporate citizen and embracing our corporate values, led by "Integrity", we take pride in conducting business around the world with an exacting standard for corporate compliance. Our customers value our commitment and investment in ensuring our services provide not only value, but peace of mind. Living out our tag line, "Yeah, We Can Do That" is the foundation of our service execution, commitment, and culture.

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Brown Integrated Logistics

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Scott Shephard
CEO

Through its subsidiaries Brown Logistics Services, West Logistics, Brown Fleet Services and Brown Trucking, Brown Integrated Logistics provides a suite of world-class logistics services.



Bringing All the Pieces Together to Fulfill Your Transportation Needs

The Southeast's leader in dedicated and regional transportation services for more than 65 years, Brown Integrated Logistics delivers unparalleled, innovative dedicated solutions through its four subsidiaries: Brown Logistics Services, West Logistics, Brown Fleet Services, and Brown Trucking.

Brown Logistics Services

Our 3PL transportation management division works to determine your needs and connects you with the optimal solution for transporting your shipment—at the optimal price for the service level you require.

West Logistics

With a range of customized solutions, and contract, dedicated, and public warehouse facilities throughout the United States, West Logistics has the warehousing resources you need.

Brown Fleet Services

Brown's Maintenance division

provides our customers with a vast road service and shop network throughout the United States. Services include contract maintenance, parts sales and service, component installation, commercial truck rental, captive dedicated shops and full-service leasing.

Brown Trucking Company

Our team is committed to providing exceptional on-time service, value-added options, and transportation solutions that our clients require and expect. These include:

- **Dedicated Truckload Transportation:** We relieve customers of the cost, risk, liability and headaches of load planning, scheduling and managing drivers and equipment.

- **Regional & Short Haul Truckload:** Regional same-day on-time, intact, and on-budget delivery in the Southeast. With 21 terminals and 24 driver domiciles, we have the capacity you need, when and where you need it.

- **Trailer Spotting & Yard Management:** With our fleet of satellite-tracked OTR-legal yard tractors and single-axle tractors, we can organize your yard, swap loaded and empty trailers at the dock, and shuttle trailers between the plant and warehouses.

- **Private Fleet Outsourcing:** We provide the drivers, spotters, dispatchers, maintenance, fueling and management, along with any equipment required, and you get the best possible load planning and routing to cut costs and improve service.

- **Information Services:** We could be considered an information services company with a great trucking operation; one that gives our clients a competitive edge in managing costs and pricing. We work with each of our clients to develop a complete, customized distribution solution and are capable of providing these services anywhere in the United States.



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Capacity

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Jeff Kaiden
Chief Executive Officer

Capacity works with brands that need value-added order fulfillment. Our passion for executing to the highest standards of excellence sets us apart from the competition.

We take an engineering-based approach to problem solving, and see innovation as an everyday resource we always have on hand.

At Capacity, it is always our mission to deliver fulfillment solutions that delight and build trust with brands, consumers, and retailers in our target markets.



Capacity fulfills tens of thousands of e-commerce and pick and pack orders daily. We can modify product, create gift sets, replace unit cartons – anything that helps our clients unlock value and delight customers. We enable clients to ship to hundreds of retail trading partners, complying with EDI and other requirements. We are an omnichannel order fulfillment provider, with decades of experience handling higher-value consumer products.

Our engineering, process-based, approach to problem solving and execution is how we deliver exceptional solutions. We design our facilities, processes, and technology with careful attention to each individual client need. Capacity's in-house teams of engineers, programmers, and operations specialists ensure we can respond in real-time to all the challenges modern fulfillment faces.

We have on-site experts available when clients need to speak on a range of topics from problem solving to supply chain challenges outside Capacity's facilities. When our clients want to think creatively to improve product packaging, we are there. We have the experience, vendors, and equipment to make it happen. If our clients just want to connect about another crazy day navigated successfully, we are there. We know just how

much energy goes into getting product to the end consumer. Capacity's culture of excellence is the difference that helps our clients build their brands, giving us a charge that never goes away.

If a project seems out of the ordinary, clients count on Capacity to provide the extraordinary. We do the basics well, but it's the unexpected where we truly excel. That's where we are at our best, and where our clients experience the greatest value. That's the Capacity difference. That's why our clients get what they want, when they want it, the way they want it. That's our idea of 'fulfillment delivered.'

Capacity provides a bicoastal fulfillment solution out of our six fulfillment centers in New Jersey and California. All locations are close to the largest US ports of Newark/New York and Los Angeles/Long Beach. These strategic locations allow for reduced transit times, cost-effective shipping, and more flexible transportation solutions.



Capacity
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www.capacityllc.com

CaseStack, Inc.



Dan Sanker
CEO

Vision Statement

To provide the collaborative logistics infrastructure that empowers clients to confidently dominate their market with consistently better supply chain performance and lower total costs



Consolidation Center Locations

- Buena Park, CA
- Atlanta, GA
- Chicago, IL
- Scranton, PA
- Dallas, TX
- Kent, WA
- Toronto, Canada

Corporate Office Locations

Fayetteville, AR
Santa Monica, CA
Contact Information
855-638-3500 or 479-856-6142
consolidation@casestack.com
www.casestack.com

Retail Logistics Experts

CaseStack helps retailers and consumer packaged goods companies reduce costs and improve sales by providing industry-leading collaborative freight consolidation programs, supply chain management and warehousing services.

Our collaborative consolidation programs are retailer-specific and structured to meet 1 and 2-day delivery windows to protect suppliers from penalties. Consolidation also offers ride-share like efficiencies, with suppliers typically saving 5% to 50% over prepaid less-than-truckload (LTL) shipments.

By combining our retail logistics expertise and strategic industry relationships, we're able to develop customizable and scalable supply chain solutions to meet our client's evolving needs. Our clients also enjoy support from dedicated management teams, compliance specialists and online access to analytics and shipping documents (PODs, BOLs, etc.)



How Freight Consolidation Works

CaseStack collaborates with retailers to develop formal consolidation programs that operate on unified order and delivery schedules. Orders flow from one or more of our consolidation centers – inventory hold and cross-dock options available.

CaseStack consolidation trucks run each week regardless of volume, allowing us to provide proportional full truckload pricing based on each client's individual capacity needs. Consolidation also eliminates accessorial and other retailer fees for many suppliers.

CaseStack collaborative programs are available for: Walmart, the Kroger banners, Sam's Club, Target, Whole Foods, Amazon. Ad hoc consolidation also available for Publix, Safeway, H-E-B and many more throughout the U.S.

Supplier Benefits:

- Increased on-time performance
- Improved on shelf availability



- Reduced order cycle times
- Improved retailer scorecard
- Decreased inventory costs
- Sustainable solution

Retailer Benefits:

- Improved in-stock rates
- Shorter lead times
- Eliminate order minimums
- Decreased dock congestion
- Reduced inventory costs
- Increase supplier competition

Technology Enabled Supply Chain

CaseStack's proprietary Warehouse Management System offers full data security and 24/7 visibility of your entire supply chain processes. Enjoy online access to inventory, purchase orders, shipping documents (PODs, BOLs, etc.) and custom analytics.

Additional logistics SaaS offerings are available through CaseStack's subsidiary, SupplyPike. Offerings include transportation management, business analytics and EDI.

Our web-based platform (WMS) gives clients the ability to:

- Place orders
- Track shipments
- Monitor SKU levels
- Specify item and order attributes
- Dictate inventory levels
- Forecast future needs
- Manage billing and claims



Cass Information Systems, Inc.

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Cass Information Systems, Inc. is the leader in customized freight bill audit, rating, payment and business intelligence services. We service over 1,200 customers globally including more Fortune 500 companies than any similar service.

Cass has the most industry experience in implementing complex processing systems that meet the unique internal requirements of large companies. Our system architecture allows us to provide customized solutions. We do not fit companies into a "standardized" system. Cass prides itself on providing system solutions that companies are unable to develop internally, or with other service providers.

In business since 1906 and processing freight invoices since 1956, Cass continues to offer stability, security, and expertise in the freight payment market.

Cass is the leading provider of freight audit, payment and business intelligence services, leveraging over 60 years of experience in providing solutions to major corporations having complex transportation payment and information needs. By understanding our customer's critical transportation and accounting processes, we provide customized business intelligence solutions that help create a competitive advantage through reduced costs, increased efficiency, and better decision making capability.

Our goal is to not just duplicate existing systems but to provide enhancements to the freight processing system that will help to maximize a customer's supply chain efficiency. Cass' team of industry experts perform an in-depth analysis of your unique needs.

Solutions

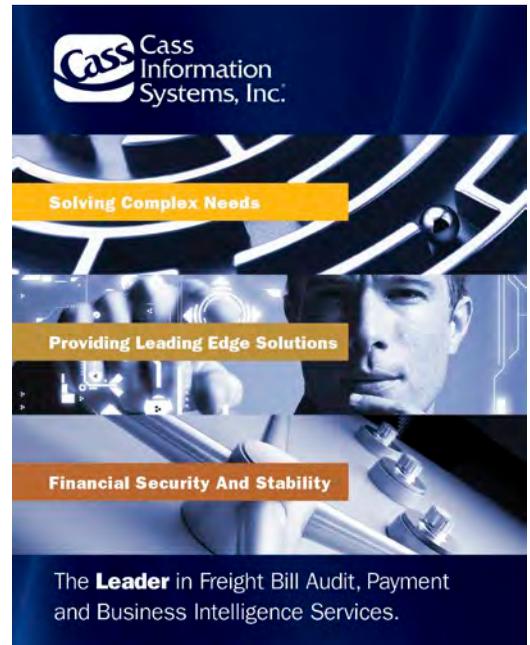
Cass offers solutions in these key areas:

- Freight bill processing and payment
- Freight bill auditing
- Freight accruals
- Freight rating
- General Ledger Accounting
- System design and development
- Electronic billing conversion
- Package level audit and reporting
- Vendor compliance reporting
- Carrier compliance reporting
- Billing procedures
- Business Intelligence
 - Standard and Custom Reporting
 - Benchmarking
 - Web-based reporting and analysis
- Carrier services
 - Freight bill inquiry
 - Exception analysis

Financial Security

Cass Information Systems Inc. is a Financial Holding Company. We are publicly held and traded on the NASDAQ Stock Market (CASS). We furnish our financial information and projections to the Securities and Exchange Commission and the NASDAQ on a regular basis.

We comply with the provisions of Sarbanes-Oxley and we make the SSAE 18 Auditing Standard Report available to our customers and prospective customers.



Cass Information Systems, Inc.

Solving Complex Needs

Providing Leading Edge Solutions

Financial Security And Stability

The **Leader** in Freight Bill Audit, Payment and Business Intelligence Services.

Experience and Service

We substantially invest in personnel and the required technology to ensure we provide superior customer support and service in our relationships. Our Customer Service Team includes an assigned Account Manager who manages the customer relationship with representatives from systems, operations and carrier relations. This level of customer support provides the highest echelon of quality services, and the most extensive customer oriented focus in our industry.

Global Visibility

Visibility to global transportation spend is essential for effective supply chain management. The single best source for gaining this visibility is a robust, best-practice, global freight audit and payment solution. Our global business intelligence platform provides an integrated, global view for transportation spend, usage, and trend information.

Contact Cass today to learn more about the freight audit, payment and business intelligence solutions that you can count on today and into the future.



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CCS-Express

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Kurt Ebert
Managing Director



Mission

To deliver ALL-IN-ONE Solutions.
To keep our customers ahead of
their competition.



sendwich-logistics.com



CCS-EXPRESS

www.ccs-express.de

CCS-Express GmbH

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Overview

Bottlenecks and downtime are simply not an option – Intelligent logistics concepts are essential to keep production lines and aftersales workflows running smoothly. Thanks to our highly qualified employees, wealth of IT expertise, transport capabilities and network of warehouses, we have the independence and flexibility to quickly tailor our processes to your requirements.

CCS has what it takes to get the job done.

Core services

IOR (Importer-Of-Records)

WE HANDLE THAT TASK FOR YOU AS AN INDIRECT REPRESENTATIVE

As a seller from a non-EU country you have to compensate the legally mandatory residency as an importing company in the EU. CCS Express takes over this function as your indirect representative in all customs provisions and we act on your behalf but on our name. Only a few customs agencies can offer this advantage – and usually such agencies do not offer logistics services.

Warehousing and Distribution

SECURING AVAILABILITY – THE FAST, FLEXIBLE, COST-EFFECTIVE WAY

Although many companies have warehouses dotted across Europe, they still can't get spare parts on time. By outsourcing your warehousing activities, you can get a smarter service. We operate numerous warehouses across Europe and can offer additional space at any time at almost any location. All our storage facilities are equipped with alarms, CCTV

and IT connectivity. We keep your data flowing by interfacing with RosettaNet, EDI, XML or any other system you use.

Logistics services

CCS-Express offers a wide range of value-added-services, which are unique from other logistics companies. Together with highly advanced IT capabilities and our own programmed ERP and WMS Software we can guarantee you the service and expertise you need.

CCS provides you the solutions to improve and simplify your business.

- Warehousing and Distribution
- Air and Sea Freight Services
- Customs Clearance and Documentation
- Strategic Stock Locations Worldwide
- Spareparts Logistics
- Courier Services
- 365/24/7 Emergency and Same-Day Service

Value-added services

For our customers, we are a courier firm, a freight forwarding company, a logistics service provider and an IT expert. But above all, we are a problem solver. Our portfolio encompasses a wide range of value-added services like

- Bonded warehousing
- Customizable ERP and WMS software
- Web interfaces and web shops
- Web based order processing
- Vendor managed inventory (VMI)
- Fiscal representation
- EDI and XML interfaces etc.
- RMA and SWAP service
- Temperature controlled storage

Central Michigan University

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Central Michigan University doesn't just adapt to a changing world; it shapes it. Established in 1892 to fulfill a growing need for educators in Michigan, CMU has for 125 years met industry demands by graduating leaders ready to improve the world.



Central Michigan University, a nationally ranked institution, fosters the transformative power of advanced learning while embracing a sense of community among students, faculty, staff, and more than 225,000 alumni around the world.

From its roots as a teacher's college, CMU has grown to offer nationally acclaimed programs in areas ranging from the health professions and engineering, to business and communications, and science and technology.

Established in 1892, CMU has more than 20,000 students on its Mount Pleasant campus and another 7,000 enrolled online and at more than 30 locations across North America. Among just five percent of U.S. universities in the highest two Carnegie research classifications, CMU offers more than 200 academic programs at the undergraduate, master's, specialist, and doctoral levels. Supply chain programs include:

Undergraduate

Purchasing and Supply Management. Businesses today are focusing on their core competencies and relying on suppliers for all other goods and services needed to satisfy customer demand. To do this well, business must closely manage its supply chain. This major offers students an opportunity to position themselves for jobs in the increasingly important fields of purchasing and supply management.

This major includes coursework in accounting, international business, personal selling, marketing channels, purchasing strategy, sales forecasting, buyer behavior, logistics, inventory, and materials management. Through these courses, you will specifically learn how to identify global sources for supply, establish logistics and support systems, maintain quality control, design vendor evaluation systems, and more.

Logistics Management. Graduates of this program see products through their life cycle, from manufacturing to distribution to delivery. Students make sure the movement of goods is effective and efficient, getting immersed in an exciting, fast-paced world.

The Certified Green Supply Chain Professional Online Training Program

This program provides the specialized knowledge to enable a company to achieve its environmental sustainability goals through global sourcing, materials management, procurement and buying, transportation and logistics, and new product development.



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Cheetah Software Systems, Inc.

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Jeff Groenke

VP of Sales & Implementation

You can only save time if you look ahead and adjust for changing conditions. Cheetah's primary goals are to save people time, protect our customers' hard-earned money, and to protect the environment.

Using a combination of proprietary logistics algorithms and analytics to autonomously model evolving conditions throughout the day as it adapts to changes, Cheetah will save you money and elevate your customer experience. With the right systems in place, delivering live information to the right people, businesses can hand more power to customers while creating efficiency and customer satisfaction, and cutting costs and complexity.



Cheetah Software Systems, Inc.

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Cheetah LOOP

We call our platform LOOP (Logistics Operations Optimization Platform) and it covers the Logistics space from A to Z, including First Mile, Last Mile, Healthcare, Retail, Intermodal, Courier, Delivery, Freight, Truckload and LTL, 3rd Party Carriers for Hire and Private Fleets and it both accurately and realistically models current logistics supply chains. This platform is the result of 30 years of research and development and here is what it can do for you:

- LOOP Optimization engines seamlessly guide the logistics process; Planning, dynamically managing, adapting and optimizing fleets and drivers.
- You will use less trucks, drive fewer miles and make more on-time deliveries while predicting and providing visibility on extremely accurate arrival times and ETAs.
- Plan and Adapt, live and automatically, to changing operational conditions, including traffic, weather, accidents, customer cancellations, new stop-insertion, relays and driver exceptions.
- Customers, Store Managers and Corporate teams have a real time, live view of the entire network and delivery performance for all customers, allowing companies to be operationally proactive rather than reactive.
- Sophisticated routing algorithms, system flexibility, a plethora of data sources and live, adaptive automation make Cheetah the most

advanced and efficient practical logistics platform in the market today.

- Deliver in the shortest time possible to customers for unparalleled return on investment and value for your money.
- Reduce your carbon footprint while helping the environment.

Cheetah Software Systems

Cheetah (LOOP®) is the only operations solution that not only plans delivery routes, but also predicts extremely accurate arrival times as it adapts, live and automatically, to changing operational conditions. The Cheetah platform has been successfully integrated with its customers' enterprise technology platforms supporting many different verticals.



CHEETAH
Logistics Technology

CN

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Keith Reardon

*Vice President -
Intermodal and Automotive*

"I'm proud of our intermodal team and our commitment to bringing great service to our customers. A fluid and efficient supply chain is what they expect from us, and that's how we measure our success. Whether importing, exporting or just shipping locally, we have the right people, the port and terminal partnerships in place, and the logistics expertise to keep things moving."



CN is a leader in the North American transportation and supply chain logistics industry - focused on innovation and collaboration. We offer integrated shipping solutions, including intermodal, trucking, freight forwarding, warehousing and distribution. With a rail network of 20,000 miles and 21 strategically located intermodal terminals, close to major North American distribution centers, we are well placed to offer easy access to major U.S. markets and all Canadian markets.

CN is an indispensable transportation supplier for many key sectors of the North American economy, from grain and forest products to industrial and automotive products - moving raw

materials and intermediate and finished goods to markets around the world. By working together with our supply chain partners we make sure our customers get their products to market as efficiently as possible - using innovative solutions that drive sustainability and ensure long term growth. CN is a true backbone of the economy; fostering prosperity in the North American markets we serve and helping our customers win in the global marketplace.

Whether you're shipping locally across CN's vast North American rail network, or globally through the many port gateways we service on 3 coasts, we connect you with the people that matter most - your customers.

CN

Montreal (Headquarters)
935 de La Gauchetière St. West
Montreal, Quebec, Canada
H3B 2M9
Sales: 1-888-MOVIN CN
www.cn.ca



Corporate Traffic

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**Mission Statement:
Never Settle.**

At Corporate Traffic, we deliver the goods. That's because we NEVER SETTLE for anything less than the best in logistics services. NEVER SETTLE is a quantifiable mentality that all our employees, drivers and vendors embrace to deliver the results you need, when you need them. We simply deliver the goods. And we NEVER SETTLE for anything less than the best. We don't expect you to either!



From beer to healthcare products, some of the nation's most successful companies rely on Corporate Traffic for their logistics needs. And the reason is simple: We deliver the goods.

Corporate Traffic began in the imaginations of three young brothers who dreamed of achieving success in the same industry as their father, who ran a trucking company. Christopher, Chad and Craig Cline went on to start Corporate Traffic in 1992 with the goal of creating a worldwide logistics company their father would be proud of. Today, the dream is real, we're still family owned and operated, and we deliver the goods, even when others can't.

We have the trucks. We have pioneered a dual-service approach allowing our trucks and logistics services to work in tandem. And we deliver your goods on time, intact and on budget. Known internationally for a comprehensive range of capabilities, Corporate Traffic has built a reputation for offering a higher level of service, owning the entire logistics process from start to finish.

Our accomplished professionals work with cutting-edge technology to make doing business with Corporate Traffic easy, rewarding and remarkably affordable. We work hard to build strong relationships with our clients, and constantly seek better ways to meet their needs and exceed expectations, whether by full truckload, less-than-truckload, intermodal services or dynamic technology.

If you need stability, control and the flexibility to handle every bump in the road, you need Corporate Traffic. We deliver the goods.



NEVER SETTLE.

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Coyote Logistics

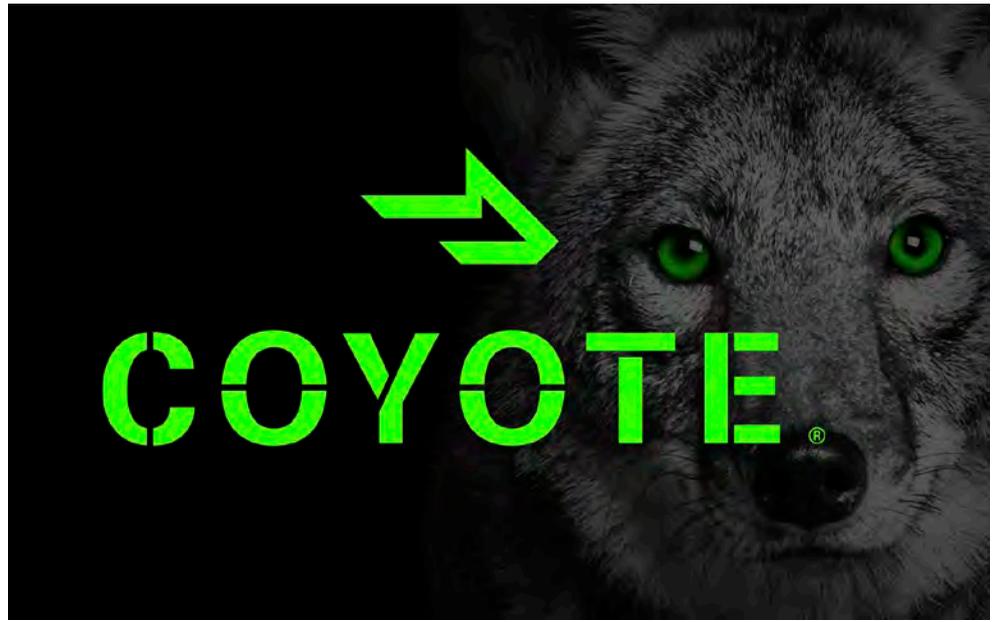
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Jeff Silver
CEO and Co-founder

When CEO and Co-founder Jeff Silver started Coyote, he wanted to create a company that would bring a better experience to shippers and carriers. Throughout his three decades in the industry, Silver had known there was a need for a stronger service commitment. Backed by his deep expertise and advanced education, Silver and Chief People Officer Marianne Silver created a business that was hyper-focused on providing No Excuses service by hiring the best people, providing them with exceptional training, and arming them with superior technology. This straightforward, yet powerful approach has catapulted Coyote to become one of the most reputable logistics companies in the industry.

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Contactshipper@coyote.com
www.coyote.com



Twelve years after its founding, Chicago-based Coyote has grown to a pack of over 2,700 employees operating in offices throughout North America and Europe. Coyote specializes in truckload (dry van, temperature-controlled, open-deck, and more), less-than-truckload, and intermodal (specialized rail) modes, and cross-border transportation for more than 14,000 shippers, from Fortune 100 companies to small businesses, across many different industries. Coyote's ever-growing network of more than 40,000 transportation providers is crucial to fueling its No Excuses™ commitment to shippers.

After becoming a UPS company in 2015, Coyote gained access to the largest asset fleet in the country, adding UPS asset utilization, air freight, customs brokerage, and global freight forwarding to its portfolio of services. Backed by an internal team of transportation experts and software developers, Coyote designs and builds its technology in house. Coyote is committed to providing superior visibility, passing its technologies onto carriers and shippers through its web portal (Coyote.com) and mobile applications (CoyoteGO® for carriers, CoyoteHOWL™ for shippers).

Coyote brings shippers more in-depth, consultative solutions with CTM (Collaborative Transportation Management), its proprietary transportation management system. This past year, the company took things one step further with

its SMART initiative: systematizing manual and repetitive tasks. Under the SMART umbrella are multiple products that help automate a substantial portion of Coyote's daily volume. All of these contribute to Coyote's mission to improve efficiencies for shippers and carriers.

Coyote's commitment to service, technology, and solutions for shippers and carriers has remained the same since its founding. **No Excuses.**



CT Logistics

Confidence, Trust, Leadership, Traditions since 1923.

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Allan J. Miner
President

The associates of CT Logistics are committed to providing superior supply chain business services and software solutions.

Our leadership has been earned with over 95 years of client confidence and trust.

ISO 9001:2008
SOC II



CONFIDENCE

CT provides more than 95 years of experience with comprehensive, broad supply chain accounting and business intelligence solutions tailored to meet your company's unique needs. We give you the confidence to trust CT, a premier provider in freight bill audit and payment, along with transportation management services. It is our desire to assist you in managing your transportation spend and data so you can focus on what matters most, which is efficiently and effectively running your supply chain management programs.

TRUST

Small firms to Fortune 100 corporations across the country, and around the globe, have trusted CT to assist them in making solid informed decisions regarding their freight bill audit and payment challenges. Our team of professionals has been instrumental in assisting our clients by utilizing our expertise and technology to maximize their ROI and provide the flexibility they need to compete in an ever-changing, global marketplace.

LEADERSHIP

CT is a leader in the freight bill audit, payment and transportation management services industry. CT's portfolio of software solutions includes: our TMS software, CTLionSM, our customized freight audit & payment system, AuditPaySM; our rating and

routing program, FreightRaterSM, and our exclusive shipper's co-op program, TranSaverSM. We take paths least explored to find solutions that will keep your company abreast of shifting business environments and opportunities to remain ahead of your competition.

CONFIDENCE. TRUST. LEADERSHIP. TRADITIONS SINCE 1923

They've become part of an important 95 year tradition that our clients have come to rely on when partnering with us. But just as important is the future the CT team will help you build. Our services and software are constantly evolving to provide you with the latest leading-edge tools and technology with user-friendly applications that will help manage and reduce logistics costs while adding value and more to your bottom line.

Visit www.ctlogistics.com for more information about our firm. Or call (216) 267-2000 Ext. 2190 to speak with one of CT Logistics' knowledgeable representatives regarding your company's freight transportation, logistics or global supply chain challenges.



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CTSI-Global

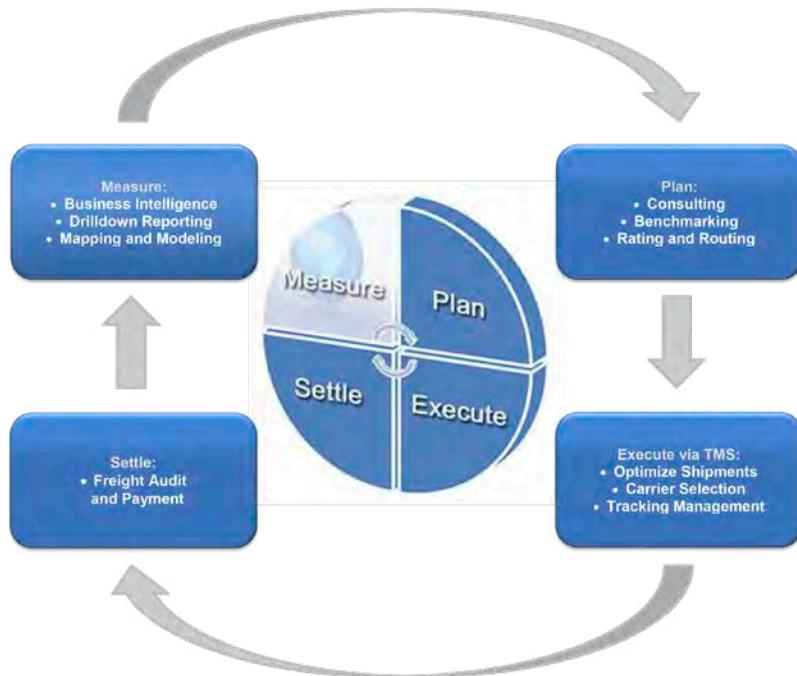
Your Link to Supply Chain Solutions

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  Join the Conversation



J. Kenneth Hazen
President and CEO

CTSI-Global provides global supply chain management services through experience, knowledge, and technology.



End-to-End Supply Chain Solutions

Since 1957, CTSI-Global has provided greater control over supply chains for improved efficiencies and higher savings to clients from all industries. Shippers and 3PLs alike are able to manage all aspects of their supply chains within one global database with our business intelligence, TMS, freight audit and payment, and consulting services. Partnering with one expert provider for all your logistics needs ensures seamless integration to eliminate redundant processes and costs while providing the visibility you need.

- **Business Intelligence.** Dynamically report and drill down into your data through CTSI-Global's KPI dashboards for insight into continuous process improvement and maximum savings. Graph, map, trend, and model your operation.
- **TMS.** Plan and execute shipments to manage orders, optimize loads, select carriers, tender shipments, manifest parcels, track shipments, and manage claims.
- **Freight Audit and Payment.** By allowing experts to manage contracts, audit bills, allocate charges, make payments, and report the results, you are assured of paying the correct amount.
- **Consulting.** With the information gained

from these technologies, CTSI-Global is able to improve client results by consulting in all key areas of interest, including benchmarking, KPI management, global network design, bid preparation, and negotiations.

Global Vision

CTSI-Global's technology solutions automate manual processes, improve performance levels, and decrease transportation costs for clients around the globe. Our solutions can be customized to each client's global business requirements, including processing in many currencies and languages as well as paying duties and taxes. Our dedicated business analysts support our clients and their carriers with day-to-day questions and all-inclusive business reviews.

Businesses cannot manage and control their transportation spend without timely, accurate, and complete visibility of their shipping costs and activities. Investing in CTSI-Global can help reduce these costs, supporting a competitive position in the global marketplace.



CTSI-Global

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Memphis • Atlanta • Austin •
India • Ireland • Singapore

DDC FPO

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Chad Crotty
Vice President of Sales

Mission Statement

DDC FPO's mission is to create long-term value for transportation industries through customized, innovative solutions. We aim to fundamentally improve the back office operations of freight business processes through our technology, global support and over 30 years of project management expertise.

DDC FPO is a division of The DDC Group, a leading global provider of data capture and business process outsourcing (BPO) services and solutions, since 1989. With operations across North America, Europe and Asia-Pacific, DDC's 4,000-strong staff delivers services in over 40 languages using OCR technology. Our hybrid model of onshore project management and offshore production equips our world-class clientele with strategic B&KPO solutions.

DDC FPO

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www.ddcfpo.com



We Are DDC

Founded in 2005, DDC FPO partners with freight and logistics organizations across North America to identify critical business functions that are traditionally managed through siloed departments, and reallocate those operations to offshore production and onshore management teams. Through our unique model, we help transportation and logistics industries capitalize on opportunities to achieve operational and financial efficiencies by standardizing and streamlining back office functions.

Take a look at some of the key benefits by partnering with DDC FPO:

- Ranked #1 For Customized Freight Solutions
- 4,000+ Employees Worldwide To Service Your Back Office Needs Including Accounting, Finance & Customer Service
- Process Over 30% Of All LTL Bills In The United States
- Serve 30% Of Top-Ranked Trucking Companies By Revenue
- 1,500 LTL Industry-Trained, Carrier-Dedicated Staff Members
- Operate In 40+ Languages
- Certifications Include: HIPAA; APSC; ISO 9001, 14001 & 27001
- Operate In The United States & Canada

What We Can Do For You

Do you seek to attain higher levels of accuracy with your freight billing? Looking for a more efficient, streamlined carrier onboarding process? Needing to improve overall costs? As your freight back office partner, DDC FPO has you covered.

For Carriers, we create customized solutions specific to your industry needs in:

- Freight Billing
- Freight Rate Auditing
- Digital Solutions (IT Outsourcing, Website & Application Development)

For 3PLs & Brokers, we customize solutions targeted to your industry needs in:

- Finance & Accounting Outsourcing
- Carrier Onboarding
- Track & Trace
- POD Processing



Descartes Systems Group

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Edward J. Ryan
Chief Executive Officer

Mission Statement

Connecting logistics-intensive businesses in commerce by uniting the people and technology that move the world.

Descartes is the global leader in providing on-demand, software-as-a-service solutions that improve the productivity, performance and security of logistics-intensive businesses by helping companies to route, schedule, track and measure delivery resources; plan, allocate and execute shipments; rate, audit and pay transportation invoices; access global trade data; file customs and security documents for imports and exports; and complete numerous other logistics processes by participating in the world's largest, collaborative multimodal logistics community.



Descartes Routing, Mobile & Telematics™

- Optimized route planning
- Dispatching and GPS tracking
- Mobile applications
- Telematics
- Fleet/driver, compliance and performance management

Descartes Transportation Management™

- Carrier contracts
- Transportation plans across all modes
- Multimodal real-time freight visibility and load tracking
- Connections to trading partners
- Control flow of prepaid freight
- Track shipments and inventory
- Audit freight
- Dock appointments and trailer movements
- Supplier/carrier performance

Descartes Global Logistics Network™

- Value-added network services
- Multimodal, inter-enterprise electronic data and document exchange
- All transportation modes and messaging standards
- Share commercial, logistics, customs and product data across systems

Descartes Customs & Regulatory Compliance™

- Cargo security screening
- Customs declaration filings and compliance
- Secure connections to governments and regulatory agencies

Descartes Global Trade Content™

- Classification
- Valuation
- Global import/export trade data for market research, sourcing and competitive strategy
- Denied and restricted party screening
- Enterprise Resource Planning (ERP) integration
- Global Trade Management (GTM) integration
- Integration with other internal systems and ecommerce platforms

Descartes Broker & Forwarder Enterprise Systems™

- Shipment management
- Transportation bookings
- Security filings
- Customs entries
- Warehousing
- Accounting

Proven Expertise

With thousands of customers worldwide, Descartes has a proven track record of helping companies drive logistics value by automating processes, enhancing service, improving profitability and ensuring compliance. Descartes' headquarters are in Waterloo, Ontario, Canada and the company has offices and partners around the world.

DESCARTES

Descartes

Sales Inquiries

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North America:

800-419-8495 x 202331

Email: sales@descartes.com

www.descartes.com

DF Young



A. Wesley Wyatt
President and CEO

Mission Statement:

DF Young's mission is to always look at our clients' world through fresh eyes. With a strong commitment to our own staff that inspires creative solutions to international logistics, we set the stage for superior customer service that removes obstacles, builds trust and makes our customers' world more manageable.

DF Young Services

- Air Services
- Ocean Services
- Ground Transportation
- Customs Brokerage
- Security Management
- Documentation
- E-Business



DF Young Inc.

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Phone: 610-725-4000
Fax: 610-725-0570
www.dfyoung.com

Contact: Steve Giampapa
Director of Operations
610-725-4000
Steve.giampapa@
dfyoung.com

DF Young brings over 100 years of experience and creative thinking to integrated logistics services and complete supply chain management. Our specialized business units:

Automotive

For 85 years we've served automotive manufacturers in NA, SA, Europe, Japan and Australia, and work closely with the largest Ro/Ro carriers. Full Electronic Interface capabilities and ISO Registration. Services are geared to:

- Prototype and exhibition vehicle shipments
- Fully- and semi-knocked down shipments
- Built-up vehicle shipments

Commercial Goods

Full front/back end services support multi-national manufacturers, international distributors, retailers and wholesalers. Includes Ocean/Air Import and Export and Import Customs Brokerage.

Front End Services:

- Import/Export flow and distribution
- Quality Assurance program

Back End Services:

- Vendor direct inventory
- Reverse logistics
- Store setup and fixtures

Supply Chain Services:

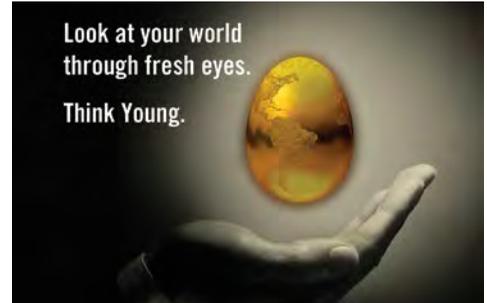
- Sole-source provider
- Just-in-time pick/deliver
- Real-time tracking
- Simplified, competitive pricing
- Consultation services
- Full logistics services
- Total Quality Assurance
- Performance metrics/reports

Food/Humanitarian Aid

As one of the world's oldest companies providing this vital global service, we work closely with international relief and U.S. Government agencies. Provide computer recordkeeping, documentation and complete logistics solution.

Foreign Military Service

As a key logistics and shipping resource for Foreign Military Sales (FMS) since the inception of the U.S. Government Security Assistance Program, we provide full service support to participating foreign countries for all material handling and shipping.



Services include:

- Air and ocean freight shipping and/or charters
- Export licensing, documentation and packing
- Explosives call forward
- HazMat processing
- Inland freight services
- Repair/return processing
- Materials tracking/tracing

Petrochemical

DF Young handles the distribution of oil well supplies and project cargoes that are purchased and shipped to major petrochemical manufacturers worldwide.

Services include:

- Charters
- Contract management
- Purchase order fulfillment
- Documentation
- Online reporting
- General and project cargo
- Hazardous materials
- Air, ocean, land and rail transportation

Pharmaceutical Sample Distribution

DF Young maintains a Dedicated Pharmaceutical Division with highly trained operations and customer service teams specializing in the pharmaceutical industry. They provide a significant cold chain and launch experience.

Services include:

- PDMA compliance.
- Pharma specific packaging, labeling and transportation.
- Convenient, time-specific delivery windows.
- Field inventory transfers.
- Agent service center providing real time status updates.
- Customized reporting for all service and financials requirements.
- Cold chain warehousing and storage.

Distribution Technology

 Connect on LinkedIn



(left to right): Tom, Rock, and Mark Miralia

For nearly 50 years, Distribution Technology has been providing innovative logistics services, analyses, and recommendations by focusing on the needs of their clients.

As a full-service warehousing and 3PL (third-party logistics) company, Distribution Technology prides itself in offering their diverse group of clientele a complete range of management services including public warehousing, mass-retail cross docking, rail consolidation/deconsolidation, contract warehousing, third-party distribution, international consolidation/deconsolidation, trucking and transportation management services and logistics consulting.

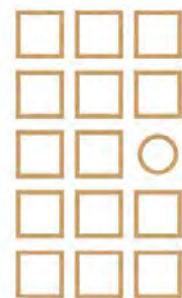
Founded in 1969 by chairman of the board, Rock Miralia, Distribution Technology operated with seven full-time employees and provided 100,000 square feet of space for contract and public warehousing in the Piedmont region. In 1988, sons Tom and Mark Miralia joined the family-owned company as staff industrial engineer and warehouse supervisor respectively.

Over the years, Distribution Technology continued to expand its services throughout the greater southeast region. Today, both of Rock's sons are still part of the company. Tom Miralia oversees the day-to-day operations as its president/CEO and Mark remains involved as Director. To date, Distribution Technology operates approximately a 1.5-million-square-foot warehousing campus, and employs more than 250 people.

As a privately-owned company, Distribution Technology's management team possesses an extensive background in warehousing, transportation and distribution. Through the years, Distribution Technology has earned a solid

reputation among its customers and other trade industries as a trusted partner in strategic planning and management expertise. Across the board, Distribution Technology believes that its greatest assets are its team members and associates who are committed to forward thinking and collaborative problem solving, leading to a higher level of delivered customer value.

As a logical extension of its service areas, the company also operates a record storage company, re-packaging division, freight-forwarding services, trucking, consolidation, and pool distribution in support of its accounts, thus enabling the company to provide a complete range of logistics services.



Distribution
TECHNOLOGY

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DLS Worldwide

 Connect on LinkedIn



Tom Griffin

President, DLS Worldwide

DLS Worldwide Simplify Logistics Management with Our Leveraged Platform

DLS Worldwide optimizes your distribution and controls your costs through our spectrum of integrated services, unique sources of capacity, and global, technology-based delivery network.

Rely on DLS Worldwide for:

- Domestic LTL & Truckload
- International Air, LCL and FCL
- Expedited Air or Ground with Same Day, Next Day or Two Day Options
- White glove solutions including install & unpack, liftgate delivery and more



Combine your freight volume and achieve powerful economies-of-scale

Unlock new levels of efficiency with the DLS Worldwide leveraged platform. Now your company can rely on the same resources and workflows as any Fortune 250 company managing freight volumes around the world.

Secure complete accessibility and visibility

To help you streamline transportation management and stay on top of your budget, DLS Worldwide offers cost-effective, reliable, efficient delivery methods based on your logistics needs. Our comprehensive range of services ensures a seamless, connected experience with multiple service levels, complete visibility and simplified pricing.

Whether it's transportation via air, land, sea or any combination, rely on DLS Worldwide for the best options and recommendations. Our knowledgeable transportation professionals can customize strategies for you based on your choice of carriers, locations, schedules and delivery requirements, opening new opportunities to build your business and your bottom line.

Access a far-reaching network of experts

Our proven capabilities and deep understanding of domestic and international shipping are

demonstrated daily through our team of dedicated transportation specialists at more than 130 local offices across the United States. With an average of more than 15 years of industry experience, these committed professionals are on the forefront of the latest market trends and technologies and are ready to apply their exceptional skills and industry acumen to deliver outstanding service.

Be responsive and responsible

As part of RR Donnelley, DLS Worldwide is an EPA SmartWay® Transport Partner. We help you meet your sustainability goals by using best practices for:

- Saving fuel
- Minimizing engine idling
- Reducing emissions

For more than 150 years, many of the world's most storied brands have relied on RR Donnelley to connect with their customers. With DLS Worldwide, now you can too.



RR Donnelley
DLS Worldwide

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www.dls-ww.com

DSC Logistics

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DSC LOGISTICS is a leader in transforming logistics and supply chain management into a critical business strategy based on collaborative partnerships, innovative thinking and high-performance operations.



Ann Drake
CEO, DSC Logistics
Founder, AWESOME

DSC is the Founding Partner of AWESOME (Achieving Women's Excellence in Supply chain Operations, Management, and Education), and is planning its Annual Symposium May 9-11 in Orlando. Learn more at awesomeleaders.org.

It's always been about leadership at DSC Logistics – *dynamic supply chain leadership*. We are passionate about achieving our customers' business goals and maximizing the potential of their supply chains.

Here's how we do it:

Partnerships. Our partnership process and framework provide a joint system which enables the dialogue, planning and process required to leverage the supply chain as a powerful medium to reach business objectives.

Our Promise. We uphold high standards of integrity, responsibility and accountability, based on open communication, collaboration and trust.

Bringing Clarity to Complexity. With the availability of more data than ever before, many companies are in a state of information overload. DSC transforms supply chain details into tangible, guiding insights. We think holistically; every solution has our customers' broader goals and the end customer in mind. We discern and extract the critical details from the complicated information to create simple, sophisticated, straightforward solutions.

Knowing Earlier, Solving Faster. Fast-paced advancements in technology, consumer demand trends and regulatory requirements make it imperative to anticipate change, assess options accurately and adapt quickly. We leverage business intelligence and analytics to translate the patterns and possibilities, helping our customers assess, predict and preempt change. Our insights enable our customers to mitigate risk, be out in front and gain competitive advantage.

We Are Ready for Anything. Our business is based on a foundation built for flexibility; our systems and networks are modular and quickly adaptable. We recruit and develop leaders who are cross-functional and flexible. When it's time to grow and change, we're poised to take action.

Strategic Transformation. Transformation is more than just changing; it's evolving to an improved state. Think metamorphosis – a caterpillar becomes a butterfly. Transformation inspires us to innovate, to improve, to challenge mediocrity. Strategic transformation of our businesses is essential to competitiveness, and *dynamic supply chain leadership makes transformation possible.*

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customersolutions@dsclogistics.com

- | | |
|------------------------------------|--|
| Lead Logistics Partner | Transportation Management |
| Third-Party Logistics | Supply Chain Packaging Services |
| Supply Chain Consulting | Retail Consolidation & Requirements |
| Omnichannel Supply Chain Solutions | Medical & Healthcare Logistics |
| Logistics Center Management | Dynamic Supply Chain Leadership |



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Doug Waggoner
Chairman & CEO

Transportation Simplified

Services Offered:

- Managed Transportation
- LTL
- Truckload
- Partial Truckload
- Intermodal
- Expedited
- Small Parcel
- International Air & Ocean



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Echo Global Logistics (NASDAQ: ECHO) is a leading provider of technology-enabled transportation and supply chain management services. From coast to coast, dock to dock, and across all major modes, we connect businesses that need to ship their products with carriers who transport goods quickly, securely, and cost-effectively. Echo simplifies the logistics process so our clients can focus on what they do best.

Relationships

Echo has built solid partnerships with over 40,000 carriers, creating a robust network that matches the needs of our shippers with the needs of our carriers. Our capacity and geographic coverage allow us to move 11,000 shipments every single day for our 30,000 clients.

Technology

The core of the Echo offering is proprietary technology. Quickly adaptable and highly scalable, our best-in-class technology supports the experienced Echo team in simplifying our clients' transportation and utilizing our carriers'

capacity. Through technology, we ensure better data collection and transmission, seamless communication, comprehensive reporting, and real-time visibility.

Service

Above all, Echo values exceptional service in every client interaction. Our commitment to excellence and innovation, delivered by the industry's most talented transportation professionals, means we recognize that one solution does not fit all. Echo evaluates each client's transportation needs, discovers efficiencies, and delivers simplified transportation management—all with a relentless focus on execution.



ElectriCities of North Carolina, Inc.

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Brenda C. Daniels

Manager, Economic Development

"It's no coincidence that some of the state's most dynamic growth has occurred in our public power communities. Advanced manufacturing, food processing, metal-working, plastics—any power-intensive industry is going to find significant advantages here."



ElectriCities is a not-for-profit government service organization representing cities, towns and universities that own electric distribution systems: more than 70 N.C. cities serve 500,000 customers with 1 million customers served in N.C., S.C., and Va.

One of ElectriCities' roles is to represent member communities to expanding and relocating companies. We maintain comprehensive databases for all public power municipalities in North Carolina. Prospects can order detailed reports on dozens of sites, from mountains to coast. Within 48 hours of a request, ElectriCities will send profiles of locations that precisely match the company's specifications. "They find all the information they need in one place," says Brenda Daniels, the organization's economic development manager.

ElectriCities has recently implemented an enhanced site certification program called Smart Sites. Smart Sites are a slam-dunk choice for companies that are ready to grow now. This designation guarantees that a site has met stringent requirements and is "shovel-ready" for immediate development.

Each Smart Site has municipal electric service, water and sewer access within 500 feet, and is within five miles of an Interstate or Interstate-quality highway. Faster construction, fewer uncertainties and less risk for companies and site selectors alike.

In addition, ElectriCities offers a certified industrial park that it has dubbed a "Prime Power Park," which offers 12 MW of on-site backup power generation.

The park is in the city of Albemarle, located in the Piedmont's lake country. The Albemarle park has direct rail access from Charlotte/Douglas International Airport, clearly qualifying the area as a great rail intermodal site. "If a company has a critical operation that can't risk a power outage, they have a backup available, and don't have to spend the money to purchase a generator," Daniels adds.

The Smart Sites and Prime Power Park, like the rate-lowering services to all ElectriCities' customers, provide ongoing incentives for companies looking for an ideal logistics location.

ElectriCities remains a partner through the entire site-selection process, helping companies with utility-related issues, arranging site visits, and facilitating contact with local, county and state officials.

And these companies recognize the cost efficiencies and superior customer service public power provides. Municipal utilities don't have to pay dividends to shareholders, and those savings can be passed on to the utilities' customers.

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ELECTRICITIES
of NORTH CAROLINA, INC.
The energy behind public power

ELM Global Logistics

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Bill Conboy
Founder & CEO

The most important characteristic of a 3PL is their dedication to achieving success. For over 35 years ELM Global Logistics emphasizes pride in their work, best in class performance and long term partnership relationships.



**PRIDE, PERFORMANCE,
PARTNERSHIPS ...**

ELM Global Logistics is a full-service, third-party logistics provider that has been tackling unique supply chain challenges for over 35 years. Our personalized approach to all our clients' needs is what sets us apart. We provide innovative logistics solutions while offering cost-effective solutions and speed to market to our customers.

At ELM Global Logistics we offer both shared and dedicated warehousing, packaging and fulfillment services, assembly, consolidation, cross-docking and transportation services. We are the largest in-house, full service rail siding on Long Island that is connected to the freight lines of all major rail carriers. We offer creative solutions that always encompass our customers' needs, rather than trying to fit them into a standard solution.

We service a diverse group of clientele and offer a complete range of services while still offering the flexibility to customize our services to their needs. Offering customers creative solutions, rather than trying to fit them into a basic solution, has always been our strength and belief at ELM Global Logistics. We combine methodical analysis of your material flow via intelligent application of systems designed to reduce and automate every step of the process.

Founded in 1979 by Bill Conboy, ELM Global Logistics operated with just a handful of employees in about 50,000 square feet of warehouse space in Long Island, New York. Over time, ELM Global Logistics has expanded its operations and now occupies more than 1,000,000 square feet

throughout the northeast region. Today, Bill continues to run the operation along with his wife, children, extended family and many dedicated employees which he feels contributes to the success and growth of this truly family-owned business.

ELM Global Logistics offers highly tailored solutions and technology that provides all customers with accurate, real-time information. It's our tightly integrated partnership approach that enables successful execution of complex supply chains within our customer base. We offer a combination of several powerful tools that can help manage your information, inventory, space and time.

Long or short term, we offer you the flexibility to grow your business which allows our customers to focus on their core business.

We put the "P" in 3PL - Pride, Performance and Partnerships...ELM Global Logistics, our 3PL.



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Energy Transportation Group

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Shawn Girard
Co-Founder and CEO

Shawn Girard and Michael Cinquino, co-founders of Energy Transportation Group, share a combined 38 years of experience in the transportation industry. As business partners, they've recognized that honesty, reliability and personalized service are cornerstones to their company's success. It is these principles, combined with an unwavering loyalty and commitment to their team, customers, partners and suppliers that is propelling Energy Transportation to new heights.



Energy Transportation Group

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Energy Transportation Group was founded in 2007, and ever since we've been committed to investing in new technologies to not only respond to, but also to anticipate the demands of an ever-changing industry. This commitment has led to the diversification of our services and to the exploration of new markets. 'Driven to be different' isn't just a tagline, it's a part of our DNA.

Energy Transportation Group is proudly Canadian, we are owned and operated in Montreal with offices in Toronto and Chicago, offering services across North America and around the globe. At Energy, our people drive the business and every employee has passion and a dedication to meeting the needs of our customers. We consistently demonstrate our expertise in providing personalized, innovative and reliable solutions to meet even the most complex challenges.

Energy Logistics provides safe, reliable and efficient shipping solutions for freight by ocean, air, rail or road. Whether you have an oversized order that must cross the American/Canadian border before the big snowstorm hits, or a small package of valuable equipment that needs extra insurance, Energy Logistics will find the solution that is right for you. We respect your budget and timeline, and ensure that we find the right option for your needs.

Energy Express provides speedy dry freight commercial shipping services across Canada and the USA. Our fleet of dry box trucks and wide network of drivers ensure on-time delivery. We are an asset-based company that is proud to provide you with

direct service throughout North America using our own state-of-the-art equipment. Our rigorous on-time service and personalized customer support means peace of mind for you, and success for your business. Whether you need to go from BC to San Diego, or Montreal to Miami, or anywhere else you can imagine - we've got you covered.

Energy Fresh Express delivers frozen, fresh and heat shipping services to and from Canada and the USA. They have invested in new temperature-controlled technology to ensure optimal conditions for any product. Our dedicated fleet of temperature-controlled units gets your produce where it needs to go, on-time and ready for consumers. Our personalized service means that your freight gets from farm to table with no wasted time or money.

Energy Transport USA provides complete 5-star transportation services throughout the nation. With teams across the United States of America, our specialization is in intra USA services to clients around the world. Our dedicated logistics management and consulting teams plan and personalize, implement and control the efficiency of your goods to ensure they get to their destination. No shipment is too big or too small! We have it all!



EPA SmartWay

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Mission

EPA's SmartWay program helps companies advance supply chain sustainability by measuring, benchmarking, and improving freight transportation efficiency.



Freight Matters to Supply Chain Sustainability

Global trade has a net positive effect on the world economy. However, associated freight transportation produces adverse impacts on the environment and public health.

U.S. trends point to rapid growth in freight activity.

- Between 1990 and 2013, freight activity grew by over 50 percent and is projected to nearly double again by 2040.
- Experts project that by 2050, global freight transport emissions will surpass those from passenger vehicles.

These trends compel many corporations to seek opportunities to assess and streamline shipping operations so they can use less fuel and generate less pollution.

SmartWay Advances Sustainable Transportation Supply Chains

To address these trends and challenges, EPA developed the SmartWay program. Launched in 2004, this voluntary public-private program:

- Provides a comprehensive and well-recognized system for tracking, documenting, and sharing information about fuel use and freight emissions across supply chains
- Helps companies identify and select more efficient freight carriers, transport modes, equipment, and operational strategies to improve supply chain sustainability and lower costs from goods movement
- Supports global energy security and offsets environmental risk for companies and countries

- Reduces freight transportation-related emissions by accelerating the use of advanced fuel-saving technologies
- Is supported by major transportation industry associations, environmental groups, state and local governments, international agencies, and the corporate community

Core Elements of SmartWay

There are three core components of the SmartWay Program.

The SmartWay Transport Partnership. Freight shippers, carriers, logistics companies, and other stakeholders partner with the EPA to measure, benchmark, and improve logistics operations so they can reduce their environmental footprint.

The SmartWay Brand. Through SmartWay technology verification and branding, EPA has accelerated availability, adoption, and market penetration of fuel-saving technologies and operational practices while helping companies save fuel, lower costs, and reduce adverse environmental impacts.

SmartWay Global Collaboration. EPA works with a broad range of national and global organizations to harmonize sustainability accounting methods in the freight sector.

EPA SmartWay

SmartWay Hotline:

smartway_transport@epa.gov
734-214-4767

Mailing Address:

SmartWay Transport
Partnership
U.S. Environmental
Protection Agency
2000 Traverwood Drive
Ann Arbor, MI 48105

www.epa.gov/smartway



Evans Distribution Systems

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  **Blog**
 Join the conversation



John A. Evans
President

Mission:

To be a strategic supply chain partner, admired for our people, passion and innovation.

Nine Point System

1. Listen
2. Innovate
3. Communicate
4. Assign Responsibility
5. Set Standards
6. Document
7. Implement
8. Monitor
9. Review

Evans Distribution Systems

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www.evansdist.com

Evans Distribution Systems helps customers enjoy a smoother glide through the supply chain by simplifying complex processes and delivering effective results. As our tagline suggests, "It's easier with Evans."

Our philosophy encompasses the idea that customer success directly correlates to how easy we make it for our employees to provide the best service possible. We're a strategic partner closely involved in our customers' supply chain decision-making, serving as their eyes and ears, anticipating supply chain challenges and proactively identifying opportunities to improve processes and increase profitability.

Heritage

From our founding in 1929, Evans Distribution Systems has evolved into a full-service third-party logistics service provider offering warehousing, transportation, packaging, inspection, and staffing services. Our extensive and diverse experience with industries including automotive, chemicals, food & beverage, retail and others provides our customers with flexible, creative solutions which enable them to become more successful. Now in our fourth generation of Evans family leadership, the company employs more than 700 associates operating in ten states including Michigan, Virginia and Illinois.

Innovation

Evans is particularly adept at meeting changing customer demands by continually investing in new technology to support transportation, warehousing, and value-added services. Our state-of-the-art WMS & TMS systems deliver real-time inventory tracking, satellite tracking, geo-fencing, customized reporting, event management, complete web visibility and some of the most flexible customized solutions available anywhere. Providing these extra services helps our customers to better utilize their own valuable resources, freeing up time they can devote to other areas of their business.

Passion

The Evans team includes many long-time, dedicated employees devoted to providing the highest quality service. This loyalty provides customers with



confidence and comfort the job will be handled right, no matter what. It's a commitment that enables us to provide premium service. We have the right people, systems and programs in place at the right time, every time.

Simplified Systems

Our goal is to work seamlessly as an extension of each customer's organization. We blend our logistics expertise with the experience and knowledge of each customer to develop efficient and synchronized processes specifically designed to face the challenges at hand.

Specialized Services

- Dedicated & Multi-Client Warehousing
- Foreign Trade Zone and US Customs Bonded Space
- Transportation Management Services
- Fulfillment/e-Commerce
- Complete Local and Long-Distance Transportation Services
- Contract Packaging, Shrink Wrapping, Kitting
- Quality Inspection and Sortation Services
- Assembly, Light Manufacturing
- Testing and Rework
- Logistics Staffing Services



Evans
Distribution
Systems

FLS Transportation Services

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Domenic Di Girolamo
Chief Executive Officer



We are focused on providing a customer experience unparalleled in the third party logistics space.



Innovation. Dedication. Collaboration.



PRECISION



PERFORMANCE



**PASSION FOR
EXCEPTIONAL SERVICE**

Innovation.

Different is not always better, but better is always different. Our industry continues to improve upon itself through the adoption of new technologies that enhance and improve the way we grow our business. Our most recent successes have been derived from the early adoption of technology, but what has made us a leader in the logistics space is the combination of innovative technologies alongside our depth of experience, scale, and breadth of services.

Dedication.

If new logistics entrants, digital or traditional, have done nothing else, they have forced us to re-evaluate our market strategies and re-align them with the direction of the market. One of the real changes we have noted is that our customers today are no longer benchmarking their experience based on our competitors, they are instead comparing us to the best experiences they have received anywhere. This alone causes us to be hyper-focused on innovating and delivering service that is as strategic to our customer's business as it is to ours.

Collaboration.

One of the keys to our success is the business dialogue we maintain with our clients. More than ever, relationships matter. One of the most valuable conversations we are having with our clients today is how we, as a logistics provider, can utilize innovative technology to improve service, reduce cost, and share information across our respective platforms in a way that will increase supply chain efficiency. We continue to be interested in listening to the logistics problems they are facing, and innovating solutions that will allow them to use their supply chain as a competitive weapon.

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Fortigo

 Connect on LinkedIn



George Kontoravdis, Ph.D.
President

Mission

Provide logistics collaboration solutions to help customers streamline their supply chain, reduce operating costs and improve productivity.



Fortigo offers collaborative logistics services to streamline the supply chain, reduce operating costs, improve productivity and facilitate collaboration with carriers and vendors. Fortigo On-Demand TMS delivers best-in-class, carrier neutral, domestic and international shipping automation, visibility, event management and freight audit.

The Fortigo offering is based on the Software-as-a-Service (SaaS) model, accelerating implementation time while reducing costs.

For companies seeking to reduce costs, improve customer satisfaction and increase profitability, Fortigo automates, optimizes and audits logistics decisions. Fortigo plugs into established supply-chain applications and provides rapid return on investment by optimizing and deploying closed-loop logistics processes, minimizing ship-to-order times and streamlining collaboration with logistics providers.

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Freightgate



Martin Hubert
President & CEO

Freightgate Vision:

For over 20 years Freightgate has been a leader in applications for Supply Chain Management. The majority of companies rank IT innovation as the competitive tool in today's information age. Freightgate is known as THE innovator in solutions that streamline the complexities of Global Rate Management, Routing and TMS. Our solutions are delivered over Cloud and Mobile networks. Learn how to reduce legacy IT costs by connecting to the Freightgate Logistics Information Fiber!

Freightgate SCM solutions can be integrated into most Enterprise Resource Planning (ERP) systems providing visibility and collaboration tools to proactively manage rates, routing, status, delivery and capacity to minimize disruptions.

Our generation of SCM solutions overcomes challenges with volatility and complex supply networks. Our solutions let you manage your entire network in real time. Quickly leverage critical information and analytics, to meet increased expectations to enable collaboration across stakeholders.

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Logistics Cloud Innovation

Freightgate's Logistics Management (TMS) Platform, known as the Freightgate Universe, empowers professionals on all levels to collaborate with global vendors and logistics providers seamlessly on a single common transportation sourcing platform for informed decision-making across the entire global supply chain. It encompasses ISO9001:2008-certified end-to-end transportation management processes from procurement, rate management, optimization, execution and visibility, shipment track and trace, carbon-emission modeling, invoice audit & pay with enhanced carrier connectivity, KPIs and lane based analysis.

Freightgate's latest logistics cloud technology extends transportation management into the new mobile dimension, providing companies with in-depth 360 degree visibility of global supply chain processes and collaboration between manufacturers and its customers, suppliers, carriers and logistics providers.

The Freightgate Universe is comprised of adaptive easy-to-deploy applications to help companies leapfrog into the 21st century with minimal start-up cost. Easy integration with ERP, CRM, SCM environments and TMS transportation management systems.

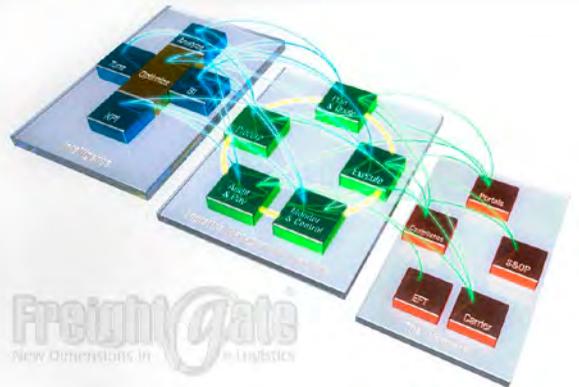
Contract Rate Management & Sales Automation

Managing carrier tariffs, shipping rates, surcharges and discounts can be a tedious labor intensive task. By replacing countless pages of inconsistent and difficult to understand rates with an interactive, searchable internet native solution, you will gain a whole new level of productivity and win more business in the process. Freightgate supports advanced Rate Management Connectivity concepts for CargoSmart, FourSoft, SAP TM in addition to its open standards compliant webservices offerings. Imagine a world where you go from zero to quote in a few seconds.

Visibility & Collaboration

Freightgate's Visibility & Collaboration Platform ensures transparency and helps synchronize events along the supply chain with extra features to enhance collaboration. Sharpen your competitive edge by providing tracking information and event management along the entire supply chain. I-Trek! Mobile utilizes cloud-based connectivity to collaborate with customers and trading partners by sharing vital shipping information. I-Trek provides

FREIGHTGATE UNIVERSE



Experience the Power of NOW on the Logistics Information Fiber™

support tools to make real-time informed decisions that can have a major impact on bottom line performance.

Experts in API Orchestration

In a real time world where efficiency is king; instant response is what fuels supply chains of tomorrow. We have seen a substantial increase in inquiries regarding leveraging our rate engine via API access by various different sub-systems on the client side. By establishing strategic partnerships with our customers we give them a competitive advantage and an opportunity to access a broader range of resources and expertise. This fosters innovation to help generate new ideas, develop better products, and save costs.

Global Trade Compliance

The Freightgate Universe provides regulatory compliance solutions for importers, exporters, customs brokers, freight forwarders and ocean carriers with 10+2 security compliance and trade data reporting to the U.S. Customs and Border Protection (CBP). Along with functionality supporting U.S. Foreign Trade Regulations (FTR), Export Administration Regulations (EAR), Office of Foreign Assets Control (OFAC), and Homeland Security Denied Person Screening.

Start Today - Market Leaders rely on Freightgate's Logistics Cloud to accelerate their supply chain. Don't wait!



FW Logistics

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Locations

- St Louis, MO
- Earth City, MO
- Kansas City, MO
- Indianapolis, IN
- Atlanta, GA
- Charlotte, NC
- Ontario, CA
- Modesto, CA

FW Logistics

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1-877-FWDRIVE

Mike Dieckhaus
Director, Sales and Business
Development
618-482-8717

www.FWlogistics.com

FW Logistics has more than 65 years of experience in warehousing, trucking, and third-party logistics services. We provide a dedicated trucking company of 85 trucks and 320 trailers to streamline our clients' transportation needs. FW operates more than 4 million square feet of warehouse facilities throughout the United States with locations in St. Louis, MO, Kansas City, MO, Sauget, Ill., Indianapolis, IN, Atlanta, GA, and Raleigh, NC. Our warehouses are designed to cover all of our client needs from food grade to HazMat's, Bulk product/racking to pick pack and ship. We are here to help. FW is willing to Flex space to meet all your company's growing needs.

With commodity-specific facilities dedicated to contract, e-commerce, flex, food grade, and chemical/hazardous material, FW has the versatility to handle virtually every product and the experience and expertise to do it very well. In addition, FW offers ambient, conditioned, refrigerated, and frozen storage as well as co-packing, fulfillment, cross-docking and transloading services. FW has a professional Solutions Team including an in-house industrial engineer to devise a supply chain proposal customized to suit your needs and matched with the

best FW facility to provide a turn-key solution.

We at FW are very excited to announce we are expanding due to our clients' distribution needs into three new locations at the start of 2018. One each in Ontario and Modesto, CA along with a new building in the St. Louis metro area.

FW is big enough to handle all your logistics needs but yet small enough to give you that personal dedicated caring attention that your business needs. Give us a call!



Georgia Ports Authority

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Griffith V. Lynch
Executive Director

OUR MISSION

The Georgia Ports Authority's mission is to empower entrepreneurs, strengthen industries, sustain communities and fortify families by relentlessly striving to accelerate global commerce.



GPA Making Major Rail Expansion

The Port of Savannah is the Southeast's busiest intermodal gateway. However, the Georgia Ports Authority is making a series of infrastructure improvements that set the stage to capture greater market share.

Key to expanding rail service is a \$128M project linking Garden City Terminal's two rail yards. The project, dubbed the Mason Mega Rail Terminal, will allow GPA to build additional 10,000-foot long unit trains on terminal without disrupting nearby traffic.

Set for completion in 2020, the rail expansion will improve efficiency and double terminal rail lift capacity to 1 million containers per year. Unit train capacity on terminal will build density into the system, and enable rail providers CSX and Norfolk Southern to deliver faster, more frequent rail service to markets along the Mid-American Arc from Memphis to Chicago and the Ohio Valley.

Bolstering Intermodal Strengths

From ship to shore to on-terminal rail, the speed and efficiency of GPA's intermodal services are unmatched. With the addition of the Mason Mega Rail Terminal, service to Mid-American Arc cities becomes more competitive.

- GPA already features 25 trains per week to and from Mid-American Arc locations. Unit train capability

will provide a new option, delivering reliable, consistent access to the Southeast and Midwest.

- Savannah currently offers the fastest westward transit times in the South Atlantic region, including overnight service to a five-state area – Alabama, Georgia, Florida, North Carolina and South Carolina.
- Port of Savannah customers moving containers by rail enjoy superior speed and reliability, with most cargo moving from vessel to rail within 24 hours.
- Savannah is just over 1,000 miles from Chicago by rail – comparable to other ports that are north of Savannah, but also farther east.
- Savannah rail providers Norfolk Southern and CSX Transportation provide double-stack container trains along the entire route between Savannah and the Midwest.
- Congestion-free movement from ship to rail cuts expenses and speeds delivery directly to the customer.
- As the first port of call on many Panama Canal shipping services, the Port of Savannah provides additional assurance of on-time cargo arrival.

Find this and MORE at gaports.com



Chris Logan

Sr. Director, Trade Development, BCO Sales

Georgia Ports Authority

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George Mason University

Schar School of Policy and Government



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Mission

Develop the analytical thinking and critical skills needed to effectively and efficiently supply and operate transportation facilities and services.



Effective transportation policy strengthens communities and global competitiveness. The Master's in Transportation, Policy, Operations, and Logistics (TPOL) program at George Mason University's Schar School of Policy and Government will train you in the advanced theory, policy, law, research, and practices required to effectively and efficiently supply and operate transportation facilities and services. You will learn to think critically and analytically about the challenges and opportunities in the transportation field, and to communicate your analysis clearly through written and oral presentations. Graduates of the TPOL program hold influential positions at all levels of government, and in the transportation and consulting industries.

Classes are offered in Mason's Schar School of Policy and Government in the Washington, D.C., area on Mason's Arlington campus in Virginia. Our prime location offers students an opportunity to study with leading scholars and practitioners closely connected to the epicenter of policymaking and public service. The Schar School's transportation policy, operations, and logistics Master's degree program includes many renowned scholars and practitioners, including:

- Laurie Schintler, the director of the program, is an expert in transportation theory and policy.
- Jonathan Gifford's area of expertise is transportation and public policy, with a particular focus on transportation and infrastructure finance.

- Kenneth Button is an aviation policy expert and, before coming to the Schar School, was an advisor to the Secretary General of the Organization for Economic Cooperation and Development where he headed up the OECD work on International Aviation.
- Edmund Zolnik is an expert in community and regional development, safe and sustainable transportation, and multilevel modeling.

Curriculum

To earn the Master's in Transportation Policy, Operations, and Logistics, students must successfully complete 34 credit hours of coursework. Students should consult with their academic advisor on appropriate course sequencing. Applications are currently being accepted for the Fall 2018 term.

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Hollingsworth

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Mike McNamara
President

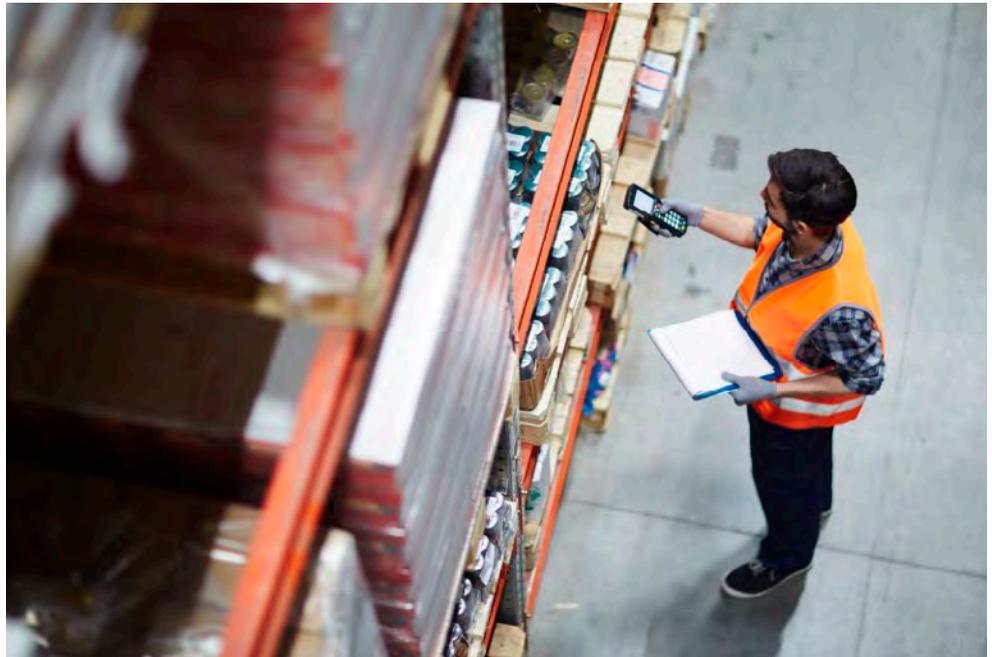
Mission Statement

Hollingsworth's mission is to provide the highest quality fulfillment, distribution and other third-party logistics services. The company's logistics services include assembly & sequencing, warehousing & packaging, program management, and reverse logistics. With all of these services, their mission is to ensure efficiency, accuracy and timeliness of order fulfillment for a wide variety of industries such as automotive, manufacturing, engineering and e-commerce.

The leadership at Hollingsworth is committed to sustainability in supply chain management, with processes designed to minimize our carbon footprint, reduce energy and fuel consumption, optimize their use of resources and more.

Hollingsworth
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www.hollingsworthllc.com



Hollingsworth was initially founded nearly 100 years ago in Flint, Michigan, where they were one of the first expeditors of automotive parts in the world. Over the next few decades, they built a notable reputation for excellence in logistics services for the automotive industry and beyond. The current ownership acquired the company in 1987, and after two strategic mergers in 1993 and 2008, Hollingsworth has developed into the acclaimed provider of third-party logistics that it is today.

With national recognition for excellence, Hollingsworth is now a leading service provider of fulfillment & distribution, warehousing, reverse logistics, assembly & sequencing, packaging, and program management.

Utilizing cutting-edge systems such as their sophisticated SAP ERP technology, the company has a proven track record

of efficiency and accuracy throughout the supply chain. From highly complex sequencing and assembly scenarios for automotive production, to optimized warehouse arrangements to accommodate millions of fasteners and parts for manufacturing, Hollingsworth's advanced systems and technology help to achieve maximum efficiency in their supply chain management.

In addition to excellence in supply chain management and 3PL services, Hollingsworth is committed to sustainability. They are actively developing their processes and implementing new technologies in order to reduce costs where possible, improve systems efficiency, and minimize consumption of fuel, energy and other resources. As an organization, Hollingsworth has applied key

recycling initiatives that have resulted in hundreds of tons of recycled materials each year, earning the company recognition and awards for their efforts to conserve Earth's resources.

With locations strategically located throughout the U.S., Hollingsworth's distribution channels are able to meet short deadlines for shipping and order fulfillment. They can deliver most orders within three days to almost any destination in the contiguous United States. The company's headquarters are in Dearborn, Michigan.



Hollingsworth
Supply Chain Innovators

Hoosier Energy



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Harold Gutzwiller

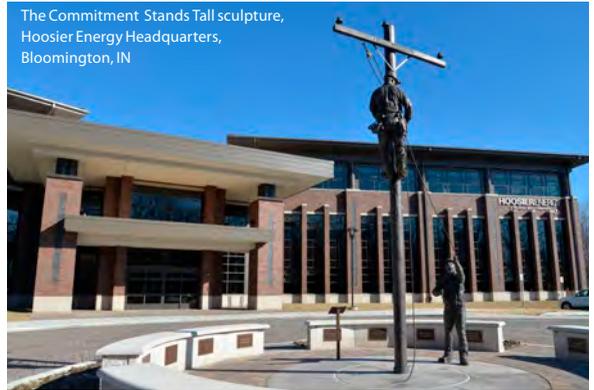
Manager of Key Accounts and
Economic Development

Mission Statement

To provide member distribution systems with assured, reliable and competitively priced energy and services in a safe and environmentally acceptable manner.



The Commitment Stands Tall sculpture,
Hoosier Energy Headquarters,
Bloomington, IN



Hoosier Energy is a non-profit generation and transmission cooperative (G&T) that provides wholesale power and services to 18 member distribution cooperatives.

Collectively, member cooperatives operate and maintain more than 36,000 miles of distribution lines and provide electric service to nearly 300,000 consumers or about 650,000 people in 59 counties in southern Indiana and southeastern Illinois.

Hoosier Energy's "all-of-the-above" power supply includes 2,000 megawatts of generation that includes coal, natural gas, renewable energy and power purchase contracts. Taken together, these resources provide the best balance of affordability, reliability and sustainability to meet member needs.

The G&T's interconnected transmission network includes nearly 1,700 miles of high-voltage power lines, 25 transmission stations and about 300 delivery points.

In addition, Hoosier Energy provides training, key accounts, marketing, communications and technical services to its member cooperatives. Hoosier Energy and its members are cooperative businesses that provide reliable, affordable electric power and carry on a long-standing commitment to improve the quality of life in our communities.

Our Commitment to Economic Development

Through Hoosier Energy's 2017 efforts, an estimated 2,000 new jobs and \$600M in capital investment was created in member territories. Because of this dedication and contribution to our counties' economic growth, the Hoosier Energy Economic Development program continues to be one of the Midwest's leading economic development organizations.

The Indiana and Illinois economic development program at Hoosier Energy provides comprehensive

economic development services throughout our service territory. Some of these services include:

- Shovel-ready site listings
- Electric usage cost estimates
- Searchable business maps
- Searchable sites and buildings maps
- Personalized assistance.

Our Commitment to Quality, Reliability

To help assure a consistently reliable power supply, Hoosier Energy's power delivery system is connected to the regional power grid and interconnected with other utilities. As well, the power supply cooperative is a founding member of the Indianapolis-based Midcontinent Independent System Operator, which manages power flow, transmission reliability and power marketing throughout a 15-state region and parts of Canada.

The power supply cooperative has been recognized nationally for its environmental stewardship and education programs, including an education center, free electronic lending library for educators, and community watershed conservation efforts.

Each of the power supply cooperative's members elects a representative to the Hoosier Energy Board of Directors, which develops policies and reviews the co-op's operations. The chief executive officer and his staff carry out day-to-day management of the organization, directing a work force of more than 460 employees.



A Touchstone Energy® Cooperative

Hoosier Energy

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Hub Group

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  Follow us on Google+
  Follow us on Instagram



David P. Yeager
Chairman & CEO



Don Maltby
President & COO



We are Hub Group, a leading transportation freight management company. We provide intermodal, highway and logistics services. We are a reliable and reputable \$3.6 billion publicly traded company with over 46 years of financial stability setting our foundation for success. Our goal is to implement strategic freight management plans that allow us to best serve each customer. We come equipped with an array of services that can be blended to meet each customers' needs.

Intermodal

Our flexible Intermodal fleet strategy is not only innovative, it's incredibly effective – a model that gives customers access to a fleet of 36,000 of our own 53-foot freight containers, and over 90,300 rail assets. This brings our customers the most flexible and reliable intermodal shipping service operating throughout North America.

Truck Brokerage

Hub Group's Truck Brokerage Service is one of the largest over-the-road brokers in North America. Our \$392 million Hub Highway brokerage business has strategic relationships with over 20,000 carriers. Our robust carrier base translates to greater capacity for our customers. Our highway division can provide a personalized plan – from a single load to innovative capacity solutions for special projects.

Dedicated

Our Dedicated service brings industry-leading talent, technology and safety to your supply chain, managed with our award-winning customer service. With a focus on performance and quality, our network of over 2,250 drivers and 5,500 trailers delivers value to customers from multiple verticals coast-to-coast.

Logistics

Unyson is an award-winning 3PL that specializes in customizing solutions to fit our clients' needs. We offer multi-modal capabilities that guarantee supply chain savings through our services, technology and expertise. Unyson deploys structured account management, continuous improvement programs and business intelligence that combines innovative reporting with cutting-edge dashboard technology.

Drayage

Hub Group Trucking, our in-house drayage operation, is stronger than ever. Over 30 years strong, in fact. Our services include intermodal drayage, international drayage and dedicated truck services. Our intermodal drayage footprint includes over 2,500 drivers with 23 terminals nationwide. We retain an in-house information technology staff that ensures Hub Group Trucking's technological edge.

Mode Transportation

Mode Transportation, a Hub Group company, is a flexible based third-party logistics company focused on delivering truck brokerage and intermodal services. Mode Transportation works with all major consumer and industry groups in North America. No matter the industry or the commodity, we have the know-how to handle small, medium or large supply chains – for both inbound and outbound freight needs.



Hub Group
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www.hubgroup.com

Institute for Supply Management



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Mission

We advance the practice of supply management to drive value and competitive advantage, and contribute to a prosperous, sustainable world.



Institute for Supply Management (ISM) is the first and largest not-for-profit professional supply management organization worldwide. Founded in 1915, ISM has over 50,000 members located in 100 countries.

ISM membership helps you and your company excel in the most competitive industry in the world. Join our network of supply management professionals and get the tools you and your organization need to advance and perform at each stage of your career.

ISM Mastery Model®

Skill gaps – especially the ones you don't know about – can hinder your efficiency, problem-solving, innovativeness, and career development. The ISM Mastery Model® identifies areas for improvement, recommends learning resources, and helps you master essential skills to become the expert your company can't succeed without.

eISM

Furthering your supply management career shouldn't disrupt your work-life balance. eISM lets professionals like you choose from countless self-paced or instructor-led online courses to help you master your craft—and we focus on growth recommendations tailor made for you.

ISM Certifications

Being certified by ISM, whether it's a CPSM® or CPSPD™, is one of the most important decisions you will make. Those four letters after your name carry a lot of weight in the global supply management field because they are backed by ISM's reputation and more than 100 years of credibility.

Stand out from your peers. Earn more. Win promotions. Impress employers. These are the possibilities that a globally recognized ISM certification can help make a reality.

ISM Services

Procurement and supply chain managers all over the world understand they need to apply the same strategic approach and discipline to their own organizations as they do to the purchasing categories they manage.

Whether your team needs to transform its global procurement and supply chain strategy or establish a foundation of knowledge, ISM Services offers the specific tools you need to achieve greater profitability, enhanced staff competencies, and sustainable cost improvements.

We deliver high quality, procurement and supply chain solutions for your business needs that will help your organization have a deep, lasting effect on your company's bottom line.

**Institute for Supply
Management**
309 W Elliot Road, Suite 113
Tempe, AZ 85284
480-752-6276



Intelligent Audit

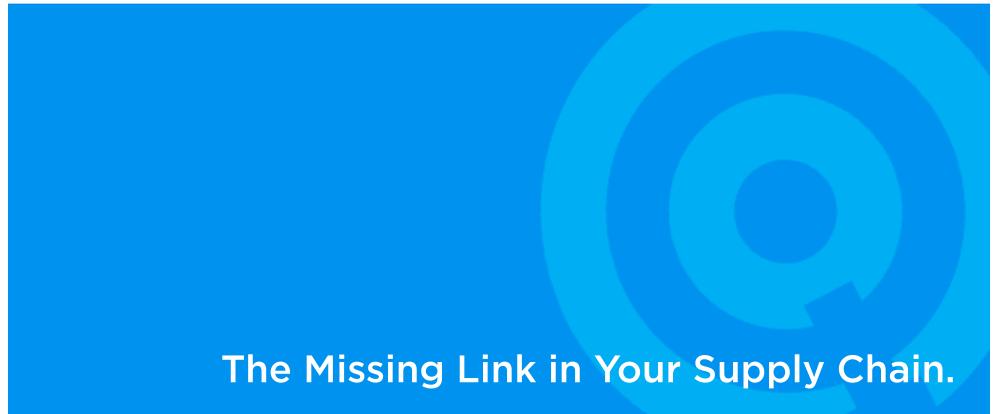
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Joseph 'Yosie' Lebovich
CEO & Founder

Mission Statement

Intelligent Audit aspires to develop innovative analytic intelligence to drive optimization, cost reduction, and revenue recovery in our clients' global supply chain processes.



The Missing Link in Your Supply Chain.

Founded in 1996, Intelligent Audit is the leader in supply chain data analytics, business intelligence, and freight audit and recovery, with a wide range of services available to clients looking to reduce costs, improve customer satisfaction, and discover new strategic enhancements within their supply chain.

Intelligent Audit successfully manages more than \$8 billion in customer transportation spend and specializes in reducing carrier and freight costs for more than 2,500 customers – leveraging technology to provide insights that help shippers think smarter.

As a premier technology company with deep knowledge of the logistics industry, Intelligent Audit has developed a best-in-class, proprietary software system to automatically review every package shipped for accurate billing – verifying all charges against carrier contracts and validating all potential exceptions. Services include:

1. Freight Audit and Recovery

Investigate and recover opportunities regardless of dollar amount. Automate dispute submission and resolution tasks. Create systematic processes to drive and increase cost savings.

2. Business Intelligence

Visualize and analyze complex data. Deliver attractive, customizable reports for internal and external use. Drive proactive versus reactive strategies using BI and analytics tools. Bring data into common alignment within diverse departments.

3. Contract Optimization

Analyze carrier contracts and determine cost reduction opportunities. Identify areas of improvement and optimize current contracts. Simplify management and reduce risk with the support of IA advisors.

4. Finance and Accounting Tools

Effectively manage complex GL coding and cost center allocation entries. Automate multi-currency freight payment and remittance processes. Accurately categorize costs by business unit. Model and forecast accruals and landed costs.

IA's services, paired with a team of strategic account managers and freight and transportation industry expertise, provide an unrivaled ability to uncover opportunities for cost reduction and supply chain improvements.

Intelligent Audit
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International Warehouse Logistics Association

 Connect on LinkedIn  Subscribe to our YouTube channel  Like us on Facebook  Follow us on Twitter

Mission Statement

Help members run high-quality, profitable warehouse logistics businesses.

Vision Statement

To be the most valued trade association for our members.



The International Warehouse Logistics Association (IWLA) is dedicated to being the resource for warehouse logistics providers, suppliers, and 3PL customers.

IWLA Value Proposition

In order to accomplish our mission and vision, IWLA members have access to:

Education

- Educational events with expert-driven content focused on industry standards in assessing warehousing and logistical costs, legal, sales, marketing, safety, technology, regulations, and operations.
- Monthly webinar series brings education to a wider audience on a variety of timely subjects.

Government Advocacy

- Representation in Washington, D.C., helps IWLA keep up with (or ahead of) federal and state laws, and regulations that impact warehouse/logistical business.
- Lobbying guidance is essential to IWLA's successful government affairs efforts in that members have a proactive voice in the Congressional decision-making process.
- Pooled financial support in the Bi-Partisan Political Action Committee brings IWLA members

resources like data, campaigns, press, and guidance to bring real results.

Information

Information is a powerful resource in the highly competitive and regulated business world of warehousing and logistics. IWLA gives members the right information, at the right time.

- IWLA Councils are designed to address specific needs/interests of member companies by bringing those groups together in an organized fashion: Transportation Advisory Council, Chemical Council, Sustainability Council, Food Security Council, Government Affairs Council, and Diversity Council.
- The IWLA1891 newsletter and blog is a weekly showcase of the latest regulatory, governmental, association news, member spotlights, and business intelligence circulating the warehouse 3PL industry.
- Legal counsel and guidance is made available to every member on an as-needed basis.

IWLA
The Resource for Warehouse Logistics

International Warehouse Logistics Association

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www.iwla.com

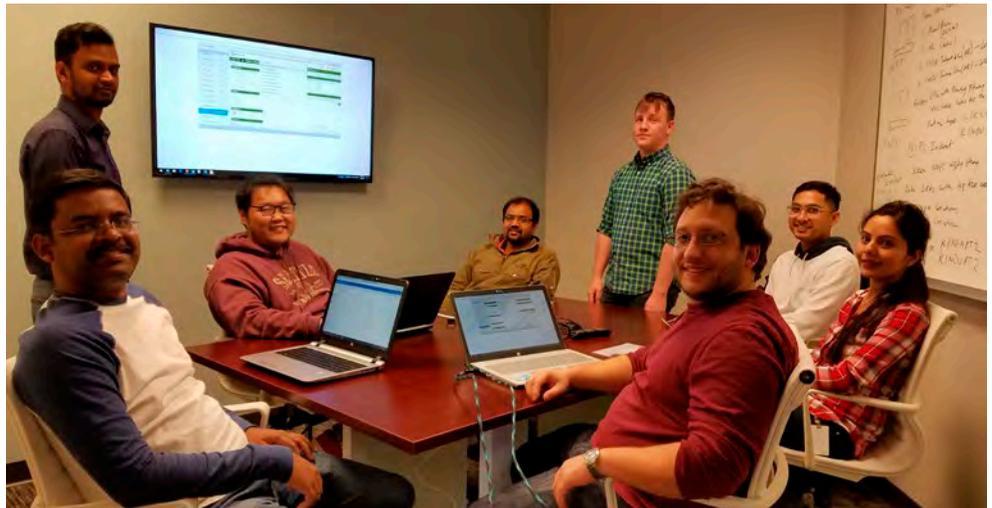
ITOrizon

 Connect on LinkedIn



Shan Muthuvelu
President

“In today’s highly accelerated business environment, all you need is an integrated supply chain system. We at ITOrizon, help companies ensure their supply chain resiliency and to facilitate seamless information flow with real-time visibility.”



Founded in 2013, ITOrizon is a Global Services Company specialized in Supply Chain Management, Enterprise Resource Planning, Enterprise Order Management, and Digital Business.

Headquartered in Atlanta (USA), we are a niche system integrator who serves enterprises on Business Consulting and Technology Platforms. We align our cutting-edge technology solutions with our client’s business objectives to gain operational efficiency and top line growth.

We apply Gartner and other industry analysts’ research for recommending the best of breed solutions and processes to our customers. In addition to our consultative approach, we specialize on very selective software vendor packages and technology platforms to be the SINGLE Trusted Partner to aid customers on their IT journeys. We also provide development and support services to take complete ownership of our design and deliveries.

ITOrizon – Center of Excellence (CoEs)

Our CoEs are cross-functional bodies which blend expertise from various internal teams, and research input from various external analysts. We work as a strategic partner to ensure your IT solutions become your core business enabler.

- SCM - COE
- ERP & EOM - COE
- Digital Business - COE
- Technology - COE
- Support Services - COE

Our Customer Engagement Process

- Transform strategic objectives and high-level requirements from executive management and business teams into granular, measurable, and detail-oriented business requirements for engineering, operations, IT, software vendors, suppliers, manufacturers, and carriers.
- Fit business requirements into methodologies, tools, and sprint cycles, and assist client IT in coming up with clean project plans, milestones, and metrics.
- Consult client PMO in sourcing, budgeting and risk mitigating.
- Deliver thought-leadership to client business analysts regarding the industry’s best practices and latest trends.
- Strategize with client technical architects in choosing on-premise vs. cloud, open source vs. licensed, Java vs. .Net, SQL vs. NOSQL, etc.

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JAXPORT

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Eric Green
CEO

Located in Northeast Florida in the heart of the South Atlantic, JAXPORT is a full-service, international trade seaport at the crossroads of the nation's rail and highway network.

JAXPORT owns, maintains and markets three cargo terminals, a rail terminal and one passenger cruise terminal along the St. Johns River: Blount Island Marine Terminal, Dames Point Marine Terminal, Talleyrand Marine Terminal, the JAXPORT Intermodal Container Transfer Facility (ICTF) and the JAXPORT Cruise Terminal.



JAXPORT. It's just smart business.

As Florida's No. 1 container port complex and one of the nation's busiest auto processing ports, JAXPORT continually earns accolades for customer service and efficiency. Jacksonville, a large population center in one of the nation's fastest growing states, was also recently named a top U.S. hub for global logistics.

JAXPORT offers worldwide cargo service from dozens of ocean carriers with connections to more than 100 ports in 72 countries. This includes direct service with Asia, Europe, Africa, the Middle East, South America, the Caribbean and other key markets.

JAXPORT terminals are serviced by three major interstates (I-10, I-95 and I-75), and 36 daily train departures via three railroads: CSX, Norfolk Southern and Florida East Coast Railway.

The JAXPORT ICTF is conveniently located near the port's North Jacksonville terminals and connects to CSX's main line with two daily unit trains carrying up to 200 containers each. The ICTF allows for the direct transfer of containers between vessels and trains.

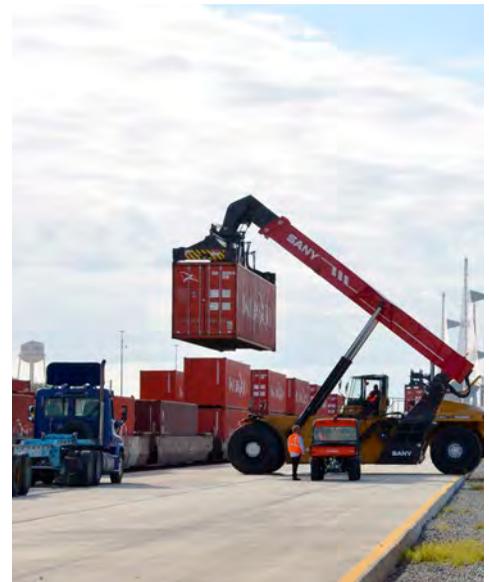
JAXPORT's Foreign Trade Zone No. 64, spanning more than 5,000 square miles across eight counties, helps shippers save time and money by streamlining customs clearance.

There are more than 120 million square feet of distribution center and warehousing space within close proximity to JAXPORT, offering businesses

room to grow.

The federal project to deepen the Jacksonville shipping channel to 47 feet is set to begin construction in early 2018 and \$2.5 billion in state transportation projects are being completed around the Northeast Florida region, all enhancing JAXPORT's efficiency and cost-effectiveness.

Connect with JAXPORT's global cargo experts today at JAXPORT.com/Cargo.



JAXPORT

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Toll-free: 1-800-874-8050
Phone: 904-357-3030
Info@JAXPORT.com
www.JAXPORT.com/Cargo

Kenco

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  Blog
  Join the Conversation



Denis Reilly
President & CEO

“What I like about Kenco is that you are big enough to handle our business and everything we throw at you, but you are small enough that we are important to you.”

– Customer Testimonial



Kenco is the largest woman-owned third-party logistics company in the United States. We provide integrated logistics solutions that include distribution and fulfillment, comprehensive transportation management, material handling services, real estate management, and information technology—all engineered for Operational Excellence.

Privately-held and financially strong, we take our corporate responsibility seriously by engaging in ethical, honest, and sustainable business practices. Our agility, customer dedication, and common sense solutions drive uncommon value.

We engineer creative solutions that provide tangible value with the highest level of quality, service, and continuous improvement in the following areas:

Distribution and Fulfillment

Kenco operates over 28 million square feet of warehouse space across North America. We perform services that go far beyond the receiving and storage of freight. Some of these value-added services include: network optimization, sequencing, raw materials management, product testing, vendor-managed inventory, and regulated pharmaceutical destruction. Kenco's technology solutions bring agility and flexibility to our customers. We offer the combination of several powerful tools to help you manage your information, workforce, inventory, space, and time.

Transportation Management

Companies rely on Kenco for innovative solutions to lower transportation costs, improve customer service, and reduce order cycle times. Our experts focus on your transportation needs so you can focus on your company's core competency. Kenco offers full-service transportation solutions, which include dedicated fleet management, freight management, transportation brokerage, over the road transportation, and transportation management systems.

Material Handling Solutions

Kenco has been providing material handling equipment (MHE) and maintenance services for over



50 years. In addition to regional forklift dealerships, Kenco has the ability to provide on-site technicians that perform preventative maintenance and repairs. This service can substantially reduce equipment downtime and maintenance costs. We also offer a fleet strategy service that tracks and reports MHE data to allow management to make more informed equipment decisions.

Real Estate Management

JDK Real Estate is known for optimum site selection and rate negotiation power. We leverage our partnerships with internationally known real estate firms to provide a “one-stop shop” capable of managing the real estate process from beginning to end. We can locate an existing site or build-to-suit, and customize, equip, and manage the facility.

Through our Women's Business Enterprise National Council (WBENC) certification, Kenco fulfills a unique market niche by offering high-quality and comprehensive services on a large scale while allowing customers to meet supplier diversity goals.

Kenco
2001 Riverside Drive
Chattanooga, TN 37406
Toll Free: 1-800-758-3289
solutions@kencogroup.com
kencogroup.com



Knight-Swift Transportation



Dave Jackson
CEO

At Knight-Swift, we provide transportation solutions that improve each customer's ability to compete and grow their business. With the considerable assets of North America's premier \$5 billion transportation company—we are on a mission to deliver more.



Knight-Swift Transportation Holdings LLC.
20002 N. 19th Avenue
Phoenix, AZ 85027
800-489-2000

Knights Supply Chain Solutions

Knights Supply Chain Solutions provides asset backed transportation management and 3PL services that leverage the Knight-Swift network. From LTL to a full network analysis we design, engineer and execute customized supply chain solutions—True Solutions™.

E-Commerce Support

Our time-critical, expedited truckload, and air-freight capabilities yield high-performance results through precision delivery, load visibility, pro-active 24/7/365 customer service, team transit, trailer pool control, and capacity flexibility.

Dry Van Truckload

With nearly 23,000 tractors, 77,000 trailers, and 28,000 transportation professionals we successfully operate the nation's largest truckload fleet by incorporating the strongest core values with the most comprehensive terminal network in the industry.

Refrigerated Truckload

Providing nationwide temperature-controlled solutions utilizing 2,300+ asset-based tractors with state-of-the-art temp-controlled equipment and technology.

Flatbed

Full North American coverage including Mexico. We utilize one of the industry's widest varieties of specialized equipment and trailer configurations with live tracking to provide superior service.

Dedicated

Comprehensive door-to-door, engineered fleet solutions tailored to your supply chain that delivers a consistent high level of service and reliability.

Brokerage/Logistics

Companies of any size can tap into North America's largest freight network. With over 25,000 certified partner carriers coast-to-coast, our solutions cover dry van, refrigerated, and flatbed.

Dray/Port Services

We operate over 370 trucks with offices and secure drop yards located in close proximity to most major ports / rail heads in order to facilitate timely service.

Intermodal

Asset and non-asset based door-to-door intermodal capacity when and where you need it. Our strategic relationships with multiple railroads, 9,000 double stack containers, and extensive trailer pool enables us to provide flexible service in every market.

Cross-Border

Our Trans-Mex unit and Customs Brokerage Service allows us to complete the supply chain and offer the ONLY true door-to-door transportation service in the industry. This translates to better service and a timely, safe and affordable delivery of your freight.

Kuebix

 Connect on LinkedIn  Like us on Facebook  Follow us on Twitter



Dan Clark
Founder and President

Kuebix Mission

Kuebix was founded in 2008 with the mission of leveraging the latest cloud technology to build a transportation management system (TMS) with Freight Intelligence that enables companies to capitalize on supply chain opportunities through visibility, control and the use of predictive analytics. That vision was realized when the Kuebix team of freight and technology experts launched Kuebix TMS, a next generation SaaS TMS that is changing how businesses of all sizes purchase freight.

Products/Services

- Kuebix TMS (Shipper, Business Pro, Enterprise)
- Premier Applications
- Integrations
- Managed Services

Download "The Complete Buyer's Guide to TMS"



Kuebix
5 Mill & Main Place
Maynard, MA 01754
978-298-2100
www.kuebix.com



Whether you're looking to find the best shipping rates, manage a growing logistics operation, or discover new efficiencies in a sophisticated supply chain, Kuebix shifts the balance of power back to you, the shipper.

It all starts with Kuebix's transportation management system (TMS), which creates a community where shippers and carriers interact to drive better levels of service and accountability. Instantly rate, book and track orders using Kuebix's cloud-based, multi-tenant TMS. From order creation to final mile, customers gain sorely needed visibility and can apply predictive analytics to their operations for better decision-making.

Kuebix TMS is a single code base that scales from meeting the needs of small businesses to Fortune 500 companies with more complex and elaborate supply chains. The TMS can be implemented quickly with the base TMS, then logistics professionals can seamlessly add Premier Applications and Integrations as needed. Kuebix also offers unique Managed Service Programs to businesses looking to partially or fully outsource transportation management.

Kuebix TMS was designed by a team of freight industry insiders who have helped build and optimize corporate shipping operations for large corporations. Dan Clark, Founder and President, is a transportation industry

veteran. He possesses extensive operations and sales experience gained from years of working with leading freight carriers. He has also consulted with multibillion-dollar corporations with vast supply chains and is known as an industry visionary who has found a way to embed his strategy for supply chain efficiency into an intuitive, powerful software platform.

At Kuebix's core is Freight Intelligence™; actionable analytics that enable logistics professionals to spend their time planning ways to increase the efficiency of their supply chain rather than fighting fires. Many Kuebix TMS customers have reduced their annual freight spend by 20%, and have implemented programs to turn their freight operations into a profit center.

With the data-fueled management capabilities of Kuebix TMS, logistics managers can help position the logistics department as a strategic asset as businesses seek to continually evolve and optimize their core operations.



Landstar System, Inc.

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Jim Gattoni
President & CEO



A recognized industry leader, Landstar provides safe, secure, reliable transportation services delivered by our unique network of independent agents and capacity providers. Landstar customers enjoy personalized service at the local level with the global reach and resources of a multi-billion dollar company.

Safe, Reliable Capacity at a Cost-effective Price

- One of the industry's largest van and platform selections with over 53,000 truck capacity providers under contract
- Expedited cargo vans, straight trucks and tractor-trailers
- 14,000 pieces of trailing equipment
- Access to 1,400 stepdecks, 1,300 flatbed trailers
- Drop and hook services
- Specialty trailers ranging from beam, blade and Schnabels to double drop, stretch and multi-axles

Global Air & Ocean Freight Forwarding Services

- Import/Export, at major ports
- Air express, air cargo and air charter
- Licensed NVOCC
- Full & less-than-container loads, plus over-dimensional breakbulk

Rail Intermodal

- Boxcar, bulk, flatcar and tank capacity
- Contracts with major rail and stack train operators
- Service into Canada and Mexico

Landstar System, Inc.
13410 Sutton Park Dr. South
Jacksonville, FL 32224
877-696-4507
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www.landstar.com



LEGACY Supply Chain Services

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Mike Glodziak
President & CEO

Commitment to Customers:

LEGACY is a third party logistics partner who builds client-centric solutions that add business value, improve cost-to-serve, and enable profitable business growth across B2B & B2C sales channels.

VETS to WERC:

LEGACY is a founding partner of VETS to WERC, a program to align experienced veterans with our industry's need for talented supply chain professionals.



VETS to WERC

To learn more, visit WERC.org/VETStoWERC

LEGACY Supply Chain Services

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Canada Headquarters
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Brampton, ON, Can L6T 5E6

800-361-5028 ext. 6
contactus@legacyscs.com
www.LEGACYscs.com



For nearly 40 years, LEGACY Supply Chain Services has been a value-added provider of warehousing, distribution & transportation solutions for dynamic supply chains in the US & Canada. Our high-touch customer service and operational expertise deliver results for clients in many industries including retail, consumer goods, industrial manufacturing, technology, aftermarket automotive, and food & beverage.

Solving Today's Logistics Challenges...

Supply chain has become a primary enabler of profitable business growth - directly responsible for boosting sales, enhancing customer satisfaction, and strengthening brand loyalty. Companies are faced with complex and evolving supply chain challenges: How do I reduce my cost-to-serve diverse customer markets? How do I overcome supply chain labor challenges? How do I ramp speed-to-market? How do I optimize inventory to serve multiple sales channels?

...with Omni-Channel Expertise

Today's consumer-driven supply chain requires sound strategy & ability to execute across all sales channels:

Direct to Consumer & eComm | Direct to Store | DC to DC | Big Box Retail | Wholesaler & Distributor

HOW We Do It: We are supply chain operational experts - with deep and diverse experience customizing solutions for Fortune 500 and mid-size clients across many industries.

Solutions for Dynamic Supply Chains

LEGACY's know-how in dynamic supply chain environments increases speed to market, reduces costs, and increases service levels for our clients:

- **Value-Added Warehousing & Distribution:** contract warehousing & distribution, omni-channel distribution - driving cost-to-serve and other critical KPIs in dynamic b2b & b2c supply chain environments
- **Fulfillment:** ecommerce order fulfillment & drop shipping solutions in dedicated and shared warehouse environments, technology integration to enable online supply chain
- **International Transportation & Customs:** import & export freight forwarding, NVOCC ocean freight, air cargo, foreign-to-foreign, US Customs brokerage & foreign border crossing services
- **North American Transportation:** intermodal, over-the-road and last mile solutions for today's capacity-constrained transportation market
- **Dedicated Fleet Solutions:** remove network variability- operations, admin, safety & compliance management, asset & non-asset models
- **And Everything to Add Value in Between:** supply chain design, transportation analysis & planning, customized supply chain technology

Learn how LEGACY can add value in your dynamic supply chain - visit LEGACYscs.com



Litco International, Inc.



Gary Sharon
Executive Vice President



Founded in 1962, Litco International offers innovative, cost effective, sustainable transport packaging pallets and load securement solutions that are designed for LTL, truckload, rail, overseas container and air shipping. We specialize in the molding of wood fibers into three dimensional shapes and sizes. We ship from two locations that can economically reach most of the USA and neighboring countries.

Litco International is the exclusive North American source for the Inca(R) Molded wood pallet. Other services include, but are not limited to, pallet leasing, pallet management, pallet removal and pallet recycling. Litco's product specialists are "Export Pallet Experts" and are trained in eliminating the pallet related pains associated with export shipping.

Litco International, Inc.
One Litco Drive
P.O. Box 150
Vienna, OH 44473-0150
800-236-1903
www.litco.com/
export-grade-pallets

Introducing... "The Exporter" Engineered Molded Wood Pallet

A low-cost, strong, internationally accepted pallet built for export shipments.

Here's how our molded wood pallet **OUTPERFORMS** conventional wood, plastic and corrugated pallets for one-way domestic and export shipping!

- ISPM 15 compliant "as is" – no additional costs to heat treat or fumigate.
- Low M.C. of 3% at time of manufacture - Mold, termite and bacteria resistant
- Sanitized at 350 degrees Fahrenheit in the molding process.
- Typically 33% lighter than new hardwood pallets
- Lower cost per pallet: 48" x 40" as low as \$7.00 (truckload quantity)

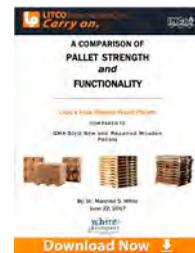
Performance Facts:

Our molded wood pallets are twice as stiff as new hardwood pallets!

- Stiffer pallets are always better:
- They are more stable.
 - They reduce the vibration transmissions and stresses on packaged products being transported.
 - They help to resist load shifting during transportation.

- They allow the potential to reduce the specification and cost of distribution packaging materials.
- Durable
- Due to their eco-intelligent design, Inca molded wood pallets have a 52% greater resistance to fork-related, pallet edge damage. This is because they do not use nails or staples to form joints that are subject to failure upon impact.

For a free sample visit our web site:
www.litco.com/export-grade-pallets



Want to see the science behind our performance declarations? Download the Whitepaper comparing Litco's Molded Wood Inca Pallets to Conventional Wooden Pallets at www.litco.com/GMACompareReport



Lynden

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Jim Jansen
Chairman

At Lynden, our job is to deliver innovative transportation solutions to our customers.

Lynden began with a clear mission: put the customer first, deliver quality, and be the best at what you do. Today, Lynden's service area has grown to include Alaska, Washington, Western Canada, and Hawaii, with additional service extending throughout the United States and internationally, via land, sea and air. Our mission remains the same. Complex transportation problems can be solved in the hands of the right people, with the right tools and the right experience.



Over land, on the water, in the air – or in any combination – Lynden has been helping customers solve transportation problems for over a century. Operating in such challenging areas as Alaska, Western Canada, the South Pacific and Russia, as well as other areas around the globe, Lynden has built a reputation of superior service to diverse industries including oil and gas, mining, construction, retail, seafood and manufacturing.

Lynden is a family of transportation companies with the combined capabilities of truckload and less-than-truckload transportation, scheduled and charter barges, intermodal bulk chemical hauls, scheduled and chartered air freighters, domestic and international forwarding and customs services, sanitary bulk commodities hauling, and multi-modal logistics.

The Lynden family of companies delivers a completely integrated freight transportation package. Our people have the knowledge to quickly respond and solve your multi-modal transportation problems. From origin to

destination, over any terrain, managing freight movement, as well as the flow of information, Lynden provides innovative solutions to meet your unique needs, keeping you in control while providing you with services no other company can match.

Lynden was founded on principles of integrity and quality. Its environmental commitment is based on a common-sense desire to be efficient and to do things right. Its culture of innovation and efficiency is completely in harmony with its commitment to protect the environment. Lynden's people, equipment, processes and technology are focused on the efficient use of resources and sustainable operations.

Proudly serving Alaska for more than 60 years.

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Anchorage, AK 99502
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Fax: 907-245-1744
information@lynden.com
www.lynden.com



Mallory Alexander International Logistics

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W. Neely Mallory III
President



services officers. Offering value added services such as customs brokerage, white glove delivery, fulfillment and repackaging services, along with a select team of dedicated employees, clearly distinguishes us from other third party logistics providers.

Expertise

For more than 92 years, Mallory Alexander has been providing our expertise to a broad range of diverse logistics problems. Originally founded in Memphis to warehouse and ship cotton, we

Mallory Alexander International Logistics is a leading third-party logistics (3PL & 4PL) provider. We support manufacturers, retailers and other suppliers in the storage and shipment of their valuable cargo, and we do it with confidence—on time, with care, everywhere. We recognize the invaluable role our customers play in the international economy and in lives around the world.

We navigate the complex logistics landscape and build safeguards into our processes, ensuring accuracy and providing our customers peace of mind. We create reliable yet nimble systems to meet our customers' dynamic needs, at every touch point, every time.

Your biggest challenges are met with creativity and supported by our offices around the world and warehouses at strategic U.S. locations. As a financially secure company, Mallory Alexander has the stability and commitment to develop long-term relationships in global commerce.

Rely on Mallory Alexander for superior supply chain performance around the world.

Experience

Mallory Alexander works to establish partnerships with our customers to develop customized business solutions that fit their particular needs, while ensuring that their corporate goals are met. Combining best in class operating procedures and systems with a comprehensive network of agents and service providers allows customers to maximize the value of their supply chain spend.

At Mallory Alexander, we align our objectives with our customers' objectives. As a solution provider first, we are not bound to a limited group of suppliers or

now lend our expertise to a range of customers in many industries. Mallory Alexander services include:

- Public and Contract Warehousing Facilities
- Freight Forwarding and Brokerage
- International and Domestic Air
- Domestic Transportation
- NVOCC
- Customs Brokerage
- Supply Chain Consulting
- Managed Logistics
- Cargo Security
- IT Solutions

Excellence

Our commitment to your success requires nothing short of excellence. Mallory Alexander is fully licensed, ISO9001:2008 and C-TPAT certified. We participate in government agencies and third party training and seminars to ensure the highest degree of compliance with the US government regulations. We are a winner of the President's E-Award for Exporting Excellence and the President's E Star Award for the promotion of U.S. Exports.

Mallory Alexander offers a proud tradition of innovative logistics solutions, tailored quality services, and leading edge technologies delivered every day by the best professionals in the business. We recognize that people are our greatest asset and our success is based on the integrity of people who have a passion and commitment to service their customers.

Mallory Alexander is right-sized with the expertise and flexibility that our customers demand. We are proud to call Memphis, TN home for our company headquarters and the foundation for all our global offices.



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Maryland Port Administration

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James J. White
Executive Director

Mission Statement:

The Maryland Port Administration (MPA) oversees and manages the six public marine terminals of the Port of Baltimore. It is tasked to stimulate the flow of waterborne commerce through the State of Maryland in a manner that provides economic benefit to Maryland citizens. The MPA directly markets, promotes, and facilitates trade through the Port of Baltimore while supporting both public and private Port facilities. The Port of Baltimore annually generates about 13,600 direct jobs, and nearly 130,000 jobs in Maryland are linked to the POB.



More than 300 years removed from its beginning as a colonial hub for the tobacco trade, then as a budding shipbuilding mecca famous for its "Baltimore Clipper," today the Port of Baltimore is widely celebrated for its specialization in moving a 20th century conveyance - the automobile. Among the most diversified cargo gateways in the United States, it is a leading port of departure and arrival for automobiles and roll on/roll off (ro/ro) cargo, while also laying claim as one of the top destinations for imported forest products, paper, gypsum, sugar, and iron ore.

Centrally located on the Atlantic Coast, the Port of Baltimore, which is managed by the Maryland Port Administration (MPA), is the farthest inland port in the United States with a 50-foot deep channel. Baltimore now has a 50-foot deep container berth that is ready to welcome the world's largest ships today.

It is also the closest Atlantic port to major Midwestern population and manufacturing centers and a day's reach from one-third of all U.S. households. Steel manufacturers in Pittsburgh, furniture makers in North Carolina, and consumers in Boston are all served in less than 24 hours from the port.

In terms of transportation, the Port of Baltimore is located adjacent to the East Coast's primary north-south corridor, I-95, proximate to east-west running I-70, and is served by both CSX and Norfolk Southern railroads.

One of the unique aspects of the port's trade is the diversity of cargo moving through its facilities. With a balanced portfolio of automobiles, forest and paper products, ro/ro, and container shipments, the port hosts a variety of global shippers and is less vulnerable to precipitous drops in niche trades.

The MPA operates six public terminals:

- **Dundalk Marine Terminal (570 acres):** Containers, breakbulk, wood pulp, ro/ro, autos, project cargo, farm and construction equipment.
- **Fairfield Automobile Terminals (104 acres):** Automobiles.
- **The Intermodal Container Transfer Facility (84 acres):** International and domestic containers.
- **North Locust Point Marine Terminal (90 acres):** Wood pulp, lumber, latex, steel, paper, and containers.
- **Seagirt Marine Terminal (284 acres):** Containers.
- **South Locust Point Marine Terminal (79 acres):** Forest products.



Maryland Port Administration

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Matson

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Matthew J. Cox
Chairman and CEO

Mission Statement

To move freight better than anyone.



A leader in Pacific shipping, Matson's ocean transportation service is recognized for its industry leading on-time arrival performance and award-winning customer service. Its diversified fleet features containerships, combination container and roll-on / roll-off vessels and specially designed container barges. Matson's ships and assets are U.S.-built, -owned and -operated, which provides significant advantages in the integrated trade lanes of the company's operations.

Serving Hawaii continuously since 1882, Matson is uniquely experienced in carrying the wide range of commodities needed to support remote economies.

Providing a vital, reliable lifeline to the economies of Hawaii, Alaska, Guam, Micronesia and select South Pacific islands, Matson is a key supply chain partner allowing customers to rely on the company's dependable vessel schedules to continually replenish inventories.

Matson's China-Long Beach Express has a strong reputation in the Transpacific trade for reliable, expedited service from Xiamen, Ningbo and Shanghai to Long Beach, consistently delivering the best transit times and offering next day cargo availability on the West Coast.

Matson's Pacific services are further enhanced by the transportation and distribution network of the company's subsidiary, Matson Logistics. A leading provider of freight transportation, warehousing, and supply chain services to the North America market, Matson Logistics helps companies source, store, and deliver their products faster, more reliably

and cost efficiently. Its services and technology are customized to drive efficiencies in—and costs out—of supply chain networks for retailers, manufacturers, and distributors.

Matson Logistics' sourcing, transportation, and distribution solutions include:

- Long haul and regional highway FTL and LTL service
- Domestic and international intermodal rail service with all Class I providers
- Specialized hauling, flatbed, and project logistics
- Contract and public warehousing at key East and West Coast ports including transload, cross-dock, and product preparation and handling down to the sub-SKU level
- Freight forwarding in Alaska; cross-border service to Canada and Mexico
- Value-added retail packaging services, light assembly, and product customization
- E-commerce fulfillment and DtC programs
- Asia-origin consolidation, PO management, customs brokerage, and NVOCC services for FCL and LCL shipments
- Online, on-demand portal to book, track, and manage your shipments—from source to store

Matson is firmly committed to operational excellence and providing its customers with the highest level of service across all modes of transportation.

Learn more at matson.com.

Matson[®]

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MD Logistics

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Mark Sell

President and Co-Founder

Our Mission:

At MD Logistics, our mission is to support our team of leaders, dedicated to each other and our customers, in order to remain fast and flexible while providing custom supply chain solutions in a high quality environment, on time, every time.

MD Logistics is a third party logistics company specializing in customized supply chain solutions. Our vertical markets include Life Sciences and Pharmaceuticals, Retail and Consumer Goods, as well as Transportation Services. In addition to cold chain and foreign trade zone warehousing, our services range from packaging, fulfillment and distribution to global freight forwarding and freight management. Located in Plainfield, Indiana, and Reno, Nevada, our combined facilities include state of the art Pharmaceutical and Retail distribution space.



MD LOGISTICS Customized Supply Chain Solutions

Life Sciences and Pharmaceuticals

MD Logistics designs customized supply-chain solutions for global distribution of trade, sample and clinical specialty products. Our facilities are fully licensed and accredited, maintaining cGMP and VAWD standards, enabling us to provide compliant cold chain storage for finished and WIP products. We deliver these standards through the utilization of Red Prairie WMS and strategically located state of the art facilities. We offer full integration with our customers' ERP software and support electronic data interchange for order management and reporting. Most critical to operational success, our dedicated and experienced pharmaceutical team stands behind our services to ensure the utmost product quality and maximum customer satisfaction.

Transportation Services

Beyond traditional warehousing and distribution services, MD Logistics offers freight management, global freight forwarding and brokerage services. Our Indianapolis and Reno facilities are both located near International airports and within a day's drive of over 80% of the US population. We are strategically positioned to offer customers a range of all-inclusive transportation services and optimize their transportation budgets.

Retail & Omni-Channel Logistics

MD Logistics client shared facilities manage high-volume, high-value, market-driven, retail-sensitive products for industries that expect maximum performance and flexible infrastructure. We handle B2B and e-commerce distribution, supporting the top 100 retailers in the country. Our tier one WMS fully integrates with our customers' ERP software and supports electronic data interchange for order management and reporting. By combining a wide array of custom solutions, the MDL team manages your supply chain from start to finish.



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MercuryGate International, Inc.

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Monica Wooden
CEO

At MercuryGate, we help company logistics operations be more profitable, productive, and efficient through use of innovative transportation management software (TMS) solutions. Together with our customers, we are designing the Future of Delivery.

MercuryGate provides powerful transportation management solutions proven to be a competitive advantage for today's most successful shippers, 3PLs, freight forwarders, brokers, and carriers. MercuryGate's solutions are unique in their native support of all modes of transportation on a single platform including Parcel, LTL, Truckload, Air, Ocean, Rail, and Intermodal.

Through the continued release of innovative, results-driven technology and a commitment to making customers successful, MercuryGate delivers exceptional value for transportation management system (TMS) users through improved productivity and operational efficiency. MercuryGate offers business intelligence to improve transportation processes, increase customer satisfaction, and reduce costs.

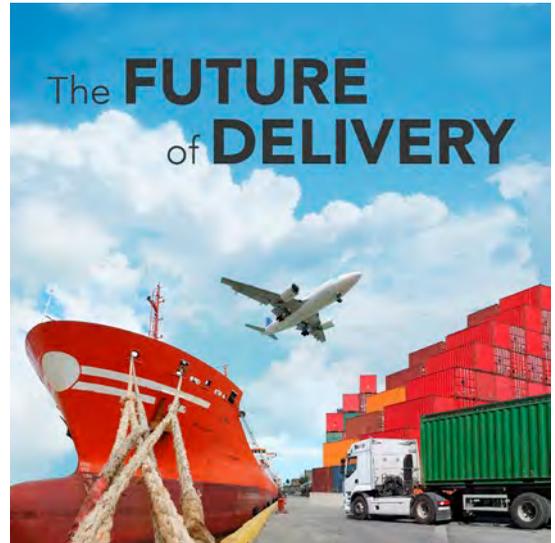
Founded by supply chain professionals with real-world experience and a passion for innovation in transportation management, MercuryGate offers a comprehensive and configurable TMS and delivers a suite of modular solutions for all stages of the transportation management lifecycle - from planning, selling, execution, settlement, and procurement.

Comprehensive Solutions Span the Transportation Management Lifecycle

- Simple to complex transportation network design and optimization
- Multi-modal, multi-leg planning, optimization, and execution
- Control tower visibility and support
- Reusability for set-up, on-boarding, and repetitive moves
- Adaptability to support and improve your workflow
- Procurement, allocation, invoicing in a closed-loop process

All Mode Visibility and Flexible Deployment Options Add Value

MercuryGate provides all mode visibility - Parcel, LTL, Truckload, Air, Ocean, Rail and Intermodal - from one platform across all of its solutions. MercuryGate also offers flexible deployment options, based on customer preferences. MercuryGate was among the first TMS providers to offer the ability to be deployed in a cloud shared, cloud-dedicated, or on-premises



environment. The technology's SaaS model allows MercuryGate to deliver maintenance, updates, and fixes to production quickly, and the cloud platform easily scales during periods of high usage.

Customers Achieve Real Results Using MercuryGate Solutions

- MercuryGate's customers continue to use its advanced solutions to drive positive results, including:
- 100 percent return on the TMS cost investment within a 6-9 month Go Live process
 - Tens of millions in freight savings
 - Improvement in delivery service levels including 30 percent increase in on-time delivery
 - 5-10% average reduction in freight bill invoice costs
 - 20% instant savings due to leveraging synergies across customers/divisions

Technology Empowers Businesses, Today and in the Future

Constant market changes have created the need for better real-time data, continual optimization, stronger visibility and expansive connectivity to respond to today's demands and tomorrow's unknowns. MercuryGate empowers businesses across every industry to stay connected, be proactive, and adapt to whatever tomorrow may bring.



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MHI

The Industry That Makes Supply Chains Work

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George W. Prest
CEO

Mission:

We provide an unbiased, collaborative environment that fosters stakeholder best practices by facilitating industry groups, education, events, and market intelligence through innovative direct programming or in partnership with other industry providers.

Vision:

To be recognized as the premier authority for the material handling industry, enhancing how supply chains work.



MHI is the nation's largest material handling, logistics and supply chain association. MHI offers education, networking and solution sourcing for members, their customers and the industry as a whole through programming and events.

■ MHI provides educational, business development, networking and solution sourcing opportunities.

MODEX will be held April 9-12, 2018 at Georgia World Congress Center in Atlanta, GA. Visit MODEXShow.com to learn more.

MHI Snapshot

■ 800 members including: material handling and logistics equipment companies, systems and software manufacturers; consultants; systems integrators and simulators; and third-party logistics providers and publishers.

■ 17 MHI Industry Groups represent the leading providers in several key equipment and system solution categories.

■ Sponsor of the industry-leading ProMat and MODEX events.



THE INDUSTRY THAT MAKES SUPPLY CHAINS WORK®

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Mitsubishi Caterpillar Forklift America Inc. (MCFA)

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Ken Barina
President

Mission Statement

Mitsubishi Caterpillar Forklift America Inc. (MCFA) develops, manufactures and distributes the highest quality material handling solutions. We place customer focus on everything we do by striving to provide innovative material handling solutions to our customers.

100% Safety, 100% Quality, 100% On Time – these concepts are critically important to our customers, and are the focus of the work we do every day.

MCFA Quick Facts

- Headquartered in Houston, TX
- 1200+ employees
- Brands: Cat® lift trucks, Mitsubishi forklift trucks, Jungheinrich®
- 340+ dealer locations throughout North, Central and South America

MCFA

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www.mcfa.com



MCFA is a leading manufacturer of forklifts throughout North, Central and South America and the Caribbean. Based in Houston, Texas, MCFA features one of the most experienced dealer networks in the industry, offering a wide range of quality forklifts and warehouse products across three brands: Cat lift trucks, Mitsubishi forklift trucks and Jungheinrich warehouse products.

Global Manufacturer

By combining the expertise of three global leaders – Caterpillar Inc., Mitsubishi Nichiyu Forklift Co., Ltd. and Jungheinrich AG – MCFA brings years of manufacturing excellence and experience to the lift truck industry. We are committed to delivering the highest quality forklifts and business solutions and helping our customers succeed by providing reliable local support and extensive aftermarket services. This passion is what drives our business and fuels the products and services we offer.

Our Brands

- **Cat lift trucks has been one of the most trusted forklift brands in the world for nearly 50 years.** With capacities ranging from 2,500 to 36,000 pounds, the product line includes fuel-efficient lift trucks and advanced electric forklifts with longer run times and a lower total cost of ownership.

- **Mitsubishi forklift trucks, ranging in capacity from 2,200 to 15,500 pounds, are known for delivering exceptional value.** Designed for reliability, the products span from warehouse products to a wide range of internal combustion (IC) forklifts.
- **Jungheinrich offers a broad range of forklifts and very narrow aisle lift trucks with capacities ranging from 2,000 to 19,800 pounds.** With more than 60 years of electric lift truck design expertise, Jungheinrich develops energy-efficient warehouse products – many of which operate up to two shifts on one charge in various applications.

Our Dealers

MCFA's dealer network has more than 340 forklift dealer locations across North, Central and South America.



MNO Logistics Inc.

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Michael Yarborough
President & CEO



Carrie Byrd
Vice President & CFO

Mission

We are a customer driven logistics company that moves product for our clients all over the world. Although technology has all but taken over our industry, we believe there is still a need for real people, real partnerships, and real performance.



MNO Logistics Inc.
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MNO Logistics, Inc. is a team of experienced and seasoned logistics solutions providers who strive to become the premier Go-To for all our clients' transportation needs. Through a combination of TMS/WMS systems, along with in-house processes, we aim to become a true extension of our clients' supply chain program and footprint.

SOLUTIONS/SERVICES

- **Dedicated Division.** Our dedicated division is accessible to all clients. Assets are deployed when consistent volume demands consistent capacity.
- **Truckload (TL).** Our Truckload program is a combination of our dedicated capacity and our Brokerage Division. The brokerage program allows for flexible capacity during peak seasons and volatile market trends that cause capacity crunches throughout the year.
- **Less-than-Truckload (LTL).** Our LTL program coupled with our proprietary software can be utilized by a combination of client/provider, client only, or provider only. This gives the ultimate flexibility with access to all common carriers with customer specific and/or blanket pricing along with transparency.
- **Final Mile.** Our final mile service combines experienced drivers with the tools and equipment needed to provide on time, transparent and safe delivery to your customers' doorstep.
- **Refrigerated.** Our customizable solutions offer temperature-controlled service, through our Dedicated Capacity and Brokerage Division providing a network of thousands of vetted, reliable carriers, such as roll-door and multi-temperature units.
- **Open Platform/Heavy Specialized.** Our flatbed solution includes heavy haul, step deck, removable gooseneck, and Conestoga. A variety of solutions for specialized equipment is available including forklift flatbeds, broom trucks, delivery



vans, multi-axle equipment and others.

- **Expedited/Team Service.** We offer solutions to expedited and specialized needs ranging from dual-driver protection to trade show services, all with critical care and 24/7 customer service.
- **Freight Management Service.** We offer full domestic freight management across all modes and services to our clients. Our customer focused freight management strategies use various transportation modes to meet the ever-changing needs of our customers.

Insurance

With a full-service insurance agency, we can provide P&C insurance for high risk, high value loads on the spot with little to no delay to the customer or carrier.

Our team fulfills a unique market niche by offering high-quality and comprehensive services on a large scale while allowing customers to meet supplier diversity goals with the ability of a single point of contact team here at MNO Logistics, Inc.

NASSTRAC

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The National Shippers Strategic Transportation Council (NASSTRAC) is the shipper's association for transportation and logistics professionals who manage freight across all modes. Whether you manage freight moving via truckload, LTL, parcel, rail, ocean or air, you'll find value in belonging to NASSTRAC. Membership offers resources to meet these challenges head on: rising costs of transportation, regulatory issues, legislative decisions, securing adequate capacity for shipments, senior management education, and more.



Short for the National Shippers Strategic Transportation Council, NASSTRAC is THE association for transportation and logistics professionals who manage freight across all modes.

We began in 1952 and today, NASSTRAC represents freight decision-makers who are mid- to upper-level management across many industries, from manufacturers and retailers to wholesalers and distributors throughout the U.S. Many industries are represented, including food and beverage, consumer goods, retail, manufacturing, pharmaceutical and industrial products.

Whether you manage freight moving via truckload, LTL, parcel, rail, ocean or air, you'll find value in belonging to NASSTRAC.

NASSTRAC is the voice of the shipper in opposing unwise or excessively burdensome regulation that will negatively impact your transportation or supply chain operations. As a member of NASSTRAC, you'll collectively communicate shipper concerns with greater impact and at a lower cost than if each shipper member acted alone.

Gain a feeling of satisfaction through the knowledge that you are contributing to common-sense, pro-growth policies that will facilitate safe and effective transportation, logistics, and supply chain operations and contribute to growing and strengthening our national economy.

We make your life easier by:

- Creating an environment which is conducive to effective communication between members, logistics providers, and carriers.
- Helping you identify the best of the best in carrier performance and value.
- Strengthen your relationships with current carriers and source new ones at our Annual Shippers Conference & Transportation Expo in a uniquely intimate setting.

Key Benefits

- Annual Shippers Conference & Transportation Expo
- Regional meetings
- Webinars
- Whitepapers
- NewsLink and E-Link newsletters
- Online news updates

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NFI

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Sidney R. Brown
Chief Executive Officer

Mission

We free each of our customers to focus on their core business by managing commerce and “delivering the goods.”

Our people make our solutions seamless through their uncompromising commitment to excellence and their can-do spirit.

Values

- Integrity
- People
- Customer Service
- Entrepreneurship
- Performance
- Social Responsibility



Industry-Leading Supply Chain Solutions

As one of North America’s top supply chain solutions providers, NFI’s award-winning services deliver the competitive advantage you need as a leader in your industry. Allow NFI to be the driving force as a partner in your business, engineering integrated solutions that leverage insights from experience that spans since 1932.

NFI provides the flexibility, agility, and quick decision-making needed to increase speed to market. Our uniquely engineered solutions are specifically designed for a variety of industries including retail, food & beverage, e-commerce, manufacturing, industrial, automotive, and healthcare.

Distribution

NFI operates more than 41.5 million square feet of warehousing across North America. Meeting the needs of your products, NFI provides specialized services such as cross-docking, automation, e-commerce, ambient, temperature-controlled storage, and food-grade facilities. During peak and seasonal surges, NFI can provide you with the flexibility to continually meet demand.

Transportation

NFI’s unique combination of asset-based and non-asset based transportation solutions provides you with a variety of options that can be integrated for your needs and allow you to focus on your core business. With solutions that span dedicated transportation, brokerage, transportation

management, intermodal, and drayage, NFI can engineer world-class solutions and continuously optimize specialized services that match your products’ specific requirements.

Global Logistics

Connect your domestic operations with international trade by leveraging NFI’s air/ocean freight forwarding, port drayage, transloading, deconsolidation, and customs examination capabilities. With a significant presence at nearly every major U.S. port, NFI provides you with the seamless transition of goods from import to port to final destination in North America.

Real Estate

As a 3PL, NFI gives a unique perspective on knowing what it takes to build and develop modern distribution centers. NFI specializes in providing state-of-the-art facilities that offer flexibility and expansion opportunities as your business grows. With the ability to rapidly procure space and utilize incentives, NFI can be your partner in construction, development, and leasing.



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The Northwest Seaport Alliance

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John Wolfe
Chief Executive Officer

About The Northwest Seaport Alliance

The ports of Seattle and Tacoma (Washington State, USA) unified management of their marine cargo facilities in August 2015. The alliance is a port development authority governed by the two ports as equal members, with each port acting through its elected commissioners.



The Northwest Seaport Alliance (NWSA) brings together two of the nation's premier harbors to form a single, integrated gateway for marine cargo. Our combined terminal facilities, carriers and ports of call provide unlimited options and flexibility to suit your unique supply chain needs.

We are one of the largest container load centers in North America. Strategically located in the northwest corner of the U.S., we offer shorter transits from Asia, and are the first and last ports of call for many transpacific liner services. We are also a major gateway to Alaska and Hawaii; more than 80% of trade between Alaska and the lower 48 states moves through our harbors. In addition to containers, we are also a center for bulk, breakbulk and project/heavy-lift cargoes, and automobiles.

Make better connections

Shorter transit times from Asia make The Northwest Seaport Alliance the natural port of choice for time-sensitive container cargo headed to the Midwest, Ohio Valley and the East Coast.

Our on-dock rail, international and domestic rail service options from two Class 1 railroads along with near-terminal transload warehouse facilities offer plenty of options and the flexibility to move cargo how and when you want. Our close proximity to the 2nd largest concentration of warehousing on the U.S. West Coast also makes us an ideal location for warehousing, distribution, and transload operations.

We pride ourselves on being proactive and performance-driven, and put unrelenting focus on

delivering operational excellence and best-in-class service for our customers. And our commitment to working hand-in-hand with our supply chain partners to provide cost-effective, innovative shipping solutions is unparalleled. At the end of the day, it's all about helping you, the shipper, get the job done.

Make our competitive advantages yours:

-  **Big Ship Ready**
-  **Room to Grow**
-  **Hassle-free Connections**
-  **Cargo Handling Experts**
-  **Best-in-class Customer Service**

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nVision Global

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Luther M. Brown
Founder & CEO

nVision Global is a leading Global Freight Audit, Payment & Logistics Management Solutions provider. With locations in The Americas, EMEA and APAC regions, our staff, fluent in over 25 languages, processes and pays freight invoices from over 198 countries worldwide.

From our roots as a North American service provider nVision Global has evolved to one of the fastest growing Global Freight Audit, Payment and Logistics Management solution providers in the industry.

Our customers have come to rely on our prompt, accurate, Sarbanes-Oxley compliant freight audit and payment services and software as well as our leading-edge information management analytical tools to increase efficiencies and reduce their overall supply chain costs.

Over the years we've continued to build on our success by "Partnering" with some of the world's most recognized companies from a wide array of industries to provide state-of-the-art technology, flexible processes and unparalleled customer service second to none in the industry.

As your global business partner, nVision Global is poised to provide your company a true single source global solution with the flexibility and foresight to meet your current and future needs. nVision Global's products and services provide year over year savings that go directly to the bottom line!

While each of our customers demands products and services tailored to their unique needs, nVision Global, with its flexibility and technology, is ideally equipped to meet these requirements. Our commitment to excellence through continuous improvements, technology enhancements and customer service allows us to provide services efficiently and intelligently around the globe.



Business Intelligence/ Information Management

- Industry Leading iFocus Dashboard
- Global Mapping, Graphing
- Ad-hoc Reporting
- Least Cost Carrier Applications
- Single Source Data Warehouse

Logistics Management

- Benchmarking
- Vendor Compliance Reporting
- Shipment Tracking & Visibility
- Rate Negotiations
- Key Performance Indicator (KPI) Development
- Global Freight Bid/Tendering Services

Claims

- Loss & Damage Claims Software or Service

nVision Global

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nVision Global Highlights include:

- Global Single Source Solution
- Industry Leading Analytical Tools
- Multi-lingual Staff
- Processing Freight Invoices From Over 198 Countries Worldwide
- Experts in Processing all Modes of Transportation
- Six Sigma Process Improvement Methodology

Core Services include:

Global Freight Audit/Payment

- Single Global Platform
- 120 Standard Data Elements Captured
- Latest Imaging Technology
- Experts in Complex Account Coding
- On-demand Closings
- Non-commingled Payments in any Currency



ODW Logistics

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John Ness
President & CEO

Mission

To be the leading third party logistics provider serving the middle market with nationwide warehouse, fulfillment, and comprehensive transportation solutions.

Our goal is to deliver our clients an efficient and effective supply chain by providing continuous cost and service advantages to propel your business forward.

We accomplish this through our consultative and personal approach to understand your unique business needs and deliver flexible and responsive supply chain solutions that are adaptable to the changing demands of your business.

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www.odwlogistics.com

Founded in 1971, ODW Logistics provides nationwide warehouse and transportation solutions to various industries including, but not limited to: retail, CPG, food and beverage, health & beauty/cosmetics, and building materials.

Our logistics solutions are tailored to suit your specific business operation and include:

- Nationwide warehousing and distribution
- Comprehensive transportation management (asset & non-asset based, yard management, drayage, regional fleet)
- Ecommerce fulfillment
- Network design solutions

Warehousing and Distribution

ODW Logistics has four million sq. ft. of dedicated and shared facilities throughout the United States. With operations in Columbus, OH, Chicago, Milwaukee, St. Louis, and Los Angeles, we have the range and flexibility to scale with your business and adapt to your changing supply chain needs.

Value-Added Solutions

ODW Logistics offers customized value-added services specific to your business needs. Services include, but are not limited to: manufacturing support, sub-assembly, display building, kitting, re-packing, sequencing, and quality screening.

Transportation Management

ODW Logistics Transportation Services (LTS) provides a single source transportation management solution to our clients. Our dedicated account management team serves as the "control tower" for your operation



and brings immediate attention and proactive solutions to potential issues beginning from the customer order to final product delivery.

Freight Consolidation

ODW LTS utilizes an industry leading transportation management system (3GTMS) to maximize consolidation opportunities and offer cost optimized routing while ensuring on-time delivery.

Our network allows us to improve utilization and optimize LTL orders to build full truckload shipments at a lower per-unit shipping cost.

Optimization

ODW LTS takes a consultative approach to establish a distribution network to ensure all customer orders are shipped from the most efficient location. To provide fully optimized solutions, ODW LTS leverages 3 primary drivers:

- 3GTMS to enable multi-stop delivery load building, pool distribution, and solutions for complex supply chain networks.
- Carrier Partnerships: over 7,000 truckload and LTL carrier contracts for

optimal routing.

- People: ODW LTS dedicated account management teams providing a single point of contact

Network Analysis

ODW utilizes cloud-based network analysis software to analyze your current supply chain state and develop specific solutions to optimize your transportation and distribution nodes.

We deliver our clients an intuitive and visual platform that allows for real-time modeling and variability to optimize your distribution and achieve an ideal future state.

Dedicated Carrier

ODW Logistics Dist-Trans provides dedicated transportation services with over 200 tractors and 400 trailers nationwide. Services include: Local and regional truckload service, drayage, and yard management.

ODW Logistics - We've got Range®. For more information visit: www.odwlogistics.com



Odyssey

Odyssey Logistics & Technology Corporation

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Robert H. Shellman
President and CEO

Organizations with diverse and complex transportation needs rely on Odyssey's innovative technologies to deliver thorough, high value logistics strategies.

Our clients benefit from expert tailored solutions across multiple transportation modes, backed by the power of our freight network of over \$2B.

Odyssey's mission is to develop targeted, comprehensive logistics solutions that address each client's unique set of challenges, systems, products and vision. Our experienced management team provides the expertise, market intelligence and best practices to drive cost savings and optimize operations.

Whether you choose to have us support all or a portion of your transportation needs, Odyssey gives you access to exceptional logistics and technology.



Managed Logistics

- Domestic & International Logistics; N.A., EMEA, APAC
- Global Sample Fulfillment & Distribution
- Freight Management; single source for contracting, track & trace, invoice audit/pay & claims support
- Rail; procurement, car maintenance, operations, service monitoring & reporting; fleet & car tracking
- Facilities; supply chain needs analysis start-up & network optimization projects

International Services

- Customs Brokerage
- Int'l Freight Forwarding; transport & technology
- NVOCC; full container load shipping solutions

Intermodal

- Ocean container transport and repositioning
- Intermodal ISO Tank; chemical & food grade
- Food grade flexitank services
- Metals; specialized Load and Roll Pallet (LRP) for safe, damage-free transportation

Truck

- Flatbed & warehouse
- Bulk tank truck & ISO tank depot services
- Bulk brokerage; planning & contracting available
- Truckload & Less-than-Truckload; managed by client or Odyssey



RESPONSIBLE CARE
OUR COMMITMENT TO SUSTAINABILITY

Odyssey Logistics & Technology Corporation

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Old Dominion Freight Line, Inc.

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David Congdon
Vice Chairman and CEO

Vision Statement: To be the premier transportation solutions company in domestic and global markets served.

Mission Statement: To provide innovative solutions designed to exceed customer expectations, increase shareholder value and ensure the continued success of the OD Company and our family of employees.



Old Dominion (NASDAQ: ODFL) is a leading, less-than-truckload (LTL), union-free company providing premium service to all its customers. OD offers regional, inter-regional and national LTL service. In addition to its core LTL offerings, the company provides its customers a broad range of logistics services including ground and air expedited transportation, supply chain consulting, truckload brokerage, container delivery and trade show logistics. In addition, through strategic alliances, the Company's customers have access to international freight forwarding services throughout the world. Old Dominion also offers a consumer home moving service: OD Household Services. Old Dominion's safety record, claims ratio and on-time service are among the best in the industry, and OD takes great pride in all of its employees who are driving this success. For more than 80 years, Old Dominion has been helping the world keep promises.

Recently, Old Dominion was recognized with the following acknowledgements for company leadership in the industry:

- Mastio & Company ranked Old Dominion as the **No. 1 National LTL Carrier** for an unprecedented eighth consecutive year.
- The American Trucking Associations honored the company with the **2016 President's Trophy** award in the **Over 100 Million Miles** category.
- *Inbound Logistics* named the company to its **75 Green Supply Chain Partners (G75) List** for the seventh consecutive year.

- *Logistics Management* recognized Old Dominion with the **Quest for Quality** award as **Top Multi-Regional LTL Carrier** for the eighth consecutive year and also as **Best Expedited Carrier**.
- NASSTRAC honored the company as **2016 Carrier of the Year** for the fourth consecutive year.
- *Supply Chain Brain* named Old Dominion to its **2016 100 Great Supply Chain Partners** listing.
- Numerous Carrier of the Year awards.

For more information about Old Dominion, visit odfl.com or call 800-235-5569.



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Penske Logistics

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Marc Althen
President

Products and Services

- Dedicated Contract Carriage
- Distribution Center Management
- Transportation Management
- Lead Logistics
- Customized Solutions
- Freight Brokerage



Penske Logistics engineers supply chain solutions that deliver powerful business results for market-leading companies. With offices in North America, South America, Europe and Asia, Penske can help your business move forward by boosting efficiency and driving down costs in your supply chain.

Industry-specific expertise

Our experts work with the world's leading companies across industries, from automotive and healthcare to food and beverage and retail. We offer specialized solutions tailored to your operations, production and market demands. Penske Logistics can help you:

- Ensure efficiency within your supply chain using smart technology
- Improve the product development cycle for a successful launch
- Drive dynamic supply chain solutions
- Achieve record savings

Our technical capabilities, depth of experience and practical creativity have been recognized by both our customers and the industries we serve, and our people deliver the results you need to succeed every day.

Innovative thinking

As a recognized industry thought leader, our award-winning teams bring fresh perspectives to benefit

you and your business. By tapping into our expertise you can start driving innovation that produces real business results.

To keep ourselves and our customers on the cutting edge of industry trends and information, we partner with leading organizations such as the Council of Supply Chain Management Professionals and sponsor well-respected longitudinal studies from top supply chain researchers at Penn State University.

Global capabilities

Penske Logistics has extensive experience successfully establishing operations in new territories and a proven ability to transfer knowledge across geographies and cultures. We're committed to serving our customers anywhere, meeting the needs of suppliers, manufacturers and retailers around the globe.

Let us show you how our winning strategies can work for you. Call 844-868-0818 or visit us online at penskelogistics.com today.

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**Rental
Leasing
Logistics**

Performance Team

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Craig Kaplan
CEO

Our focus has always been on building partnerships through leveraging our expertise, human capital, technology, and integrity.



PERFORMANCE TEAM

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Dallas/Fort Worth
Shreveport, LA • Miami, FL
Savannah, GA
Charleston, SC • Louisville, KY
New York/New Jersey

In 2017 Performance Team celebrated 30 years of providing the retail and manufacturing industries with end-to-end supply chain services. Through our domestic hub network and over 7 million square feet of warehouse space, and 500 trucks, Performance Team processes, distributes and transports over \$100 billion in wholesale goods annually. We've worked hard to earn and maintain a reputation as one of the leading e-commerce, distribution, trucking, and consolidation companies in the U.S. Here are a few ways we can help you serve your customers efficiently.

E-commerce Fulfillment & Distribution

Whether e-commerce, omnichannel, reverse logistics, pick and pack, transload, or carton-in carton-out, we have distribution solutions to meet your most basic or complex needs. PT has the infrastructure, material handling equipment, information technology, and management expertise to handle any challenge. We are proficient at adding flex space and human resources to adjust to your seasonal demands. Talk to us about how you can eliminate your need for lengthy and costly real estate investments, as well as construction and equipment, labor management and technology purchases. As your business expands, requiring additional space or more sophisticated solutions, Performance Team can rise to meet your strategic distribution needs.

Transportation

Our customers compete in fast-paced retail and manufacturing industries, demanding precise, accurate, and informed transportation support. Performance Team has the skills and technology to support those time-sensitive requirements. No matter how difficult the mission, from drayage, store delivery, local pick-up, consolidation, and delivery to distribution facilities and stores, Performance Team's experience makes us ready to step up to the plate and make a difference for your company.

WE ARE THE ONLY THING THAT SHOULD COME BETWEEN YOUR PRODUCTS AND YOUR CUSTOMERS™



PERFORMANCE TEAM

CONSOLIDATION/DECONSOLIDATION | CROSS DOCK | WAREHOUSING & DISTRIBUTION | E-COMMERCE FULFILLMENT | CFS/FTZ | PICK AND PACK TRANSPORTATION | RETAIL STORE DELIVERY | EDI/INTERFACE SERVICES

Supply Chain Consulting

To Performance Team, logistics means strategy, execution and integrity. Our extensive experience in supply chain consulting enables us to analyze your business, devising custom, efficient, effective and flexible solutions to best maximize the movement, handling and distribution of your goods. Our logistics expertise can help you craft robust growth-oriented distribution networks, increasing your return on assets while managing overhead without losing sight of your goal—giving your customers the best service available.

Technology

Performance Team utilizes best-in-class technology to streamline and improve the movement and visibility of your products and information. Integrating our world-class WMS and TMS systems with yours, and your customer's ERP systems, is handled through sophisticated enterprise application integration tools, utilizing well-understood EDI standards or proprietary interfaces as our customers require.

Pharr International Bridge

Your Connection. Your Business. Your Bridge.

 Like us on Facebook



Luis A. Bazán
Director

The Pharr International Bridge allows for safe, orderly and efficient crossings for both commercial and non-commercial vehicles. We do this by proactively implementing local, state, and federal rules and regulations as well as acting as a liaison with governmental agencies and business owners in the USA and Mexico. We deliver on our commitment by striving to excel in having the fastest crossing time, as well as being the only full-service commercial bridge in the region.



The Future for Trade is in Pharr

The Pharr-Reynosa International Bridge serves as one of the most important gateways for the U.S.-Mexico border. Pharr ranks 4th in the nation for trade with Mexico, behind only Laredo, El Paso and Otay Mesa. Ranked as the 6th largest land port of entry in the U.S. for the import and export of perishable and manufactured goods, it was an \$18 million project that was completed in November 1994 and opened its doors on November 16, 1994, built upon the foundation of NAFTA to handle both commercial and passenger operated vehicles. The land port of entry crosses on average over 2,400 northbound commercial trucks and 2,200 southbound commercial trucks on a daily basis. Pharr's import and export numbers speak for themselves, which is why regardless of the negative NAFTA rhetoric, the future still looks bright for international trade through Pharr.

Export Rankings in Pharr

- No. 2** in U.S. for TVs and computer monitors
- No. 3** in U.S. for petroleum gases
- No. 5** for cotton
- No. 6** for insulated wire and cable
- No. 6** for cellular antennas, parts

Import Rankings in Pharr

- No. 1** for category that includes avocados. Set 11th record in last 12 years.
- No. 1** for berries
- No. 2** for tomatoes
- No. 2** for vehicle audio systems
- No. 3** for TVs and computer monitors
- No. 3** for navigational equipment
- No. 3** for electric motors
- No. 3** for power tools
- No. 4** in electrical panels

No. 5 for insulated wire and cable

The Pharr border crossing plays an important logistics role in the global economy with direct connectivity to freight corridors through land, air and sea. The Pharr Bridge's strategic location, surrounding infrastructure, services and potential for growth, give a competitive advantage to the City of Pharr, Texas, as well as the City of Reynosa, Tamaulipas. In Reynosa, Pharr's cross-border trade benefits 11 industrial parks and commerce service centers with a total of 166 manufacturing plants. On the U.S. side, Pharr has 55 dry warehouses and 24 cold storage and distribution centers with another 15-20 both dry and cold opening by 2020.

New infrastructure projects and improvements inside the U.S. port of entry, as well as in Mexico, will streamline the truck/cargo inspection process, allowing for better flow, maximum efficiency, increased capacity and reduction of wait times. By 2020 the City of Pharr, through CBP's Donations Acceptance Program (DAP or 559), will have invested \$30 million in infrastructure improvements. These improvements, along with the new access to Mexico customs and the modernization of both import and export lots in Reynosa, will benefit trade for the next 25-30 years.

Since its opening in 1994, the Pharr Bridge has more than doubled its volume of imports and exports, now growing by up to 12% yearly in exports and 15% yearly in imports. This is a testament of the future potential for the Pharr International Bridge. If you're thinking of investing, relocating, expanding and excellence in logistics, choose the Pharr International Bridge. We are: Your Connection. Your Business. Your Bridge.



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PITT OHIO

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Charles L. Hammel III
President/Owner

Customer Driven

We strive to understand the diverse and emerging needs of our customer base. We provide reliable and dependable solutions that exceed our customers' expectations.

People Driven

We know that our most significant resource is our people. The success of our organization can be attributed to our employees' dedication, pride, and outstanding work ethic. The commitment and loyalty of our employees facilitates the success of our organization.

Quality Driven

We recognize that quality is important to our customers. We develop repeatable operations, safety, security, claims prevention and vehicle maintenance processes that minimize variance and improve consistency. We are committed to providing our customers with high-value, cost-efficient solutions. Our commitment to quality is integral to our company.



With the help of the talented people at PITT OHIO, our company has grown from a Less-Than-Truckload (LTL) leader to a transportation solutions provider equipped to handle all of your transportation needs. The core values we established in 1979 for our LTL service remain the same today as PITT OHIO continues to go beyond the road and exceeds expectations with our SUPPLY CHAIN, GROUND and TRUCKLOAD services as well.

Our organization exists to make our customers more competitive, our employees more valuable and our communities stronger. Our "just say yes" approach to conducting business is a result of our commitment to lead the industry with our customer-centric mindset and innovation.

We strive to take it to the next level by providing diverse transportation solutions that help optimize our customers' supply chain. This customer-centric mindset is evident in the services that we are able to provide our customers. PITT OHIO has the ability to

not only move freight reliably throughout the Mid-Atlantic and Midwest region but throughout all of North America. Our enhanced and simplified Fast Track service is now your global expedite solution to deliver all your urgent shipments. In addition, we have added over 1200 heated trailers boasting the largest heated fleet in the United States in order to deliver customers protect from freeze shipments with our Heat Track service.

We are driven by our customers, people and our commitment to quality in every part of our business. We are Customer Driven, People Driven and Quality Driven.

At PITT OHIO, you can be sure "We're Always There For You!"

PITT OHIO

SUPPLY CHAIN ■ GROUND ■ LTL ■ TL

We're Always There For You!

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PLS Logistics Services

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Greg Burns
President & CEO

Founded in 1991, PLS Logistics Services is one of North America's largest third party logistics providers. Driven by technology, we provide dependable freight management, outsourced logistics and brokerage solutions across all industries and all major freight modes. With over one million loads moved annually, rely on our size, experience, and be 100% confident in all of your freight moves.

Solutions. Delivered.



PLS

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888-814-8486
www.psllogistics.com

With additional offices in:

- Pittsburgh, PA
- Philadelphia, PA
- Jacksonville, FL
- Tampa, FL
- Charlotte, NC
- St. Louis, MO
- Dallas, TX
- Houston, TX
- Phoenix, AZ

Who We Are

PLS Logistics Services is a tier-one, full-scale provider of transportation management services. As a non-asset provider, PLS' carrier network consists of over 60,000 trucking companies along with Class-1 railroads and major barge companies. PLS has the largest flatbed network in the industry. Our technology-driven solutions deliver true cost savings and service improvements. We have logistics experts across all modes and multiple industry verticals, including industrial, energy, CPG, and retail.



Solutions

Effective transportation management enables shippers to increase visibility, manage inventory, improve processes, reduce costs, and enhance service performance.

- **Brokerage Services:** For spot market freight shippers, our representatives can always find you the best rates and capacity while monitoring your shipments through delivery.
- **National Accounts:** For shippers looking for committed capacity, our logistics expertise and carrier network are the solutions for strategic portions of your distribution network.
- **Managed Transportation:** For shippers looking to improve service and lower costs, our team will work with you to find pain points and use actionable data to generate strategic results.
- **Inbound Freight Management:** To direct inbound freight, shippers have to take control. PLS inbound specialists monitor your vendors, making sure they don't use a carrier that costs you more.

Technology: Going PRO

With PLS PRO, you can oversee all freight shipping, from planning to freight settlement. With our proprietary TMS, you can operate, plan and optimize transportation activity by merging all shipping processes into one online platform.

- **PLS PRO:** Scalable, customizable and user-friendly. PLS PRO seamlessly integrates with your existing business systems and is designed to optimize shipments, consolidate billing and track KPIs.

- **PLS PRO LTL:** Uncomplicated, innovative and configurable. 2.0 is exclusively for LTL freight moves, with a carrier portal unlike anything on the market. It has a density class estimator, auto GL coding and digital BOLs.
- **Mobile Apps:** Innovative, reliable and responsive. PLS Live Track app, for client-shippers, enhances visibility with status notifications, reporting and map-based tracking. PLS Carrier Connect app, for dispatchers and drivers, permits drivers to instantly share their location, receive dispatch information and upload photos.
- **Continuing Innovations:** Set to be launched in early 2018 is PLS PRO 3.0. Cloud based, full service TMS, and cutting-edge technology. The dashboards are designed to measure shipping metrics and aid in future efforts with strategic reports.

Results

At PLS Logistics, we generate long-term results for our clients. We identify challenges and create custom solutions so that you can focus on your core competency.



Polaris Transportation Group

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Mission

Founded in 1994, Polaris Transportation Group fosters a culture of mentorship and support for existing and future employees. In so doing we will create a customer experience unique to the transportation industry and we will continue to invest in the people and organizations that join our family of companies. We will support and recognize our social, cultural and environmental responsibilities to the communities we serve. Our reputation will be one of respect as an undisputed leader in our field and our company chosen over others as a trusted supplier and partner in the transportation industry.



For nearly 25 years, Polaris Transportation Group has been an award winning carrier of choice for Fortune 500 companies, 3PLs, global freight forwarders and small to medium size businesses alike. All divisions operate with the best technology and customer service available in the industry. A snapshot of their individual service strengths follow:

Polaris Transportation is the largest independently Canadian owned, cross border LTL carrier. They specialize in the shipment of dry goods, price by the hundredweight or by the skid and deliver industry leading transit times between Canada and the USA. Customer service is a top priority at Polaris. As an ISO 9001 registered company, you can rest assured your shipments will be delivered according to their stringent quality process.

Polaris Motor Freight Inc. is the U.S. headquarters of Polaris Transportation's LTL cross border operation, based in Cleveland, Ohio. They are a full truckload and LTL carrier in the northeast Ohio market and specialize in distribution of freight in Ohio's largest metropolitan area.

Polaris Global Logistics (PGL) investigates larger opportunities within their customers' supply chain. These solutions include global requirements where PGL acts as the critical link for the North American transportation and distribution segment. Within

North America, they provide all modes of transport, warehousing, distribution and supply chain management services. They can effectively deliver to every zip and postal code within Canada and the USA on a daily basis.

J.G. Drapeau takes a dedicated partnership approach to the truckload transportation of hazmat commodities. They purchase and maintain equipment types to suit each customer's requirements including; dry vans, heaters, reefers and an extensive chassis fleet for the transport of intermodal and sea containers. Safety is of the utmost importance and all J.G. Drapeau drivers and operational staff are certified through regular dangerous goods training.

Commercial Warehousing and Logistics (CWL) specializes in the warehousing of hazardous materials and is headquartered in Toronto, Ontario. Their operational facility and personnel are compliant with all regulations and safety protocols required for the handling of dangerous goods. If you need a presence in Canada, CWL's Toronto facility serves as the ideal distribution hub.



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Port Everglades

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Steven M. Cernak, P.E., PPM
Chief Executive & Port Director

As a premier gateway and powerhouse for international trade, travel and investment, Broward County's Port Everglades leverages its world-class South Florida facilities and innovative leadership to drive the region's economic vitality and provide unparalleled levels of service, safety, environmental stewardship and community engagement.

Port Everglades, one of the nation's leading container ports handling more than one-million TEUs annually, serves as a gateway to Latin America, the Caribbean, Europe and Asia. Its enviable location at the crossroads of North-South and East-West trade, and in the heart of South Florida's consumer-rich population, is strengthened by intermodal connections that reach 70 percent of the U.S. population within four days.

Port Everglades efficiently handles a diverse spectrum of cargos with cost-competitive services provided by multiple terminal operators. Port Everglades' users have long enjoyed the benefits of such attributes as:

- 24/7 customer service
- location at the center of the nation's eighth most populous metropolitan region
- direct access and just one green light to the Interstate highway system
- favorable location less than one mile from the Atlantic Shipping Lane
- on-port Foreign-Trade Zone
- proximity to Fort Lauderdale-Hollywood International Airport (FLL), just two miles away

Ongoing capital improvements and expansion ensure that Port Everglades is ready to handle future growth in container traffic.

On the waterside, the Port Everglades Navigation Improvements Project has received federal authorization for the U.S. Army Corps of Engineers to move forward with deepening and widening the Port's navigation channels as part of the Water Infrastructure Improvements for the Nation (WIIN) Act. The project is currently in the preconstruction engineering and design phase, and can now proceed through the permitting and federal funding processes.

In addition, the Port's Southport Turning Notch Extension project will lengthen the existing deep-water turn-around area for cargo ships from 900 feet to 2,400 feet, resulting in up to five new cargo berths.



Landside, several multi-million-dollar infrastructure improvements have enhanced connections with South Florida's major highway and railroad systems, and will add new Super Post-Panamax gantry cranes in Southport.

Florida East Coast Railway's (FECR) 43-acre Intermodal Container Transfer Facility efficiently transfers domestic and international shipping containers between ship and rail.

The Florida Department of Transportation (FDOT) invested \$42.5 million to build the Eller Drive Overpass, allowing vehicles to travel unimpeded over FECR's rail tracks directly to Florida's interstate highway system.

Port Everglades also partnered with FDOT to realign McIntosh Road, the main roadway in the Port's Southport containerized cargo area, to build an efficient multi-lane loop road with ample room for truck staging.

As Port Everglades continues to advance major infrastructure projects to increase productivity, this South Florida powerhouse seaport will continue to serve as an ideal point of entry for products shipped around the world.

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Port Houston



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Roger Guenther
Executive Director

For more than 100 years, the Port of Houston Authority has owned/operated the public cargo-handling facilities of Port Houston – the nation’s largest port in terms of foreign waterborne tonnage. The port has historically been an economic engine for the Houston region, the state of Texas, and the nation. The port contributes to the creation of nearly 1.175 million jobs statewide and 2.7 million jobs nationwide and the generation of more than \$265 billion of statewide and \$617 billion of nationwide economic activity.



With two-thirds of the state’s population located within a 300-mile radius, Port Houston offers a central location for reaching the heartland of America.

The Port of Houston Authority owns a total of eight public cargo-handling terminals located along the 52-mile-long Houston Ship Channel. With six general cargo facilities and two container terminals, the diverse cargo-handling capabilities at the docks of the Port Authority make Houston the U.S. Gulf Coast leader in maritime shipping and logistics. Port Houston is the number one container port on the U.S. Gulf and the sixth largest container port in the country. With all-water services to the Far East, Latin America and Euro-Med, the port is a major container gateway for Houston, for Texas, and for all of the 100 million people who live between the Mississippi River and the Rocky Mountains.

Its balanced import and export trade also provides economical match-back opportunities and efficiencies.

According to the U.S. Census Bureau, Houston is the second-largest customs district in terms of the export merchandise value—\$127 billion in 2012. Its massive petrochemical complex utilizes the port’s container terminals to export large volumes of plastics and chemicals. Other containerized exports

include machinery, food and drink and raw cotton, as well as standard backfill exports.

Ongoing projects to service Post-Panamax vessels at its two container facilities will position Port Houston for the containerships of the future.

Bayport Container Terminal:

At build-out, this state-of-the-art terminal will have a total of seven container berths with the capacity to handle 3 million TEUs on a complex which includes 376 acres of container yard. The master plan also includes a 123-acre intermodal transfer facility that will be built based upon demand. A computerized inventory control system and mobile app track the status and location of individual containers. The terminal also features electronic data interchange capabilities.

Barbours Cut Container

Terminal: One of the top container-handling facilities in the U.S. Gulf since 1977 is in the process of being modernized. A \$700 million project to upgrade this critical facility is underway that includes: Super-Post-Panamax cranes, lights and dock improvements to continue to provide customers efficient cargo handling and a total capacity of 2 million TEUs.

With a 45-foot-deep federal channel that today accommodates Post-Panamax vessels and widening and deepening projects at our container terminals, Houston is big-ship ready. The Bayport terminal channel has been widened by up to 100 feet in the bay and 50 feet in the land and the channel has been deepened by five feet to 45 feet to match the depth of the Houston Ship Channel. The construction dredging is completed. The Barbours Cut terminal channel project has been completed and includes widening from 150 feet to 225 feet and increased channel depth to 45 feet.

Extensive intermodal rail infrastructure provides easy access to four nearby terminals served by BNSF, KCS and UP. Weekly service to Dallas is available via the Barbours Cut near dock rail facility. The container terminal locations also provide immediate and fluid access to the major interstate highways and air-freight connections.



PORT HOUSTON
THE INTERNATIONAL PORT OF TEXAS

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Port Jersey Logistics

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Robert Russo
President & CEO

Port Jersey Logistics exists to empower the success of our People, our Customers and our Network. This is done by developing tailored logistics solutions through creating collaborative partnerships with our customers to ensure their expectations are exceeded so they can focus on their core business.

This is achieved by dedicating ourselves to focusing on 4 key areas:

- **Relationships:** Working together as trusted partners, openly sharing ideas and expectations.
- **Teamwork:** Recognizing, respecting & aligning our goals with the goals of each stakeholder.
- **Productivity:** Continuous process improvement, by working together to assess, plan, execute and then re-develop solutions for improved efficiency.
- **Culture/Ethics:** Following the Golden Rule to operate with the highest level of integrity and respect.

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www.portjersey.com

Port Jersey Logistics offers six decades of 3PL experience providing comprehensive and integrated services that meet a broad range of logistics requirements. Customized one-stop solutions are built for our customers through our warehousing and transportation divisions which cater to a wide array of products including:

- Consumer Packaged Goods
- Specialty Foods
- Food Ingredients
- Health & Personal Care
- Alcoholic Beverages

Distribution and Fulfillment

Warehousing, Inventory Management, and Fulfillment are provided through our warehousing division, Tyler Distribution Centers, Inc. All facilities are food grade, FDA registered, AIB approved with Superior ratings, and USDA Organic Certified. Manufacturers, importers, exporters, distributors and retailers all benefit from our focus on compliance and technology in developing customized distribution solutions.

Value Added Services

As a comprehensive solution, Tyler Distribution provides value added services, such as:

- Retailer compliance
- Vendor consolidation
- E-commerce fulfillment
- Secondary packaging and assembly
- Shippers/point-of-purchase displays
- Ink jet printing
- Heat shrink packaging
- Labeling and ticketing
- Pick & Pack

With space and capacity flexibility as well as specialized capabilities, your public or contract warehousing and distribution requirements are covered. In addition to offering ambient and temperature-controlled warehousing, our operations utilize a full range of modern material handling equipment. Should your warehousing and distribution situation require dedicated operations, we have the resources to provide fast, effective solutions anywhere in the United States.



Transportation Management

Our national transportation management operation, Continental Logistics, Inc., provides solutions for customers with varied needs through multiple transportation modes. We provide our customers the human and technological resources that coordinate all of the logistics prior to pick-up and see everything through to ensure delivery.

With direct personal involvement of your dedicated Logistics Coordinator, we manage your domestic supply chain throughout the entire process regardless of what is needed to get things done the right way, on time and on budget! Continental Logistics Inc, offers the following:

- Retailer compliance
- Import / Export Drayage
- Less than Truckload "LTL"
- Full Truckload "FTL"
- Intermodal Transportation
- Project Management
- Cross Dock Transportation
- Vendor Consolidations

Scalable, Customized Solutions

Beyond warehousing and transportation, Port Jersey provides added value by developing solutions tailored to the needs of our clients - and our clients' clients. Our broad range of options exceeds customer expectations by integrating transportation and warehousing services with a focus on both compliance and technology.



Port Logistics Group

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Bob Stull
CEO

Mission Statement

■ We are the gateway logistics experts, providing complete logistics services at major North American ports, enabling speed to market, inventory control & visibility, and fast, flexible, reliable service for our clients.

■ Our clients benefit by leveraging our experience, agility, innovation, service excellence and national footprint to gain a distinct competitive advantage.

The Leader in Gateway Logistics Services

Port Logistics Group is the nation's leading provider of gateway logistics services, including value-added warehousing and omnichannel distribution, transloading and cross-docking, ecommerce fulfillment, and national transportation. With 5.5 million square feet of warehouse space strategically located in and around major North American ports, we provide the critical link between international transportation and the "last-mile" supply chain.

National Presence, Local Touch

When you work with Port Logistics Group, you'll be confident that our local operators know your products, your customers, and your challenges at each port of entry. From the moment your goods arrive, our team provides fast, reliable pickup and processing. Our retail industry knowledge allows us to **meet your most demanding customer specifications**. You can expect that same level of service **regardless of your U.S. point of entry**, giving you the flexibility to manage a complex and ever-changing global supply chain.

On the Shelf, On Time

At Port Logistics Group, we understand the urgency of getting goods from the port to store shelves on time and consumer-ready. Whether your products require **transloading, cross-docking, or storage and distribution**, our experienced staff and advanced material handling technology will get your products out of the port and onto store shelves.

A Full-Service 3PL

We've designed our locations to be a one-stop solution for our retail and manufacturing customers. We combine our gateway logistics services with **domestic vendor consolidation for store and DC delivery operations**. For our clients who need a complete distribution solution, Port Logistics Group provides **inventory management, order fulfillment, pick-pack, and kitting**. Our Value-Added Services teams provide a full range of **retail finishing services** (inspection, ticketing, sewing, pressing, re-pack, GOH processing, labeling, gift wrap) so your products arrive at their destination ready for sale.



Many Channels – One Provider

We specialize in solutions for retailers and manufacturers who need to combine a traditional retail distribution strategy with a B-to-C channel. Our proprietary WMS allows you to maintain a **single inventory** at multiple locations while fulfilling orders to your DCs, stores, or Internet customers – **seamlessly**.

Omnichannel Ready

Experience. Agility. Service Excellence. National Footprint. As you design your supply chain strategy, don't leave the critical link between global transportation and your last-mile supply chain to chance. **Trust Port Logistics Group – the Gateway Logistics Experts.**



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Port of Brownsville

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Eduardo A. Campirano
Port Director & CEO

Facilities

- Approximately 40,000 acres of land
- 17-mile-long ship channel
- 42 ft. channel depth (U.S. Congressional authorization to deepen to 52 ft.)
- 635,000 sq. ft. covered storage
- 3+ million sq. ft. open storage
- 13 cargo docks
- 5 liquid cargo docks (with a sixth under construction)



As the largest landowning public port authority with 40,000 acres and the only deepwater seaport on the U.S.-Mexico border, the Port of Brownsville is uniquely positioned to serve as the transshipment gateway delivering goods and materials to nearby multinational manufacturing centers on both sides of the border. Mexico has emerged as the most dynamic economy in Latin American overtaking Brazil as the region's largest steel consumer. And the Port of Brownsville ranks among the leading U.S. steel ports, moving more than 2.3 million tons of steel into Mexico, during the most recent reporting period.

Mexican oil reforms are fueling the exchange of petroleum products at previously unseen volumes, contributing to the expansion of vessel, rail and highway movements to and from the port. These activities contributed to the port's Foreign Trade Zone reaching the number two spot in 2016 for the value of exported goods - \$2.8 billion, marking the fourth time in as many years that FTZ No. 62 was within the top three in the U.S.

That comes as no surprise with more than 10 million eager consumers within a three-hour drive of the port, with many of those located across the border. And crossing the border is easy. The Port of Brownsville's property actually meets the international border, proving an undeniable proximity advantage.

The first new border-crossing rail bridge in 108 years opened in 2015, directly connecting the Port of Brownsville with Mexico and all of North America. The port is conveniently served by three Class 1 railroads: Union Pacific, BNSF Railway and Kansas City Southern de Mexico. And the port's short line BRG Railway (operated by agreement with OmniTRAX) complements the Class 1 providers with 45 miles of on-port rail assets.

Crossing the border by road is simple, too. A unique overweight corridor pioneered by the Port of Brownsville crosses the border at the Veterans International Bridge. This heavy haul highway allows trucks entering or leaving the port to be loaded to the maximum legal weights of Mexico - 125,000 pounds - 45,000 pounds more than those of standard U.S. limits. That means remarkable savings in time, money and logistical efficiencies.

The Port of Brownsville is the port that *works!*



Port of Brownsville
1000 Foust Road
Brownsville, TX 78521
800-378-5395
www.portofbrownsville.com

Port of Galveston



The Port of Galveston is one of Texas' major seaports, relying on any local tax dollars for operations. The Port generates current annual operating revenues of approximately \$34.5 million, provides an annual estimated economic impact to the State of Texas of over \$2.3 billion and generates approximately 13,890 jobs.

The Port of Galveston, a Landlord Port with facilities and property approximating 850 acres on Galveston Island and adjacent Pelican Island, facilitates the movement of a diverse mix of domestic and international cargoes that deliver value to the region and the state. Situated on the Gulf Intracoastal Waterway and the Interstate Highway System (I-45), the Port is also served by the two major western Class 1 railroads, the BNSF Railway Company and the Union Pacific Railroad. The Galveston Ship Channel has an authorized depth of and is currently maintained at 45 feet, with channel widths up to 1,200 feet. The Port serves the cargo, cruise and offshore oil and gas industries simultaneously.

One of the top fifty ports in the nation and one of the busiest seaports in Texas, the Port moves an average of 3.4 million short tons of cargo each year. This includes export grain, fertilizer and other dry and liquid bulk products, wind turbine towers, blades, nacelles and other components, high and heavy cargoes, project cargoes, new, used and personally owned vehicles, agricultural machinery, construction equipment and numerous other types of roll-on/

roll-off cargoes, household goods, refrigerated fruit and produce, liner board, military cargo, and some containerized cargo. The Port maintains Roll-On/Roll-Off (Ro-Ro) terminal facilities in both the east and west end areas of the Port, currently serviced by 6 regular Ro-Ro shipping lines. They are Wallenius Wilhelmsen Logistics (WWL), American Roll-On Roll-Off Carrier (ARC), "K" Line, MOL ACE ("ACE" stands for Auto Carrier Express), ACL-Grimaldi Line and Hyundai Glovis. Nearly all of the Port's facilities have direct access to the Port's terminal railway services, Galveston Railroad, LP, which interchanges with the Class 1 railroads.

The Port of Galveston is also the Grantee for Foreign-Trade Zone (FTZ) No. 36, an Alternative Site Framework (ASF) Zone with activated sites located on Galveston Island Port facilities, Pelican Island and other locations in Galveston County.

Port of Galveston

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Port of Long Beach

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Mario Cordero
Executive Director

Mission

The Port of Long Beach is an international gateway for the reliable, efficient and sustainable movement of goods for the benefit of our local and global economies.



The Port of Long Beach is the premier U.S. gateway for trans-Pacific trade and a trailblazer in innovative goods movement, safety, environmental stewardship and sustainability. As the second-busiest container seaport in the United States, the Port handles trade valued at more than \$180 billion annually and supports 1.5 million trade-related jobs across the nation, including 300,000 in Southern California.

As the industry enters the "Big Ship Era," the Port of Long Beach is one of the few U.S. ports that can welcome today's largest vessels.

Founded in 1911, the Port serves 175 shipping lines with connections to 217 seaports around the world. Goods moving through the Port reach every U.S. congressional district.

The Port encompasses 3,200 acres with 31 miles of waterfront, 10 piers, 80 berths and 66 post-Panamax gantry cranes. In 2017, the Port handled more than 7.5 million container units and expects to see even more growth in 2018.

Led by the five-member Board of Harbor Commissioners and Executive Director Mario Cordero, the Port is investing \$4 billion this decade in a capital improvement program, the largest in the nation. It is building some of the most modern, efficient and sustainable marine facilities in the world to accommodate bigger and bigger ships, while generating tens of thousands of new jobs in the region.

The two largest projects are the replacement of the aging Gerald Desmond Bridge, budgeted at nearly \$1.5 billion, and the Middle Harbor Terminal Redevelopment Project at \$1.5 billion. Middle Harbor will be the most technologically advanced container terminal in North America, capable of moving more than three million container units annually while cutting air pollution by half from previous levels. The new landmark, cable-stayed bridge will be safer and provide better Port access than the current span.

The Port of Long Beach prides itself on its culture of customer service and the strong relationships it maintains with industry, community, environmental advocates and partner agencies. It has received many accolades from government and industry for its landmark green initiatives, and industry leaders have named it "The Best Seaport in North America" in 19 of the past 22 years.



Port of
LONG BEACH
The Green Port

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Port of Los Angeles

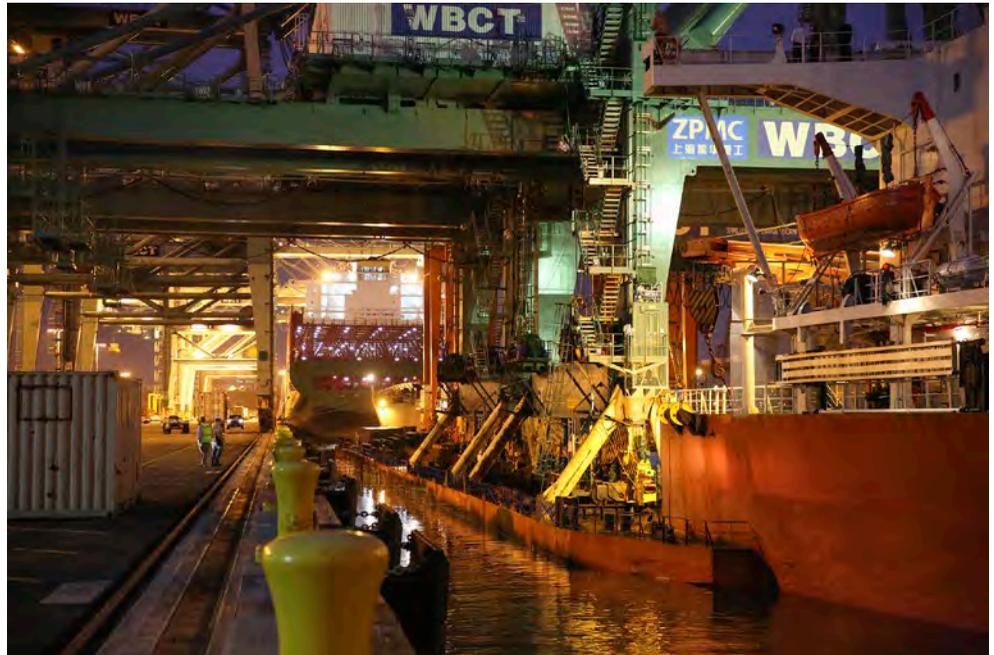
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Gene Seroka
Executive Director

The Port of Los Angeles encompasses 7,500 acres of land and water along 43 miles of waterfront. It features 27 passenger and cargo terminals, including automobile, breakbulk, container, dry and liquid bulk, and warehouse facilities that handle billions of dollars worth of cargo each year.

When measured by container throughput, the Port has consecutively ranked as the number one port in the nation for the last 15 years.



Port of Los Angeles
425 S. Palos Verdes Street
P.O. Box 151
San Pedro, CA 90733-0151
Phone/TDD: (310) SEA-PORT
www.portoflosangeles.org

The Port of Los Angeles—America's Port® and the premier gateway for international commerce—is located in San Pedro Bay, 20 miles south of downtown Los Angeles. This thriving seaport not only sustains its competitive edge with record-setting cargo operations, but is also known for its groundbreaking environmental initiatives, progressive security measures, diverse recreational and educational facilities, and visitor-serving LA Waterfront.

The Port is currently increasing supply chain efficiencies by continuously exploring new technologies and creative ideas that support business competitiveness, environmental sustainability, security, and efficiency. The Port is working with supply chain partners to improve the efficiency of marine terminal, trucking, rail and vessel operations.

With an exceptional credit record, the Port maintains an Aa2 bond rating, the highest assigned to any seaport in the United States, operating without the benefit of taxpayer support. The Port also wields tremendous economic impact, generating employment for more than 3.3 million Americans nationwide. In California alone, nearly 1 million jobs are related to trade through the San Pedro Bay Port Complex.

Facilitating global trade while protecting the environment is a delicate balance at the nation's largest trade gateway. To strike that balance, the Port of Los Angeles is leading the way internationally when it comes to reducing air emissions, improving water quality, modernizing facilities and cultivating the development of new technologies.

The aggressive clean air program at the Port of Los Angeles shows it has reduced pollutants up to 97% in the past 10 years, measured by a detailed inventory of emissions of key pollutants from ships, trucks, locomotives, cargo-handling equipment and small harbor craft. At least half of container, refrigerated and cruise ships calling at the Port are required to run their auxiliary engines on shore-based electricity, which eliminates significant emissions at berth.

Complementing its busy terminal operations with green alternatives, the Port of Los Angeles remains committed to managing resources and conducting Port developments and operations in both an environmentally and fiscally responsible manner.

The Port of Los Angeles: America's Port®.

Purolator International

We deliver Canada



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Mission Statement

To be the best in our industry at shipping and logistics for companies delivering to, from, and within North America.



International's Elite service is the go-to option. This premium, guaranteed service delivers time-sensitive shipments anywhere in the world, regardless of the size, destination, or time of day.

- **Express:** Our Express services include guaranteed next-day and second-day delivery. Packages are tracked every step of the way to offer clear visibility, and with a track record of industry-leading on-time performance and guaranteed delivery points, businesses can be sure their package is where it needs to be

Purolator International is the established leader in helping U.S. businesses ship to, from, and within Canada. That expertise has formed a foundation that enables Purolator International to deliver superior service across a full portfolio of shipping and logistic products to businesses throughout North America as well as offer specialized services within the U.S.

Our customers' requirements are as varied as the industries they represent. That's why we don't offer cookie-cutter supply chain solutions. By customizing a mix of proprietary transportation management and specialized services that suit their businesses, we make shipping seamless and hassle-free at every point along the supply chain. Through our native Canadian market expertise, comprehensive network, and unmatched border-crossing proficiency, we have the capabilities to meet any logistics needs for cross border. These capabilities, along with our proven transportation management expertise, let us go beyond Canada and offer other solutions.

The key to our past success and the basis for all of our services—new and old—is our emphasis on customer focused transportation management. Our entire organization has been built around the principle that our customers deserve a proactive partner who makes it easier to ship. No matter the service, we offer complete visibility and ultimate peace of mind—we call this the PuroTouch.

when it needs to be there.

- **Expedited Forwarding:** Businesses have deadlines to meet and inventory levels to maintain. Our business is making sure our customers' businesses deliver. We move 400,000 pounds of freight each night and 100 million pounds each year. Our highly competent logistics experts provide air and ground solutions through an integration of information, transportation, inventory, warehousing, tracking, material handling, and packaging.
- **Parcel:** Not every package a business ships has to get there yesterday, but that doesn't minimize its importance. Parcel is our most cost-efficient delivery service for documents, catalogs, and similar packages to and within Canada. For ecommerce shippers, our PuroPost service has all-in-pricing and a 2-8 day service guarantee that covers Canada completely providing you even more options to get your shipments delivered quickly and reliably. And our PuroPostPlus solution goes even further with 2-5 day delivery.

Purolator International also offers a wide range of additional services to help create the most efficient supply chain. From the best transportation routing, to the proactive management and tracking, to reliably quick transit times with incredibly flexible integration options, we provide a service you can count on.



Purolator International

2 Jericho Plaza, Suite 204
Jericho, NY 11753
Phone: 1-888-511-4811
Fax: 516-938-2395
purolatorinternational.com

Services

- **Elite:** Our standard shipping services set the bar for transit time and accuracy, but we know there are times when businesses need to go above and beyond. For these urgent shipments, Purolator

R2 Logistics

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Ben Gase
Founder and CEO

The R2 Way

- Obsess Over The Customer
- Do It Now Attitude
- Take Responsibility
- Be Different
- Always Think Positively
- Compete, Compete, Compete
- Over-Communicate
- Do Your Job
- Play The Long Game
- It's About The Team



WHO WE ARE

Founded in 2007, R2 Logistics is a global provider of transportation services and logistics solutions. As a third-party logistics company, we provide access to thousands of contracted transportation providers. With offices located across the United States we have the capacity to resolve all your shipping needs. Backed by game-changing technology and our culture for Reliable Service and Relentless Passion, we've built a strong reputation as an industry leader.

CUSTOMER SERVICE IS PRIORITY NUMBER 1

At R2 Logistics we pride ourselves on offering a superior customer service experience. Whether you're a Fortune 500 company or a small family owned business you are valued by R2 Logistics. Our Customer Service Advisory Board was formed to ensure every customer across the board is given the time and attention they deserve. Comprised of a member from each of our offices, this group holds a weekly conference call to hold everyone accountable by discussing any service issues or successes. The team also meets twice annually at our corporate headquarters to brainstorm new and innovative ways to offer the best customer service the transportation industry has ever seen.

TAKING TECHNOLOGY FURTHER

R2 Logistics is superior to other 3PLs by how we utilize technology to ensure the highest level of accuracy and service. Our TMS creates data that help shippers streamline tasks and reduce costs. With an integrated customer portal, our tools deliver real-time connectivity across the supply chain. Whether you need transparent visibility to your operations, optimization of your business processes, or strategic data and reporting to help drive decisions, R2 Logistics has the tools you need.

SERVICES & CAPABILITIES

- Supply Chain
- Truckload
- LTL
- Expedited
- Intermodal
- Air
- Specialized

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www.TheBest3PL.com



RateLinx

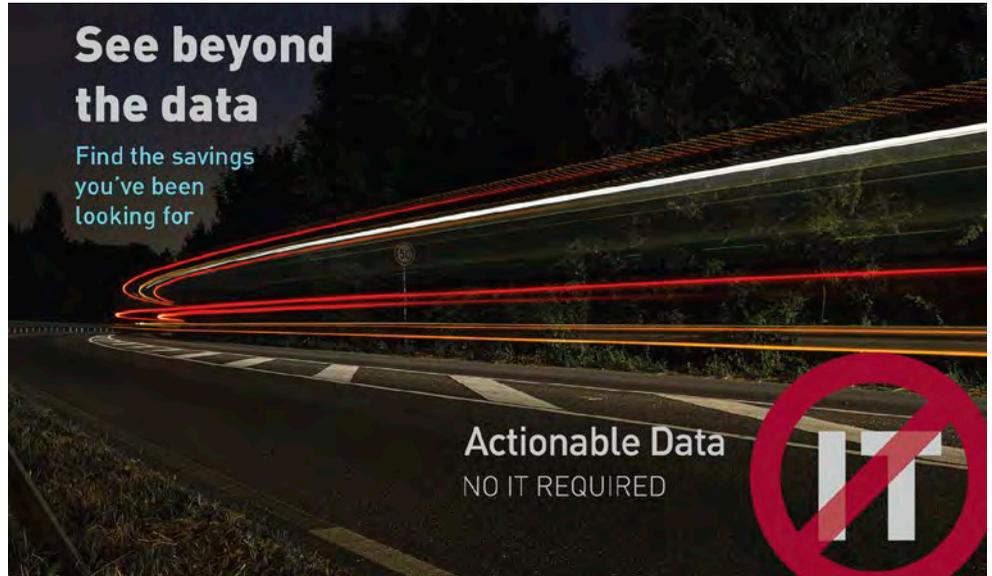
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Shannon Vaillancourt
President

Corporate Mission:

Develop and implement customized and integrated logistics software tools while providing insightful consulting to help customers lower freight and overall supply chain costs.



RateLinx is the only logistics software provider to create clean, actionable data with no IT required. We collaborate with you to find opportunities for you to take action and reduce your overall freight spend. With RateLinx, you can begin to manage logistics in 3D—Diagnose, Develop and Deploy.

Diagnose

First, we diagnose your current situation. Starting with clean, standardized data from Intelligent Invoice Management™ (IIM). IIM automates data cleaning and standardizing to obtain actionable data. IIM merges carrier invoice, track & trace, shipment and order data into one standardized data set in real time. Coupled with our Analytics Module, you'll get actionable data identifying where decisions need to be made and actions taken.

Develop

Once you have IIM's standardized data, our Predictive Modeling & Analytics engine helps you develop strategies to address the underlying problems and reduce costs. Even before you start implementing, you can be certain that these data-driven decisions will lead to big savings on your freight costs—strategies are tested in the modeling environment to ensure positive outcomes and reveal any unintended consequences before changes are made.

Deploy

You get access to all of these processes through our Dashboard Visibility Module showing data in real time. Customized with your goals and constraints, RateLinx converts the data into actionable intelligence, so you can quickly deploy your new strategy and get quicker savings.

Advanced Analytics

As you deploy your strategy, the ShipLinx analytics engine provides insights on each shipment to measure and monitor success and compliance. ShipLinx can be deployed as a full TMS, or specific modules can be deployed to augment your current environment. ShipLinx TMS can be customized and integrated to bridge the gaps within your current environment for greater efficiency and savings.

Ultimately, it's the analytics that make RateLinx stand apart from other logistics solutions. A single, powerful rating engine provides clean rates in IIM, real-time insight to IIM's standardized data, and fast and accurate rate sourcing with Predictive Modeling. Integrate these insights into your logistics management for smarter results. That's why we call it Integrated Shipping IntelligenceSM.



RateLinx

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www.ratelinx.com

Rinchem Company, Inc.

Streamlining the Chemical Supply Chain

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Chuck Breinholt
President

Our Mission:

The mission of Rinchem Company, Inc. is to be the most responsive provider of Chemical Management Services any of our stakeholders ever experience. Responsiveness is identifying, documenting and fulfilling every expectation and requirement of our stakeholders. Stakeholders include customers, employees, communities, regulatory authorities and owners.

Locations:

- United States
- Taiwan
- Singapore
- South Korea
- Israel
- Ireland

Associations:

- ISO 9001
- IWLA Member
- WERC Member

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Managing the Global Chemical Logistics Network

Rinchem Company, Inc. is a lead logistics provider with proven expertise in creating and managing safe and efficient supply chains for high purity, pre-packaged chemicals and gases. We apply three decades of expertise and innovation to provide the most reliable, efficient, and cost-effective solutions for our customers. Our services include global warehousing, transportation, freight forwarding, training and consulting.

Rinchem operates a broad network of temperature-controlled, hazardous materials compliant warehouses at locations across North America and in parts of Europe, the Middle East and Asia. Rinchem's transportation and warehousing networks are linked through Chem-Star®, a secure, Internet-based logistics management application and reporting interface that provides customers with real-time visibility into inventory location and status.

Rinchem Services and Areas of Expertise

Our areas of core competence include:

- **Lead Logistics Solutions:** Coordination of all logistics-related activities and suppliers, including analysis of and recommendations regarding modes of transport, opportunities for consolidation, customer service performance levels and opportunities for supply chain improvement
- **Warehousing:** Public or dedicated, temperature-controlled or ambient, regulated or non-regulated warehousing and handling of high-purity, pre-packaged chemicals, gases and other materials
- **Transportation:** Intermodal, over-the-road transportation, cross docking or local delivery of wet or dry chemicals or other materials in bottles, cases, drums, totes or other specialized containers
- **Freight Forwarding:** International shipment of regulated, temperature-controlled chemicals and gases, including import, export, customs clearance, shipment consolidation and deconsolidation, drayage to and from the port, bonded warehousing, cross-docking, transloading and door-to-door delivery services.



Chemical Management Expertise and Logistics Network Optimization

Rinchem's core area of expertise is our ability to safely and efficiently manage chemicals and gases, achieving full regulatory compliance and a reduction in risk. Unlike many general purpose third party logistics providers, Rinchem's assets, employees, systems, processes and expertise are customized for the management of chemicals and gases. Allowing Rinchem to manage the chemical supply chain enables companies to focus greater time and resources upon their own core competencies.

Rinchem engages in long-term, strategic relationships with its customers to systematically drive cost, risk and waste out of the supply chain. Strategies for improvement include the utilization of systems and expertise that deliver greater visibility, flexibility and control, leading to inventory reduction and improved service levels. Rinchem also helps customers to consolidate and optimize shipments and routing, reducing a company's environmental footprint, as well as overall logistics costs.



RoadOne



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Ken Kellaway
CEO



David McLaughlin
COO



RoadOne provides domestic and international intermodal trucking and related services to multiple-channel partners—Steamship Lines, Intermodal Marketing Companies, Railroads, 3PL companies, and Direct Beneficial Customers. Our goal is to provide Single Source Solutions (S3) with unprecedented visibility to our business partners nationwide

Now, more than ever, it has become important to take the inconsistencies and inefficiencies out of your supply chain. In today's intermodal marketplace, your goods and materials are often being handled on the front and back end by multiple, small local providers—each with their own standards, processes, technologies and ways of doing business. Ensuring their goals and requirements are in sync with yours can be difficult enough. Add this to the constant worry that these companies can weather economic downturns and handle the eventual peaks and valleys in your volume make it enough to keep anyone up at night.

That's why you need RoadOne IntermodalLogistics. RoadOne combines multiple modes of logistics services including port and rail container drayage, terminal operations, dedicated truckload solutions, transloading, warehousing, and distribution. As

the largest private, independent intermodal logistics service provider in North America, we can deliver the comprehensive offerings you need from Port to Floor™, including these single source solutions:

- Domestic Intermodal Trucking Solutions
- International Intermodal Trucking Solutions
- Container Terminal Solutions
- Regional Dedicated Truckload Solutions
- National Transloading, Warehousing and Distribution Solutions

Best of all, our industry-leading solutions can be tightly integrated to scale to whatever size you need across the U.S. and Canada. And because all of our solutions are backed by the most advanced logistics planning and technology

solutions in the industry, we can better ensure:

- Timely, efficient and seamless movement of your goods and assets to reduce unnecessary miles and detention charges.
- Optimization of work and information flows to streamline invoicing, payments and processing, back office vendor management costs.
- Technology integration and connectivity amongst all systems to improve overall velocity, visibility, and exception management.

At RoadOne, we're changing the way our customers think about intermodal transportation and distribution solutions. Let us prove it to you today.

RoadOne
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Ruan

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Ben McLean
CEO

Mission Statement:

Our mission is to employ the best team in the industry to move our customers' business safely, efficiently and on time, every time.

Facts About Ruan

- 300 locations nationwide
- Headquartered in Des Moines, IA
- Manage over \$1 billion in annual transportation spend
- 24/7 customer care from one full-service 3PL provider
 - Asset and non-asset options
 - 5,500 team members, including 4,400 professional drivers
- Proprietary Megasafer Safety Program
 - Safety and regulatory experts monitor issues and compliance constantly

Ruan Transportation Management Systems

666 Grand Avenue, Suite 3200
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866-782-6669 x7
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www.ruan.com

INTEGRATED SOLUTIONS
SUPPLY CHAIN SOLUTIONS & DEDICATED CONTRACT TRANSPORTATION

RUAN

- + Network Optimization
- + Managed Transportation
- + Real-Time Tracking
- + Freight Audit and Pay
- + Dock Scheduling
- + 3D Load Configuration
- + Dedicated Contract Transportation
- + Certified Brokerage Services
- + Value-Added Warehousing and Cross-Docking

WHEN IT ALL COMES TOGETHER, IT REALLY MOVES.

Ruan is a family-owned company with 85 years of supply chain experience operating according to our original principles of integrity, innovation and exceptional customer service.

Flexible Integrated Solutions

Ruan's Integrated Solutions combine the flexibility of non-asset and asset-based capabilities with optimal technology and superior service focused on continuous improvement, cost savings and supply chain efficiency. We partner with you to evaluate, optimize and deliver a one-source supply chain solution. Ruan's Integrated Solutions are driven by people, transformed by process and enhanced by platform, allowing you to focus on your core competencies.

Driven by People

Ruan's experienced team members are experts in all aspects of supply chain design and operations. We offer seamless start up and TMS/WMS implementation. Our driver turnover rate is one-fifth the national average. Customers have one point of contact and one consolidated bill for all services, and our safety professionals monitor compliance and regulations daily.

Transformed by Process

Ruan's business intelligence team provides ongoing analysis that identifies opportunities for continuous improvement and cost savings through development and execution of key performance

indicators and quarterly business reviews. We employ a customer satisfaction survey process to gain unbiased feedback from our partners and develop action plans to improve operationally. Ruan's carrier development includes stringent qualification standards and safety monitoring.

Enhanced by Platform

Ruan's best-of-breed supply chain platform, RTMS2.0, offers sophisticated transportation planning that provides network optimization by employing efficient routing, 3D load configuration, continuous moves, waterfall tendering, rich analytics and customized reporting on secure customer portals. Combined with state-of-the-art tracking, we ensure that your product ships on time and safely, every time.

Ruan has expertise in providing supply chain solutions to every industry. And everyone at Ruan is dedicated to serving your business as an extension of your team.

Services

- Dedicated Contract Transportation
- Supply Chain Solutions
- Value-Added Warehousing

RUAN

Saddle Creek Logistics Services

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Cliff Otto
CEO

Leverage our wide array of logistics capabilities for omnichannel solutions that provide speed, service, and scalability.



At Saddle Creek, we specialize in helping retailers, manufacturers and ecommerce companies get products where they need to be quickly, cost-effectively and seamlessly.

Sophisticated Solutions

As an asset-based 3PL, we focus on designing and delivering omnichannel logistics solutions for our clients. Our approach is solution based and data driven, using the most advanced operational methods and sophisticated technologies.

Full Range of Services

Clients utilize our warehousing, fulfillment and transportation services as stand-alone offerings or as part of an integrated logistics solution. They can also take advantage of a host of value-added services such as packaging, kitting, display building, embroidery and engraving.

Through our custom fulfillment solutions, they're able to accommodate customer requirements in a variety of channels - including ecommerce, direct selling and subscription/continuity programs.

Extensive Resources

Clients also have access to our nationwide network of strategic locations - 44 shared-space and dedicated facilities across the country - totaling nearly 18 million square feet of warehouse space. They enjoy cost-effective, service-driven transportation capabilities including a large private fleet, a full set of brokerage services and extensive relationships with all major parcel providers.

Service Excellence

Saddle Creek is one of the largest family-owned logistics providers in the country. We have been in business for over 50 years and are recognized in our industry as an extremely high-level service provider.

Clients will tell you that we stand out due to our ability to deliver on our promises. This is driven by our company culture, which is one of integrity, strong performance expectations, a high level of accountability and the commitment to doing what is right for our clients and their customers each and every day.

We'll do *Whatever It Takes!* to ensure that your supply chain delivers.



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888-878-1177
sales@sclogistics.com
sclogistics.com

Seaboard Marine

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Edward Gonzalez
CEO

Mission Statement

To be the leader in ocean transportation and logistics to all the markets we serve. Our existence, progress and success depend on our customers. By creating a positive environment where our employees can work in partnership with our customers, large and small, we shall provide the highest quality service without exception.



Established in 1983, Seaboard Marine is a wholly owned subsidiary of Seaboard Corporation. We are an ocean transportation and logistics company that provides direct, regular service between the United States and the Caribbean Basin, Central and South America. Seaboard Marine plays a significant role in promoting trade in the Western Hemisphere.

Our success in the region for over three decades has enabled us to expand gradually into new markets. We now serve nearly 40 ports in over 25 countries. Seaboard Marine's facilities include a private terminal of nearly 90 acres at PortMiami. We carry more cargo to and from PortMiami than any other carrier. Although this facility complies with and exceeds all governmental security mandates, it operates seven days a week, 365 days a year, a unique convenience for our customers.

Seaboard Marine has successfully initiated services from other U.S. ports. Operating from our 62 acre terminal in Houston, we offer weekly services to multiple ports in the Caribbean and Latin America. We also proudly serve Central America weekly from New Orleans. In addition, Seaboard Marine provides weekly service to the Western Hemisphere from Philadelphia and Brooklyn, NY.

Seaboard Marine's fleet of nearly 30 vessels and over sixty thousand (60,000) dry, reefer, and specialized containers supports direct service between the U.S. and major ports of call throughout Latin America and the Caribbean. Our reliable fixed-day schedules make it simple for customers to coordinate manufacturing schedules and maintain inventories at cost-efficient levels. Convenient schedules, outstanding customer service, and an expanding fleet of ships both commanded and managed by a company of dedicated professionals, have become the trademark of Seaboard Marine.

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SEKO Logistics

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James Gagne
President and CEO

- Omni-Channel Logistics
- Air Freight Forwarding
- Ocean NVOCC Services
- Ground Transportation
- Home Delivery
- Heavyweight/Final Mile
- White Glove
- Crossborder eCommerce
- Expedited Cargo
- AOG/NFO Services
- Aerospace Logistics
- MedTec Logistics
- Store Development Logistics
- Warehousing & Distribution
- Customs Brokerage
- Value-Added Solutions
- Supply Chain Software
- TMS
- WMS
- Purchase Order Management
- Asset Management
- Inventory Management
- Demand Chain Management
- 60 USA Locations
- 120 Global Locations



**CREATING THE FUTURE
OF LOGISTICS**

We provide a suite of logistics services which enable you to use your supply chain as a competitive differentiator. As a customer centric organization, we are powered by the expertise of our people and our in-house developed, best in class, customizable technology. It is this combination which gives SEKO its strength.

With over 120 offices in 40 countries worldwide, our unique ownership management model enables you to benefit from Global implementation experience and expertise across all industry sectors, coupled with vital in-country knowledge and unparalleled service at the local level.

We have a flat management structure, with just three layers between you and the CEO, making us 'fast on our feet' in delivering solutions that can meet your exact requirements. This lean and nimble structure increases our decision-making speed and gives us an ability to implement customized solutions which far exceed those of our competitors.

This unique business model provides our customers with:

- Fast, efficient decision-making
- Minimal bureaucracy - easy to do business with
- Local expertise through people that really care
- Responsiveness and reliability
- Flexibility and consistency
- Hands-on service and support
- Personal relationships
- Creative, customized solutions
- Individual vertical sector experience

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ShipHawk

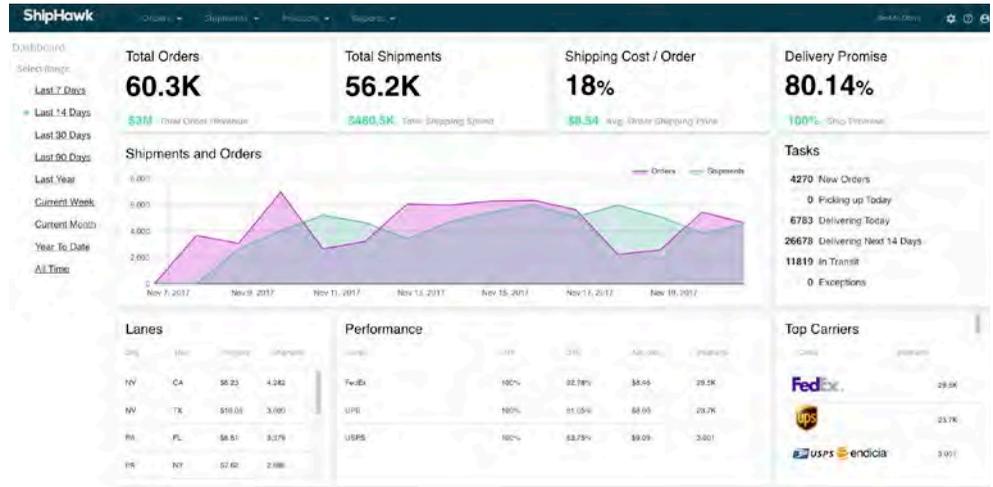
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Jeremy Bodenhamer
Co-Founder and CEO

Mission Statement

Our mission is to empower real people and real businesses to grow and to thrive in an increasingly competitive world. ShipHawk's TMS 2.0 optimizes supply chains and reduces shipping costs. ShipHawk customers process millions of shipments worldwide. Our HQ is in Santa Barbara, CA.



Modern. Beautiful. Optimized. Configurable. Automated. Data-Driven.

ShipHawk is a Smart Transportation Management System™ (TMS 2.0™) helping retailers, manufacturers, and distributors radically reduce shipping costs by creating data-driven, automated supply chains.

What you get with ShipHawk's TMS:

1. Lowest possible shipping costs
2. Multi-carrier cross-mode rating engine
3. Beautiful, modern interface
4. Latest technology and RESTful APIs
5. Fast setup
6. On-brand tracking
7. Workflow automation – process more orders faster
8. Packing optimization – the right box, at the lowest cost, every time
9. Vendor/Customer fulfillment interface
10. Real-time data – full internal visibility

What makes ShipHawk different from other services that provide multi-carrier rating?

ShipHawk accounts for SKU data at the item level, far before a shipment is created, providing a baseline for rating and automation that removes the human element from the carrier selection and fulfillment process.

In other words, because it looks at the individual items within an order, ShipHawk automatically accounts for split shipments, drop shipments, multiple boxes, volume, geolocation and other variables that often end up costing more than expected or disrupting fulfillment.

Awards

- ShipHawk is the fastest growing transportation and logistics company in America.
- #12 on the 2017 Inc 5000
- #8 on the 2017 Deloitte Fast 500



ShipHawk
805-880-4190
shiphawk.com

The Shippers Group



Rob Doyle
President

Mission

Our mission is to **Understand** our customer's needs, **Deliver** on our promise of world class supply chain services and continually **Improve** in every aspect of our business.



Since 1901, we've been in forward motion toward being an industry leader in third party logistics with a focus on our people, our processes and the technology we employ to enhance the overall customer experience.

Our service offering has grown from just warehousing to include transportation, packaging and e-commerce solutions, and it is time for a more relevant name. Therefore, our company formerly known as Shippers Warehouse is now The Shippers Group.

With 11 locations and 4.5 million square feet of distribution space in 5 states from coast to coast, The Shippers Group is becoming nationally recognized for the full range of logistics services we offer that include Public and Contract Warehousing, Pick-n-Pack and E-Commerce Order Fulfillment, and Transportation Services.

We are BRC Superior with an AA rating and AIB Superior with 990 out of 1000. The Shippers Group is a Green Citizen named by *Inbound Logistics* as a leading company that goes above and beyond to ensure global supply chains are sustainable and operations are socially and environmentally friendly.

World Class Supply Chain Support

Supply Chain performance drives our customers' bottom line and that's why The Shippers Group provides world class supply chain support from receiving inbound products to shipping outbound orders, inventory management and contract packaging. We are focused on Continuous Improvement to keep pace with consistent shifts in consumer demand. We are applying LEAN initiatives for improved productivity and accuracy.

The Shippers Group is implementing innovative solutions to effectively manage complex supply chains while reducing costs. Our systems provide agile support to meet the unique needs of our multi-customer distribution operations. From pick-to-voice, layer pickers, robust WMS and LMS systems, we're employing and developing innovative methods within our operations, improving accuracy and efficiency.

The Shippers Group

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info@shipperswarehouse.com



SMC³

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Andrew Slusher
President and CEO

Mission Statement

SMC³ is devoted to consistently raising the level of knowledge, collaboration and technological capability in the freight transportation marketplace. The company achieves this using the internal expertise of its employees with industry connectivity to provide the best data, technology and educational services to its members, customers and associates. SMC³'s deep-seated core values of integrity, consistency, thought leadership and operational excellence support this mission and provide a foundation for a unique portfolio of industry solutions.

SMC³ is the one-stop knowledge hub for LTL technology, data and education. As the single integration point for all carrier rate, transit and service information, SMC³ solutions travel beyond simple connectivity and empower shippers, 3PLs and carriers to collaborate and optimize decision making.

LTL Technology and Data

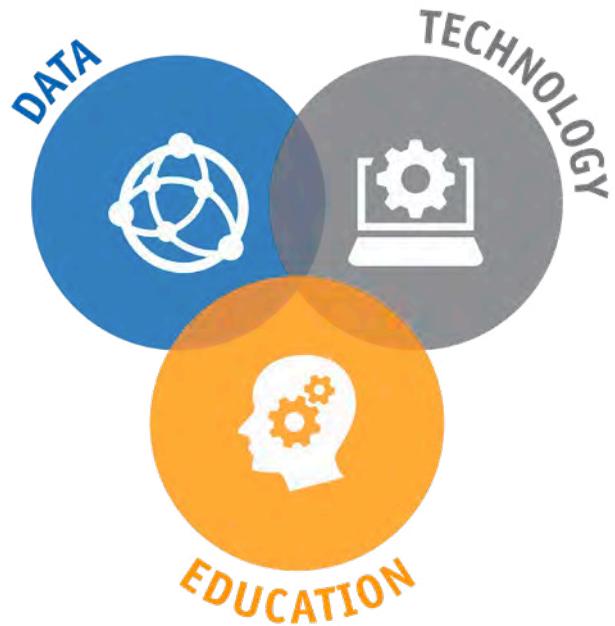
The SMC³ Platform is the underlying LTL fuel for transportation management systems. It delivers the only integrated suite of technology solutions that enables shippers, 3PLs and carriers to collaborate and optimize decision making throughout the entire LTL shipment lifecycle. Built on a secure cloud network and supported by redundant security protocols, SMC³ solutions simplify the complexity of LTL:

- Price negotiations and bid management
- Rating and transit-time optimization
- Shipment tracking from dispatch to delivery
- Freight bill auditing

SMC³ is best known for CzarLite, the industry standard base rate; the BidSense bidding tool; and the high-horsepower analytical APIs RateWare XL and CarrierConnect XL, which deliver high-speed rating analytics, and carrier points of service and transit times, respectively. Supply chain players rely on SMC³ to deliver detailed and actionable intelligence, translating complex supply chain information into optimized data.

The industry's only complete and flexible LTL solution, the SMC³ Platform, allows customers to choose the level of computing power to match their business needs, and is the only solution shippers and 3PLs of any size need to successfully navigate the LTL shipment arena.

The newest additions to the SMC³ Platform, LTL Execution and Visibility APIs, provide real-time shipment communications via connectivity direct to carriers.



Delivered with industry-leading speed, reliability and performance, LTL solutions from SMC³ offer unparalleled insight, giving customers an unrivaled ability to make smarter LTL freight decisions.

Education

SMC³ extends its expertise through supply chain educational forums across North America. Attendees keep current on industry trends and best practices used by global supply chain leaders at Connections and Jump Start, SMC³'s two annual supply chain conferences.

The strategic educational and networking events feature cutting-edge, forward-thinking sessions, top-tier presenters and unique networking opportunities. SMC³ works to create events that facilitate lasting collaboration between logistics and transportation professionals from carrier, shipper, 3PL and technology-provider verticals.

SMC³'s technology, data and educational solutions are backed by a lifetime of industry understanding and technical expertise.

Contact SMC³ today to learn more.



SMC³

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South Carolina Ports Authority

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Jim Newsome
President & CEO

Mission Statement

The South Carolina Ports Authority (SCPA) promotes, develops and facilitates waterborne commerce to meet the current and future needs of its customers, and for the economic benefit of the citizens and businesses of South Carolina. The SCPA fulfills this mission by delivering cost competitive facilities and services, collaborating with customers and stakeholders, and sustaining its financial self-sufficiency.



South Carolina's reliable, efficient port system stands ready to be your supply chain partner with the expertise and flexibility that makes doing business easy and the infrastructure to meet your cargo needs, no matter what you've got to move.

South Carolina Ports Authority (SCPA) offers BCO shippers customized solutions through its Supply Chain Authority service, bringing together representatives from operations and terminals, commercial and economic development, and information technology to provide solutions to logistics challenges each Port customer faces.

The Supply Chain Authority's expertise complements the productive operations, big ship handling capability and efficient market reach the Port is known for. The Port's current capital investment plan of \$1.3 billion will yield a 52-foot deep harbor and the newest container terminal on the East Coast, both completed by 2020. Additional improvements are underway, including upgrades to the Wando Welch Terminal, bigger cranes and modernized technology systems.

Charleston offers the deepest channels and harbor in the region today, handling 9 weekly ships of more than 8,500-TEU capacity drafting up to 48 feet. Short transit times to the Port's five marine terminals, each within two hours sailing time from the open ocean, preserve vessel schedule integrity and minimize the risk of canal penalties or missed berthing windows.

Daily intermodal rail service and the RapidRail dray system connect SCPA terminals with rail hubs across the region and beyond, and the Port has expanded its freight transportation network with two inland ports. Inland Port Greer utilizes an overnight Norfolk Southern intermodal service to drive the efficiency of international container movements between the Port of Charleston, the South Carolina Upstate and neighboring states. Opening in the spring of 2018, Port Dillon will handle continued rail volume growth and expand access to markets throughout the Carolinas, Northeast and Midwest via CSX service.

Access to global transportation networks and support businesses such as distribution centers, transloading facilities, cold storage warehouses and other assets provides a robust environment for SCPA customers, and the Port offers exciting possibilities for shippers with an unmatched combination of import and export cargo flows handled with high productivity at low cost. Our facilities are well-equipped to handle any type of cargo and our Supply Chain Authority is ready to deliver customized business solutions for your shipping needs.

South Carolina Ports Authority
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Sunset Transportation

 Connect on LinkedIn  Like us on Facebook  Follow us on Twitter



Lindsey Graves
Chief Operating Officer

Whether it's transportation brokerage, logistics management, TMS technology, or freight audit and payment services, Sunset offers solutions to best fit your business. Our commitment to quality, integrity, and delivering on our five promises are the foundation of our success.

Customized Solutions:

- Logistics Optimization & Management
- Shipper Technology
- Freight Audit & Payment
- Domestic & International Brokerage

Service Promises:

- Savings
- Visibility
- Data-Driven Decisions
- Continuous Improvement
- Relationships, not Transactions

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www.SunsetTrans.com
Phone: 314-325-1505
Fax: 314-849-8242



Between our diverse 3PL services, user-friendly technology suite and our transparent, customer-focused culture, Sunset Transportation is positioned as the dominant logistics management partner for mid-market and large businesses. Sunset's flexibility and entrepreneurial spirit makes us The Right Size 3PL for your growing business – large enough to provide professional, multi-modal solutions while remaining agile and committed to our roots with personalized service.

Time to Truly Manage Your Supply Chain?

Sunset customers can get back to mission-critical business knowing their supply chain is being analyzed, monitored and improved month over month. We are accountable for providing ongoing savings and efficiencies through:

- Bid management and carrier procurement
- Route optimization and strategic modeling
- Integration and visibility
- Freight bill audit and payment
- Key Performance Indicator (KPI) compliance and reporting

Need a TMS that Fits Your Business?

Do you have visibility to every shipment within your system? Can you access multiple carriers' pricing across modes within your system? Do you know if you're utilizing the lowest-cost carrier and right mode for every shipment? If the answer is no, you're not alone.

Even the most complex supply chains operate with significant gaps in visibility due to inefficient technology or unknown solutions. Sunset works to

bridge the common gaps in your ERP with a TMS solution that provides:

- Shipment rating and routing
- Shipment execution and tracking
- Carrier safety and compliance
- Shipment image retrieval
- GL reconciliation
- Supply chain analytics

Why Sunset?

As a second generation corporation, Sunset puts our customers first – big or small. Sunset and its employees are dedicated to continuous improvement and personalized attention.

We are proud to uphold and report on our Five (5) Promises with every customer, every day:

- Savings
- Visibility through technology
- Data-driven decisions
- Continuous improvement
- Relationships, not transactions

Let Sunset help you navigate the challenges of strategic supply chain management. We are here for the long-term, and are helping our customers grow through our experience, integrity, and service!



Syfan Transport–Syfan Logistics

 Connect on LinkedIn  Like us on Facebook  Follow us on Twitter



Steve Syfan
Executive Vice President

Who We Are

Syfan Transport is a Southeast-based carrier fleet featuring 24-7 dispatch, on-board GPS and ELD-compliant systems on every truck, and transparent reporting on all shipments. Together with its 3PL arm, Syfan Logistics, the company provides a diverse array of shipping needs throughout the continental United States, Mexico and Canada.

Mission Statement:

We will provide our customers a competitive advantage through superior transportation and logistics services. We will consistently strive to meet and exceed our customers' expectations of service through timely communication and quality information.

Vision Statement:

We seek to be a guiding light of ethics, integrity and Christian faith in our service to the transportation industry.

**Syfan Transport/
Syfan Logistics**
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SyfanCorp.com
Toll-Free: 855-287-8485
Local: 770-287-8485

Ready. Willing. Able.

Syfan Transport and its Syfan Logistics division focus on the highest level of transparency and reliability for customer shipments. This year provides the perfect opportunity to deliver on their commitment.

In 2018, changes in federal law will require licensed carriers to comply with new requirements for Electronic Logging Devices (ELD). This comes on the heels of last year's new federal law for safer food transport under the Food Safety Modernization Act (FSMA). For both rule changes, Syfan was ready well ahead of the deadlines. Now, working with an ELD-compliant carrier will be just as important as protecting shipments with cargo insurance.

The bottom line for ELD compliance and FSMA is greater visibility and food safety – which is why Syfan put such a high priority on implementation of the new rules. Historically, the company has always invested heavily in GPS technology, communications, and a 24-7 professional dispatch team. So naturally they would embrace the new rules too.

Expanding equipment

With the ongoing expansion of Syfan Transport and its over-the-road fleet, the company is also responding to customer demands for even greater accessibility to equipment across the country. Based north of Atlanta in Gainesville, Ga., Syfan Transport's truck fleet is supported by several hundred trailers – dry vans, flatbeds and a newly acquired addition of the industry's most advanced temperature-controlled reefers with cold-chain monitoring and solar panels.

On the logistics side, Syfan further draws from an expansive network of carrier partners to bolster its service and fill gaps. Syfan Logistics has grown into one of the leading logistics services in the United States. Inbound Logistics, Transport Topics and Global Trade magazines have all recognized the company in their national rankings of the top logistics providers.

Primary insurance

Syfan Transport and Syfan Logistics serve the most demanding shipping needs with on-time pickup and delivery throughout the continental United States, Mexico and Canada. And Syfan goes the extra mile by backing every load with primary cargo insurance. It's a commitment practiced by only a small percentage of the industry.



Syfan Services

Syfan Transport

Numerous trucks and equipment options are available around the clock and across the country.

Syfan Expedited

Syfan's long history with JIT shipping for automotive manufacturers and small parcel air loads has forged a unique sensitivity to deadline-oriented shipping.

Third-Party Logistics

For shippers faced with a sudden spike in shipping volume or the occasional spot load, Syfan Logistics fills those emergency gaps.

Freight Management Services

Syfan Logistics also can manage a company's entire shipping program, providing significant cost savings.

Syfan Intermodal

Syfan is a UHIA carrier for all modes of transit (single drivers, team and expedited) and provides service recovery, crosstown shipments and power-only shipments.

Project Management

Whether relocating a frozen food shipment from a damaged warehouse or moving large equipment, no job is too big or too small.

Customer Industries:

- Food and Beverage
- Parcel
- Automotive
- Manufacturing
- Healthcare
- Construction materials
- Retail/Consumer products
- Electronics
- Paper products



Taylored Services



Jim DeVeau
President and CEO

Mission Statement:

We have become a leader in fulfillment by thinking like our clients, providing the services they need when and where they need them. We strive to be the top provider of distribution and fulfillment services to the retail apparel, footwear and accessory markets.

Many companies talk about "thinking outside of the box." At Taylored Services, we believe the key to a superior customer experience is to "think like a box." Thinking like a box means considering everything that a box needs throughout the supply chain process.



Taylored Services

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Contacts:

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and Marketing
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Chris Kearns
VP of Key Accounts
chris@tpservices.com



Taylored Services. Thinking like a box. Since our humble beginnings in New Jersey in 1992, Taylored Services has grown to become a national leader in distribution, fulfillment and warehousing. We have achieved this status by providing the services our clients need when and where they need them.

Our distribution centers are located near the nation's busiest ports of Los Angeles, Long Beach and New York. We work with a diversified client base including wholesalers, manufacturers and retailers and our expertise extends to multiple brand and accessory categories.

We have invested significantly in systems and technology and maintain long-term relationships with all of the other interim suppliers along our clients' boxes journey. As a result, our clients can track their merchandise at every step through and from our warehouse to multiple points of destination.

Our services include:

- Warehousing and Distribution
- Supply Chain Management
- Value Added Services and Merchandise Rework
- Transportation Management Services

Warehousing & Distribution

Taylored Services operates strategically located warehousing facilities in major locations on both coasts of the US. While our clients' products are stored with us, they are safe, secure and well-tracked. If products require a dedicated facility, or need to share space in one of our distribution centers, we have the resources and experience to meet our clients' warehousing and distribution needs, including:

- Pick & Pack
- E-Commerce
- Receiving - All receipts processed against service orders - EDI or flat file transmissions
- Inventory Control - Radio frequency bar-code scanning and cycle counts

- 24/7 real time inventory visibility & reports through Taylored Access
- Fulfillment - Designed to meet client-specific needs (FIFO, LIFO, serial or lot #)
- Electronic Notification (EDI, flat file or Taylored Access)

Supply Chain Management

We work closely with our clients and all of their and our channel partners to ensure that we are implementing the most effective and efficient supply chain solutions, particularly with regard to warehousing, distribution and packaging.

Value Added Distribution Solutions

From product inspection to ticketing, we offer a wide range of services to meet our clients' needs inside the box. Among the multiple value added services Taylored provides are:

- Re-packing, re-ticketing & assortments
- Point-of-purchase display assembly
- Inserts and labeling
- Returns - client-defined processing, inspection, quality control and tracking

Transportation Management Services

Our expertise, experience and relationships extend to flexible and cost effective transportation solutions. We help our clients reliably move their products into and out of our warehouses.

Our shared commitment to your objectives makes us a dedicated provider focused on the very same goals that drive your business. Contact us today at (909) 510-4816, and let us put our experience to work for you.



TAYLORED
FULFILLMENT
SERVICES

TOTE Maritime Puerto Rico



Tim Nolan
President

Mission Statement

A leader in the shipping industry with a professional team that is dedicated to unparalleled customer service, safety and environmental responsibility.



TOTE Maritime is a pioneer not only in shipping cargo, but also in connecting businesses and communities. For more than 30 years, we've transported a wide variety of cargo between Jacksonville and Puerto Rico twice weekly. Throughout that time, we've adapted, expanded and innovated. Yet at each stage of our evolution, we have remained as dedicated to caring for our employees and our community as we are to exceeding clients' expectations.

This dedication is central to our core values of safety, commitment and integrity. It's also what makes us a leader in the shipping industry. Here's what you can expect from TOTE Maritime:

INNOVATIVE TECHNOLOGY

As an industry leader, TOTE Maritime brings you the benefits of emerging technology. We were the pioneers of Marlin Class LNG-powered container vessels, and in 2018, we will introduce the first LNG barges to provide our customers another economic, environmentally friendly shipping method. Our CoolConnect service uses smart refrigerated containers and 24/7 real-time monitoring to ensure perishables and pharmaceuticals maintain the correct temperature and arrive with maximum precision.

UNIQUE EQUIPMENT

TOTE Maritime offers an advanced, flexible and comprehensive array of equipment to meet our customers' particular needs, including the world's first 53-foot tri-modal containers. We've also designed and patented innovative auto carrier racks to ensure shipped vehicles arrive in pristine condition. All our equipment is supported with the most versatile lift-on/lift-off Marlin Class vessels in the trade as well as a network of port facilities and quality inland transportation resources.

TURNKEY SOLUTIONS

TOTE Maritime backs our technology and equipment with unparalleled customer service. We have launched the second generation of our online booking web portal to better meet our customers' needs. The portal allows you to create, change and monitor your shipments with the click of a button. Our representatives are also readily available via phone or email and pride themselves on rapid response. We are even rolling out our app this year so that you can have information on the go – no matter where you are.

Experience the TOTE Maritime difference by contacting us today.



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Tranco Logistics

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Bruce Trantham
CEO

Mission Statement:

We invest in our team to deliver unparalleled supply chain excellence for our partners.

Tranco is a values-driven, total solution provider of best-in-class logistics services from local to global. Tranco ownership embodies the first-generation passion and entrepreneurial spirit which inspires every team member to deliver out-of-the-box solutions throughout the Southern, Central and Southeastern USA.

Tranco began its 21-year history with just a pick-up truck and renting 2,500 sq. ft. of warehouse space. Today with 7 locations totaling over 1.5M sq. ft. of warehouse space and 500+ rolling assets, our Asset and Brokerage divisions deliver unmatched solutions worldwide.

Come grow with us and let us help transform your supply chain into a competitive advantage.



Asset Based Transportation

Tranco's asset transportation fleet is operated by seasoned leadership and a driver pool with very low turnover. Consequently, Tranco has stability and an award-winning reliability level that is superior to most.

- SmartWay Certified
- Based in Chattanooga, TN, the "Gateway to the South," we reach 2/3 of the US population in 24 hours.
- Dedicated Fleet - factory support, JIS/JIT, regional lanes, shuttle service
- Regional asset carrier for the Southeast, South, Central and Northeast USA
- Full service garage/shop

Warehousing and Distribution

Tranco offers ambient and climate controlled space in the perfect location to service the entire Southeast just off of I-75 and I-24.

- ISO 9001; 2015 Certified
- Serving automotive, industrial, pharmaceutical, food, E-commerce and chemical verticals
- Multi-client/Public warehousing
- Contract warehousing
- Storage, Distribution, JIS/JIT service
- Custom crating for domestic and international shipments
- Cross dock

Tranco Global

Our *Tranco Global* division provides a world of international shipping solutions. We provide a full suite of international freight forwarding and customs brokerage services including:

- Air Forwarding Through Tranco Air
- Tranco Ocean Freight Services
- Customs Clearance
- Project and Over-Dimensional Freight Handling
- International Contract Logistics Management
- Coordination for Special Commodities
- 3PL solutions for van, flatbed, refrigerated, and oversize TL and LTL freight
- Industry leading TMS software with customer portals available
- EDI functionality for immediate tracking visibility

Our iTranco cloud-based visibility portal assures information and freight delivery are in sync. Paperwork, shipment status, and flexible reporting, are all available at the click of a button, 24/7.

Our Tranco Global Network, of over 500 offices strategically located at all major gateways in over 180 countries, brings you best-in class service delivering seamless cargo handling around the globe.



Tranco Logistics

423-822-1000

info@trancologistics.com

www.trancologistics.com

TransGroup Global Logistics

 Connect on LinkedIn  Subscribe to our YouTube channel  Like us on Facebook

- U.S. Owned Globally Connected
- Transport & Logistics Nationwide/Worldwide
- Global Warehousing & Distribution
- Integrated Supply Chain Management
- Industry-Leading Technology
- Customer Centric Approach
- Custom Tailored Systems & Solutions
- Heavy Project Logistics



Our logistics expertise is a balanced cross-discipline of domestic, international and warehouse/distribution services, making TransGroup a true single-source transportation and logistics provider. Our 'Customer Centric' approach, global reach and industry-leading software enable us to do just that. We partner with our clients to tailor and integrate logistics systems and solutions that deliver value across the entire enterprise.

We create logistics solutions that matter.

- Hot Shot Options
- Specialized Equipment
- Air Charter
- Trade Show Services
- Asset Recovery / Reverse Logistics
- White Glove Services
- Warehousing & Distribution
- TransBorder Expertise (Canada / USA / Mexico)

Technology

- Global Tracking
- Online Shipment Initiation
- Worldwide P.O. Management
- Proactive Milestone & Status Notifications
- Reports / Metrics
- Global Warehouse Management
- TMS Online LTL Rating & Dispatch
- EDI / XML / ERP Integration
- Internally Developed for Maximum Flexibility

**Get our Mobile App
by visiting:**

<http://app.transgroup.com>



TransGroup Global Logistics

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www.transgroup.com

North American Services

- Next Flight Out
- Next Day AM / PM
- Second Day
- TranSaver 3-5 Day
- Express LTL / FTL

International Services

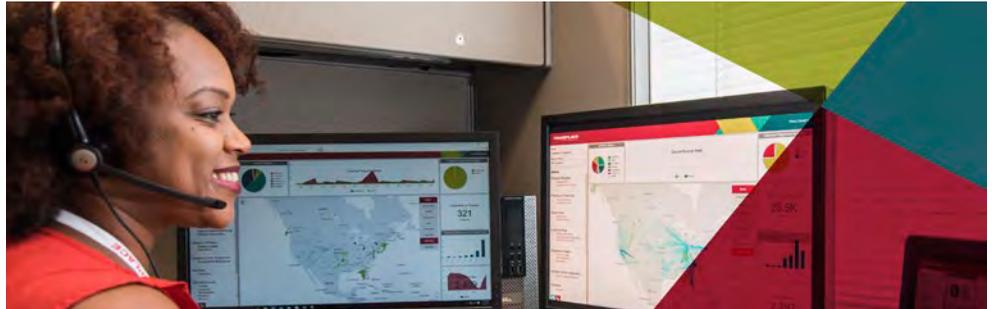
- Global Air
- Worldwide Consolidation
- FCL / LCL
- Air & Ocean Charter
- Complete Project Cargo Services
- Dangerous Goods
- Customs Brokerage
- C-TPAT Validated
- Overseas Warehousing & Distribution
- FMC OTI / NVOCC Licensed

Transplace

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Frank McGuigan
CEO



Mission Statement

Achieve supply chain excellence for our customers – North American manufacturers, retailers, and distributors – as the premier provider of managed transportation, consulting & TMS solutions; and intermodal, truck brokerage, and cross-border trade services.

Exceed customer expectations through superior quality and value. Our assets are people, proven processes, proprietary technology and scale.

Transplace Offices

United States:

Corporate HQ: Frisco, TX,
Chicago, Edison, NJ,
Greensboro, NC, Greenville,
SC, Laredo, TX, Lowell, AR,
Los Angeles, Philadelphia,
Pittsburgh, St. Louis,
Stuttgart, AR

Canada:

Montreal, Toronto

Mexico:

Apodaca, Nuevo Laredo
Colombia, Nuevo Laredo
Mexico City
Monterrey
Nuevo Laredo, Tamps
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888.445.9425

North America's Premier Provider of Logistics Solutions

Transplace is a non-asset based logistics services provider offering manufacturers, retailers, chemical and consumer packaged goods companies the optimal blend of logistics technology and transportation management services. We are recognized among the elite 3PLs for our proven ability to deliver both rapid return on investment and consistent value to a customer base ranging from mid-market shippers to Fortune 500 companies.

With operations centers located throughout North America, Transplace delivers integrated solutions tailored to meet in-country and cross-border supply chain needs.

Transportation Management

Transplace offers flexible and customizable managed transportation services that optimize our customers' supply chain and help them outperform their competition. Shippers of all sizes choose Transplace for the convenience of having a single transportation partner that can support the unique and changing needs of their business and alleviate the administrative burdens of transportation management. Whether you are looking for a completely outsourced solution, Software as a Service (SaaS) technology, or something in between—Transplace can provide a customized business solution to fit your needs.

- Managed Transportation Solutions/Control Towers
- Proprietary SaaS TMS
- Supply Chain Engineering & Consulting

Strategic Capacity Solutions

Our comprehensive capacity expertise allows us to leverage our entire network to solve large-scale, complex supply chain problems for every one of our customers. Whether domestically, cross-border, collaboratively or via intermodal transportation, we can create capacity solutions that deliver meaningful benefits to shippers throughout all of North America. Our experts can tap into our vast network in order to craft a solution tailored to each individual business, fusing together the best of our managed services and capacity solutions. Our goal is to push even further beyond a traditional brokerage solution to deliver a better transportation network to our customers.

- TL, LTL, Intermodal
- TransMATCH Co-loading
- Continuous Moves/Cross-Client Collaboration

Cross-Border and Global Trade Solutions

Rely on Transplace to help you navigate through the ever-changing regulatory environment of cross-border and global transportation. Our compliance experts design strategic processes to help your business mitigate risk, reduce supply-chain costs and get the visibility you need for your logistics operations.

- Customs Brokerage & Trade Compliance
- Cross-docking/Transloading
- Global Trade Management

TRANSPLACE
— REST EASY. WE WON'T. —

Transportation Insight

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Chris Baltz
President & CEO

Through innovative multi-modal solutions (LTL, Parcel, TL), technology and advanced analytics, we evolve the digital supply chain for sustainable enterprise excellence.

Enterprise Logistics Services

- Domestic Transportation
- International Transportation
- E-commerce Solutions
- TMS Technology
- Supply Chain Analytics
- Freight Bill Audit and Payment
- Parcel Audit, Optimization, Advanced Analytics
- Warehouse Sourcing
- Extended Lean®
- Insight Fusion® Big Data Solution
- Private Fleet Consulting
- Outsourced Execution
- Transactional Services
- Indirect Materials Sourcing Including Secondary Packaging

Transportation Insight, LLC

More than 50 Client Support Offices across North America
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transportationinsight.com
w: transportationinsight.com

– Corporate Hickory, NC –
Atlanta, GA – Bentonville, AR
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Enterprise Logistics

A non-asset-based logistics provider and supply chain consultant, Transportation Insight offers advanced analytics and technology-powered solutions in all transportation modes (LTL, Parcel, TL). Transportation Insight partners with over 1,500 manufacturers, distributors, retailers and e-tailers to deliver data-driven insight for supply chain transformation. We help clients grow, reduce supply-chain related costs, increase agility, improve customer delivery experience, mitigate risks, streamline processes and achieve enterprise sustainability.



Continuous Improvement

With our **Extended LEAN®** continuous improvement methodology for the supply chain, we help clients increase operational efficiencies, maximize profits, improve visibility and optimize their extended value chain. Transportation Insight implements integrated analytics to help clients increase efficiency, while reducing vehicle miles, fuel and energy consumption and air pollution emissions. This sustainability mindset earned Transportation Insight a U.S. Environmental Protection Agency 2016 SmartWay® Excellence Award.

Logistics Collaboration

Co-managed Logistics®, our consultative approach to logistics management, allows shippers to maintain their desired level of supply chain control. Clients consider us a trusted expert providing optimal choices in end-to-end supply chain solutions, including domestic transportation sourcing and support, international freight forwarding, import/export compliance, integrated warehousing and other value-added services.

Analytics

We deliver comprehensive present, past and future business insight solutions. Quickly identify optimal shipment routing and service providers, access in-transit tracking and execute shipments. Leverage comprehensive reporting to uncover missed opportunities, spot trends and make data-driven decisions. Look forward with advanced network modeling and simulation tools. Access key performance indicators when, where and how you need them through our mobile interactive portal Insight Fusion®.

Technology

Insight TMS®, our customizable, web-based Transportation Management System, provides total shipment visibility from foreign ports to the customer's door through one interface. Automate logistics tasks like load tendering, shipment tracking, rate shopping, dock scheduling and Bill of Lading creation and integrate with other systems for maximum impact.

Parcel Solutions

Transportation Insight's innovative parcel engineers, advanced analytics experts and product managers possess extensive parcel shipping expertise. Through optimization, advanced analytics and auditing (Invoice, Service and Compliance), Transportation Insight helps develop more efficient, economically integrated supply chains for small-package shippers in e-commerce, retail and manufacturing.

Financial Settlement

Freight invoice audit and payment services provide benefits beyond ensuring invoice accuracy. We help companies improve accounting efficiency through consolidated electronic billing, automated general ledger coding, timely carrier payment and freight accruals. Rigid processes and controls helped Transportation Insight earn a global reputation of trusted business partner.



Evaluate. Innovate. Dominate.

Transportation Intermediaries Association

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The Transportation Intermediaries Association (TIA) is the premier organization for third-party logistics professionals doing business in North America. TIA provides resources, education, information, advocacy, and connections to establish, maintain, and expand ethical, profitable, and growing businesses in service to their customers.



The Transportation Intermediaries Association (TIA) is an organization for North American third-party logistics companies that celebrates the individual disciplines of its members while speaking with one voice to shippers, carriers, government officials, and international organizations.

TIA provides value to its members through promotion of TIA members, promotion of the third-party logistics industry, and education – as well as product and service offerings that assist members in the successful conduct of their businesses.

TIA provides leadership and direction for the 3PL industry to advance professional standards, business practices, and the overall image and credibility of the profession and its ultimate contribution to society.

TIA helps third-party logistics professionals better manage their companies for growth and profit.

We do this by:

- Lobbying to protect businesses from harmful regulation and by providing a strong voice for this important industry to Congress, the Administration, states, courts, shippers, carriers, and international organizations.
- Providing education, research, and networking for CEOs and their employees designed to improve current operations, expand into new disciplines, and provide a competitive advantage for member companies.
- Providing member benefits, services, and products that provide recognizable returns

on member dues investment and provide a competitive advantage for member companies.

- Promoting the highest ethical standards for use by the professional 3PL industry.
- Developing best practices to enhance and protect shareholder value.
- Promoting the use of TIA members by shippers and carriers.
- Maintaining a strong and growing association that can continue to meet the needs of our members and the industry.

Courses, Seminars, and Webinars

TIA offers several core courses built to give you and your business access to the best information on topics critical to your success. Courses include:

- A Broker's Introduction to Intermodal Transportation.
- Certified Transportation Broker
- Marketing Transportation Brokerage Services
- New Broker Course
- Partnership Selling in the Supply Chain
- Temperature Control Transport
- Independent Contractor Course

Transportation Intermediaries Association

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TransportGistics



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TransportGistics puts you in control with global products and services that provide market leading, simple, incremental solutions for transportation management and logistics functions within your supply chain.

Our cloud-based solutions enable you to:

- Reduce costs
- Improve processes
- Identify hidden costs of transportation
- Improve vendor compliance routing guide
- Improve Supplier Relationship Management (SRM)
- Monitor vendor performance
- Improve shipment visibility
- Generate automatic, status-driven alerts
- Monitor carrier performance with respect to time in transit, service failure, and billing
- Enable collaboration
- Source, procure and execute transportation services



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Transportation Management and Logistics Solutions

TransportGistics is a global, multi-product and services company that provides market leading, simple, incremental solutions for transportation and logistics management. Our rich history in micro logistics solutions and macro logistics strategies is the fuel that drives our "simpler is better" model.

Our innovative, incremental strategy to assist and enable our customers to achieve cost-effective independence from legacy practices has been highly successful, resulting in double-digit cost savings, cost avoidance and rapid ROI.

Solutions should not be more complicated than the problems they are trying to solve!

Simpler is better, and that is the approach that we have taken with our cloud-based products and services. These easy-to-implement, easy-to-use solutions allow users to reduce costs and improve operations while managing discrete transportation and logistics management functions. Each solution can be deployed separately or in an integrated environment to meet requirements to improve business processes, reduce costs and enhance service offerings.

- **BLGen:** Create and communicate transportation forms, including packing slips, carton labels, LTL and TL Bills of Lading.
- **FreightTracing:** Provides complete shipment visibility, including alerts.
- **InsourceAudit:** A freight bill management, shipment information, cost-control portal that enables users to manage and control pricing and performance, freight invoices, payment and information.
- **ProductReturns:** Enables users to automatically generate return authorizations, route shipments

via least-cost carriers, generate bar-coded Bills of Lading, and facilitates the receiving and accounts payable/receivable processes.

- **RoutingGuides:** Enables streamlined and simplified production, maintenance, distribution, and compliance by eliminating the need to print, distribute and track receipt of new or updated Routing Guides.
- **TGIBid:** TGIbid is a cloud-based shipment auction portal that allows your users to submit your shipments to your carrier partners and then award the carrier with the shipment that meets your criteria (price, transit time, etc).
- **TGIRater:** Cloud-based solution programmed with your negotiated carrier agreements. Community management allows for hierarchical access with easy management and usability. Company data can be pre-populated for ease of entry and improved data quality. Time in transit and least-cost carrier calculations are performed across your entire carrier base.

TransportGistics products address the inefficiencies in transportation management, reduce freight expense, simplify the functions to be executed, make transportation information immediately visible to all parties involved in the transaction process, improve communications, and increase productivity.

If you are interested in simplifying your complex logistics challenges, call us today at **631-567-4100**, or visit us on the web at www.transportgistics.com

Tucker Company Worldwide



Jeff Tucker
President and CEO



Jim Tucker
President and COO



Tucker Company Worldwide Affiliations

TIA
NITL
TAPA
NDTA
NCBFAA
QualifiedCarriers.com

Services:

Truckload

Dry Van
Temperature Control

Flatbed & Specialized

Project Management

Product Launches
Managed LTL Programs
Inbound & Outbound Freight Management

Tucker Company Worldwide

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We are Tucker Company Worldwide – the most respected name in North American freight transportation. We are passionate about our business, our customers, carriers and our industry.

Difficulty is our Specialty

Oversized, delicate, high value, hazardous... each of these freight types is wildly different, but they have one thing in common: all require the utmost care, and must be handled by competent professionals and carefully designed procedures. We've spent 56 years perfecting our recipe: a combination of ISO 9001:2015 certified industry leading processes, a meticulous approach to carrier selection, and a dedicated staff made up of freight experts and forward thinkers.

Quietly & Confidently Leading the Pack

We're pioneering a new level of transportation service—again. Tucker provides outstanding service in every area of logistics planning, execution and reporting. We serve shippers from small shops, to multinational household names.

- Service that sets us apart
- Superior Carrier Selection
 - 24/7/365 Expert Logistics Support
 - Access to unlimited capacity

We are Forward Thinkers

We have a lot of experience moving freight, so naturally we've evolved to offer programs that go beyond executing simple shipments. For instance, we can coordinate a fleet of highly time-sensitive shipments – and deliver them in exactly the order you need them. We can take the lead on your project launch and arrange all major retail deliveries across the country, so that your brand doesn't miss a beat. Tucker Company Worldwide delivers unparalleled service, around the clock.



U.S. Bank Global Transportation Payment Solutions

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Jeff Pape

Senior Vice President
Head of Product Marketing
Global Transportation



We go the distance

No matter what role you play in managing a successful supply chain, you count on reliable partners and visibility into critical data to make informed decisions. Depend on U.S. Bank's strength and experience to provide the payment integrity, efficiency and security only a bank can provide.

Get the reliability and visibility you need

In today's complex and competitive supply chains, you need streamlined processes, actionable data and reliable partners. As a single-source solution, with decades of direct transportation industry experience, U.S. Bank partners with you to improve efficiencies and manage the financial side of your supply chain.

U.S. Bank Freight Payment

Make your supply chain more efficient. U.S. Bank Freight Payment provides the visibility you need to remove costs, improve your cash-to-cash cycle and create efficiencies with a freight payment partner you can trust.

- Uncover savings with 100% pre-payment audit.
- Resolve exceptions quickly and reduce errors by collaborating online.
- Gain complete oversight of all funds received and disbursed.

If your business reaches abroad, look to Elavon Freight Payment. In addition to the benefits available through U.S. Bank Freight Payment, Elavon has the in-depth knowledge of local rules and regulations to bring clarity to your global operations.

U.S. Bank Voyager Fleet Card

Fleet managers, like you, constantly strive to reduce costs and provide superior fleet services for your organization. That requires information and tools to enable you to improve business decisions and control expenses. A single solution for cars, light duty trucks and over-the-road rigs, U.S. Bank Voyager Fleet Card can help you and your drivers get where you need to go.

- Pay for fuel and maintenance expenses at more than 320,000 locations nationwide.
- Prevent fraud and misuse with automated controls, reporting and real-time alerts.
- Support fleet policies, budgeting, forecasting and auditing with streamlined data.
- Access customer service 24/7.



Bank on us.

usbpayment.com
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UltraShipTMS

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Nicholas Carretta
President

Mission:

To deliver efficiency and cost benefits far *beyond* those expected of today's transportation logistics and supply management technologies, driving value within every functional area of the customer organization touching transportation, upstream and downstream. UltraShipTMS is dedicated to fielding a modular cloud-based platform to high volume shippers across all modes.



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The UltraShipTMS CORE

Affordable cloud-based supply chain management software platform comprising the backbone of the UltraShipTMS transportation logistics management and supply chain optimization solution.

The CORE module automates rating, routing, tendering, carrier management, OS&D, scheduling, alerts & notifications, EDI, wireless and telematics communications and more. Includes online portals for carriers, vendors, customers and sales users. Add additional modules to manage freight payment and audit, private/dedicated fleet management, rate/route optimization, yard management and more!

LoadFusion Optimizer

A powerful optimization engine skinned with an award winning user interface for viewing and comparing routes, schedules and loading models in seconds. This module improves loading/utilization, moving more freight with less equipment, minimizing empty miles and reducing overall fuel cost. Flexible to accommodate last-minute orders and other disruptions like regulatory changes, market changes, peak seasonality, etc. Increase lead times, improve on-time delivery, identify backhaul opportunities and enjoy broader visibility into delivery scheduling.

Advanced Scheduling

Module supports improved on-time reporting, superior communication between transportation stakeholders, and tighter controls over accessorial spend in such areas as detention fees and stop charges. Advanced Scheduling uses TMS data to provide real-time carrier notification of available loading bays, hours of operation, and loading times for each bay. This upgrade to traditional scheduling allows each location to employ its own method of scheduling – Appointment Time, Appointment Window, Hours of Operation or any other method in use at any given location.

UltraFleet

Robust fleet management functionality for shippers employing a mixture of common carrier and private/dedicated fleets. Dispatching via integration with Telematics like PeopleNet, Omnictracs and



others; Backhaul Creation & Billing; Driver Hours of Service and other DOT Compliance; Equipment Histories; Driver Payroll & Vacation; Invoice Reconciliation for Dedicated Fleets; Proximity Searches and more!

UltraYMS

BYOD keeps capital cost low for this yard solution delivering complete visibility, downstream reporting, asset control, communication and accountability for the unique features of any yard/site.

Ultra Freight Pay & Audit

Exert exceptional control over financial processing and reporting with the ability to automate comparisons of freight invoices with rates calculated in your TMS. Set configurable tolerances and allowances and be alerted to discrepancies flagged for human attention. Use the solution to detect duplicate invoices, unauthorized charges, rating errors and other commonly occurring mistakes.



University of Washington

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Anne Goodchild
Professor & Director



Bill Keough
Associate Professor &
Managing Director



The Supply Chain Transportation & Logistics Master's degree gives you the technical skills and big picture perspective to separate yourself from the pack. Learn from world-class faculty and industry leaders through a work-compatible online curriculum housed at the University of Washington's premier College of Engineering.

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www.supply-chain-transportation.uw.edu

Gain an edge in your transportation and logistics career.

The Master of Supply Chain Transportation & Logistics degree gives you the technical skills and big picture perspective needed to separate yourself from the pack and accelerate your career.

Learn from world-class faculty and industry leaders through a work-compatible, mostly online curriculum housed at the University of Washington's premier College of Engineering, ranked 15th in public engineering graduate schools by *U.S. News & World Report*.

Curriculum

Our curriculum is grounded in quantitative principles and emphasizes using data to inform decision-making through a blend of engineering and business courses. We explore both traditional and emerging industry topics such as:

- Making the supply chain lean, green, and resilient
- Deploying and managing information technology across the enterprise
- Managing transportation risks and disruptions
- Handling inventory management and supply chain integration, and
- Administering facilities and operations.

Interactive Online Learning

We bring together the best of online and in-person learning. Weekly live real-time class sessions are a central aspect of the program and one of its unique strengths.

You'll be face to face with faculty members and classmates in an interactive online learning environment, where you'll participate in discussions, exercises, games, and simulations – keys to forging relationships that help you accelerate your career.

Residency Week

Your first year begins with a one-week residency course on the UW Seattle campus, where you'll engage, network, and collaborate with students and faculty. Activities may include:

- Active learning with your peers to build foundational knowledge and make connections
- Networking opportunities with the advisory board
- Discussions with industry leaders on real-world problems in the field
- Dinner hosted by a faculty member
- Company or plant tours

Designed for Working Professionals

Weekly class sessions are supplemented with on-demand self-study modules, readings, and assignments – giving you the ability to earn your degree from wherever you are in the world.

Sound Like the Right Fit?

The degree is a good fit for those working in manufacturing who want to bolster their knowledge, or for business systems/process analysts, project managers, product managers or management consultants looking to specialize in transportation or logistics.

Apply today to start in September.

March 1: Priority Application Deadline

May 1: Final Application Deadline



UPS Capital

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Mark Robinson
President

Financial, insurance and payment solutions for your supply chain.

Nobody understands transportation and logistics like UPS®. And while you've probably never thought of a UPS company for financing and insurance services, our global supply chain expertise uniquely positions us to help protect companies from risk, and leverage cash in their supply chains. Insurance companies and banks can't say that.



UPS Capital®

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Be sure. Be insured.

Sometimes bad things happen to good cargo. When it comes to protecting your goods in transit, why rely on carrier liability, generic policies or self-insurance? Get actual supply chain insurance solutions, for real peace-of-mind.

- Cargo Insurance
- Flexible Parcel Insurance
- Parcel Pro® Select (insured transportation for high-value goods)
- UPS Capital Elite™ for Vintners
- UPS Proactive Response® Secure

Improve cash flow.

Growing a business can put a huge strain on cash flow. We offer financing solutions to help conserve cash and leverage offshore-warehoused or in-transit inventory, to help you meet day-to-day business costs and expand to new markets.

- Small Business Financing
- UPS Capital Cargo Finance®
- Global Asset-Based Lending

Reduce risk. Get paid faster.

We can help accelerate cash flow, reduce your exposure to credit and cyber risks and minimize customs roadblocks.

- Trade Credit Protection Services
- Cyber Liability Insurance
- C.O.D. Payment Options
- B2B Secure Payments
- Continuous Customs Bonds

Securely accept payments.

Your customers want the flexibility to pay the way they want to pay. You want to boost sales and build loyalty. Our fast, secure, reliable payment solutions can help you do both.

- UPS Capital® Merchant Services
- Alternative Payment Options

Insurance coverage is underwritten by an authorized insurance company and issued through licensed insurance producers affiliated with UPS Capital Insurance Agency, Inc., and other affiliated insurance agencies. UPS Capital Insurance Agency, Inc. and its licensed affiliates are wholly owned subsidiaries of UPS Capital Corporation. The insurance company, UPS Capital Insurance Agency, Inc. and its licensed affiliates reserve the right to change or cancel the program at any time. The insurance program is governed by the terms, conditions, limitations and exclusions set forth in the applicable insurance policy. This does not in any way alter, supplement, or amend the terms, conditions, limitations or exclusions of the applicable insurance policy and is intended only as a brief summary of the program. No warranty, guarantee, or representation, either express or implied, is made as to the correctness or sufficiency of any information contained herein. Coverage is not available in all jurisdictions. Loans are made in California pursuant to a Department of Business Oversight Finance Lenders License. Loan products may not be available in all areas and may be modified based on requirements. Credit availability is subject to approval.

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UTXL

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Mark Hogan
CEO

Our Mission:

- ...place safety FIRST.
- ...pursue perfection.
- ...achieve excellence.



Together, let's expedite excellence.

The best transportation brokers enhance safety and service, provide proactive communications with in-transit visibility, and help reduce supply chain costs. Shippers also rely on their most dependable brokers, such as UTXL, to support their core carrier group during surges and to back-haul their dedicated fleets.

How does a broker affect good service? Most of our customers' shipments have a high consequence of failure - bad, expensive things happen if we don't deliver on time. We cannot fail our customers or their supply chains. Our proven carrier vetting process plays a huge role in achieving our excellent service record. We strive to match, and often exceed our customers' selection standards that they use to select their direct core carriers.

As a result, UTXL utilizes fewer carriers than other large brokers. Even so, our extensive database of contract carriers includes more than 500 carriers that have been licensed and safely operating for over 25 years. These carriers have an average fleet size of 35 trucks and combined assets of over 17,500 trucks. Many can provide drop trailers for loading or unloading.

Can a broker really enhance safety? In our 20-year history, there has never been a single dollar charged to any of UTXL's extensive insurance policies or bonds. For the few cargo claims that have occurred, each one was processed to the complete satisfaction of our shippers.

For one of our long-time customers, we have arranged door-to-door transportation of over 100,000 expedited, high-value truckloads - without a single cargo claim.

How can a resourceful broker provide responsive and dependable capacity? Small and medium-sized carriers are nimble and typically specialize in niche service lanes to get their drivers home (lower driver turnover) and their trucks maintained (fewer breakdowns). However, unlike large carriers, niche carriers have little or no sales support or TMS/EDI capabilities and are effectively "invisible" to most shippers.

A good broker efficiently connects this vast "invisible" capacity to the transportation marketplace by performing these necessary customer service activities for many carriers, as a seamless, single point of contact. Our comprehensive systems enforce compliance with all of our processes and send automated alerts if deviations occur. Management is engaged, and accessible around the clock.

For a helpful checklist to rate your existing or future brokers, visit www.UTXL.com.

Please contact me anytime at: mhogan@UTXL.com and together, let's expedite excellence.



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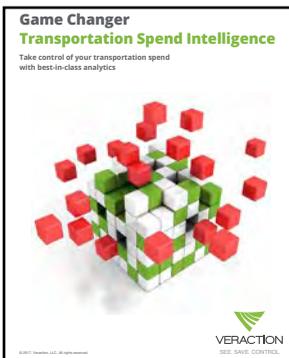
Veraction

The Next Generation of Freight Audit and Payment

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Read Veraction's Whitepaper



Veraction is a global leader in Transportation Spend Management solutions. Combining industry-leading, cloud-based applications with best-in-class services, Veraction helps shippers realize savings, visibility and control of their transportation spend across all transportation modes. With a global footprint and range of solutions—from freight and parcel audit to spend analytics and beyond—Veraction delivers transportation spend management solutions that enable companies to manage their critical and significant transportation spend effectively.

Transportation Spend Management

At Veraction our Total TSMSM solution is purpose-built as a closed loop spend management solution for transportation; combining and leveraging a best-in-class set of data management and audit capabilities with a rich set of spend intelligence solutions or Transportation Spend Intelligence (TSI). Total TSMSM represents the next generation of freight and parcel audit and we intend to drive the industry toward comprehensive transportation spend management to finally deliver the capabilities shippers require to better manage and control their transportation costs.

Transportation Spend Intelligence

Best-in-class analytics can transform transportation cost data into an advantage for any shipper. Analytics can eliminate the pain involved

with managing raw transportation data and converting it into actionable intelligence—reducing the time required to take action.

Veraction delivers transportation spend intelligence through our TSI solution suite, enabling shippers to analyze their transportation spending and answer key questions like “What happened?” “Why did it happen?” and “What can I do about it?” Whether it’s our TSI Insights solution, which captures all spending and KPIs in a best-in-class business intelligence solution or our TSI Variance Analysis, which quickly lets you measure the changes in your spending and identify the root causes of those changes, TSI gives you control.

Why Veraction

Veraction delivers solutions that move beyond traditional freight and parcel audit and enable shippers of all sizes to quickly gain the benefit of transportation spend management—enabling you to better manage and control one of your most significant and complex spend categories.



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Verst

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Paul T. Verst
President & CEO

Our Core Purpose:

To extend the expertise, capabilities and reach of our clients by providing logistics and packaging resources that relieve the need for operational investment, increasing speed to market and lowering costs.

Our Core Values:

- Innovation
- Excellence
- Respect
- Safety
- Teamwork

We are an *Inbound Logistics* Top 100 3PL. We provide warehousing, fulfillment, transportation and packaging solutions throughout North America.

Verst Provides a Broad Portfolio of Logistics Services

WAREHOUSING & DISTRIBUTION

- Inventory Management
- Reverse Logistics>Returns Management
- 21+ Dedicated & Multi-Client Locations
- Rail Served
- Automotive, Paper, Food & Beverage, Consumer Products
- Cross Docking
- (VMI) Vendor-Managed Inventory
- Value-Added Services
- Kitting
- Pick & Pack

FULFILLMENT

- Key Midwest Transportation Corridor
- 1 - 2 Day Ground to over 85% of U.S.
- Competitive Parcel & Freight Rates
- Shopping Cart Integration
- B2B & B2C
- 100% Order Accuracy
- Automated Systems
- Customized Billing & KPI Reporting
- Customer Web Portal
- Low IT Startup Cost

TRANSPORTATION SERVICES

- Brokerage
- ELD Compliant
- Full Truck Load
- Expedited Reefer Service
- Load Planning
- Electronic Load Tendering
- Freight Bill Audit & Payment
- Order-to-Delivery Visibility

DEDICATED TRANSPORTATION

- Dedicated Contract Carriage
- Experienced Drivers
- GPS Tracking
- GEO Fencing
- Time Critical & Window Deliveries



CONTRACT PACKAGING

- Technology-Leading Shrink Labeling
- Largest North American Shrink Sleeve Labeler
- Bundling and Kitting
- POP Displays
- High-Impact Graphics
- Custom Packaging

INTEGRATED LOGISTICS SERVICES

- Network Design
- Modal Optimization
- Event and Returns Management
- Private Fleet Analysis
- LTL Consolidation
- Customized Invoices
- Consulting Services

TECHNOLOGY

- Integrated TMS
- Advanced WMS Software
- Best-in-Class Application Suite
- Enterprise-Class Infrastructure
- Customer Web Portal
- 24 x 7 x 365 Support
- Full EDI Capabilities
- Voice-Activated Pick Technology

Verst Logistics

Our business is . . .
an extension of your business



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www.verstlogistics.com

Warehousing Education and Research Council

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Vision

WERC helps our members and their companies to succeed by creating unparalleled learning experiences, networking opportunities, and access to research-driven industry information.



Warehousing Education and Research Council (WERC) is the only professional organization focused on logistics management and its role in the supply chain. Through membership in WERC, seasoned practitioners and those new to the industry master best practices and establish valuable professional relationships.

Since being founded in 1977, WERC has maintained a strategic vision to continuously offer resources that help distribution practitioners and suppliers stay on top in our dynamic, variable field. These include national, regional, local, and online educational events; performance metrics for benchmarking; practical research; expert insights; and multiple opportunities for peer-to-peer knowledge exchange.

Some Call Them Chapters – We Call Them WERCouncils

WERCouncils provide members with an opportunity to improve the quality of their membership through engagement at the local level. With over 20 chapters in the United States and Canada, there are several ways WERC members can get involved.

WERCouncils work in conjunction with WERC national to provide outstanding networking and educational opportunities through chapter meetings,

networking events, and community outreach. They share and support the same mission of WERC which is to exist to lead the warehousing industry, advance warehousing science, and develop a competitive advantage for both individuals and corporations.

Strategies and Objectives

Industry Leadership: To be the recognized leader in education and research for the field of warehouse and distribution management and its role in the supply chain.

Industry Development: To advance the art and science of warehousing and distribution technology.

Professional Development: To provide relevant information and programs that will enhance the knowledge and professional development of members and others in the warehousing and distribution industry.

Association Development: Leverage the resources of stakeholders to support association objectives.

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Wen-Parker Logistics

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John Singleton
Chief Executive Officer

Mission Statement

Our mission is to provide customized global supply chain solutions that deliver value, innovation, and world-class service.

US Offices

- New York
- Los Angeles
- Miami
- Louisville
- Columbus
- Detroit (Sales)
- Boston (Sales)



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At Wen-Parker Logistics, our customers are at the core of everything we do. We pride ourselves on being a solutions-driven organization that responds quickly to the ever-changing and increasingly-sophisticated needs of global clients both big and small.

Wen-Parker Logistics' (WPL) new global headquarters is located in Elmont, New York. WPL operates a total of 26 offices worldwide, supplemented by a robust global network of agent partners in close to 100 key sourcing and consumer markets around the globe. The relocation to Elmont was one of four key strategic developments for WPL in 2017. As the brand grew, we opened our 26th office in Hanoi, Vietnam, expanded our London office after only a year at its previous location and opened our new Indian headquarters in Gurgaon.

We strive to operate as a true business partner with each of our clients. Our objective is to maximize the individual performance and efficiency of our clients' global supply chains. We work to help them achieve superior financial results, utilizing a well-managed supply chain model to their competitive advantage for business and revenue growth.

Equipped with extensive industry experience and

supported by leading-edge information technology and business tools, WPL provides a customer experience unlike any other within the transportation and logistics industry.

Our global supply chain services include Air & Ocean Freight Forwarding & Consolidation, Customs Brokerage, eBusiness, Trucking & Container Drayage, Warehousing & Distribution, Purchase Order Management, and a comprehensive menu of value-added supply chain services and technology solutions.



Werner Enterprises/Werner Logistics

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Derek Leathers
President & CEO

Purpose Statement

To deliver world-class supply chain solutions to the global marketplace responsibly and safely while exceeding the expectations of our customers, shareholders and associates.

Average Is for Other People

Werner Enterprises, Inc. was founded in 1956 and has evolved from a one-truck operation to the full-service premier transportation and logistics company it is today, with coverage throughout North America, Asia, Europe, South America, Africa and Australia.

Werner is among the five largest truckload carriers in the United States. We invest in the best at Werner, providing our professional drivers with more home time, competitive pay and the newest equipment in the industry. Our philosophy is to stress quality over quantity, and this principle is evident in every aspect of our company.

In 1998, Werner was the first carrier to receive FMCSA approval to implement electronic logging devices. Werner is committed to conservation and sustainability. Since 2007, Werner has saved more than 203 million gallons of fuel and reduced the company's carbon footprint by more than 2.2 million tons.

Werner also developed the first truck driver apprenticeship program in the industry approved by the Department of Labor and the Department of Veterans Affairs. Werner is a proud supporter of military veterans and veteran spouses, who comprise approximately 20 percent of the company's workforce.

Beyond the Assets

Werner maintains its global headquarters in Omaha, Nebraska, and maintains offices in the United States, Canada, Mexico, China and Australia. Werner's comprehensive solutions are supported by leading-edge technology, experienced professionals and an extensive global network.

Werner's diversified portfolio of transportation services includes one-way van, dedicated, cross border Mexico and Canada, expedited, temperature controlled, freight management, brokerage, intermodal, flatbed, ocean and air, global freight forwarding, final mile and home delivery.



Werner Logistics is a comprehensive Top 20 logistics provider and key component of the company's portfolio of transportation services solutions. Werner Logistics generates over \$400 million of revenues annually with operations in over 150 countries.

Werner is committed to reinvesting millions in our 5T's initiative: trucks, trailers, talent, terminals and technology. While the average age of trucks in the industry is over five years, Werner's average truck age is 1.9. A newer fleet means less maintenance downtime and more productive miles.

With more than 60 years in business, Werner maintains a strong financial condition with low debt. Werner has consistently profitable financial results, a solid financial position and is publicly traded on NASDAQ under the symbol WERN.



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Yusen Logistics

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Kunihiko Miyoshi
President & CEO

At Yusen Logistics, our mission is to contribute to global economic development and earn the trust of our customers, so we can help them maximize their corporate value. Through our long-standing customer relationships, we have a deep understanding of their business, which enables us to provide them with practical logistics services and solutions.

Yusen Logistics is an award-winning global logistics provider with over 60 years of expertise in freight forwarding and transportation. With more than 20,000 employees and 500 offices worldwide, it provides services to customers across Asia, Europe, North and South America, and Oceania. It is a member of the NYK Group, one of the world's largest and most recognized global transportation companies.

Innovative Supply Chain Solutions

As your supply chain partner, Yusen Logistics develops, plans and delivers supply chain solutions addressing today's toughest market demands. Leveraging its global network and industry expertise, Yusen Logistics' supply chain professionals collaborate with customers to optimize cargo transportation processes that lead to measurable cost savings and efficiencies. Yusen Logistics provides a strategic transportation service mix to build advanced, customized solutions for its customers.

Service Scope

Yusen Logistics' ability to provide solutions across industries and companies, regardless of size and location, comes from its strong global scope. The industries served include automotive, aerospace, retail, healthcare, technology and food logistics. Internationally, Yusen Logistics provides ocean and air freight forwarding, project cargo, customs and origin consolidation services as part of an overall import management program, or as standalone services. Domestically, it provides multiple inland transportation options, including intermodal, full and less-than-truck load services, and specialized services. These are further supported by fulfillment, transload and reverse logistics solutions, managed under its global warehouse network.

Technological Infrastructure

Yusen Logistics provides visibility, tracking and planning across the supply chain, from origin-to-destination. As a proprietary online solution, Yusen Logistics' systems are customizable and integrate seamlessly with each customer's current systems and processes. The flexibility afforded by this approach



allows for quick implementation times and minimal business disruptions, while providing maximum business control.

Pledge for Sustainability

Yusen Logistics is passionate and committed to helping its customers reduce their impact on the environment. As part of a list of select companies, Yusen Logistics has the honor of being recognized by the following organizations for its green initiatives and sustainable business operations:

- Dow Jones Sustainability Index
- FTSE4Good Index
- Morningstar Socially Responsible Investment Index
- *Inbound Logistics'* Green Supply Chain Partner

Yusen Logistics takes great pride in providing new and innovative ways to support its customers in developing a more robust and environmentally conscious supply chain operation.



Insight Into Action

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