

SPECIAL REPORT

FREIGHT PAYMENT &
AUDITING SERVICES

WMS GUIDE

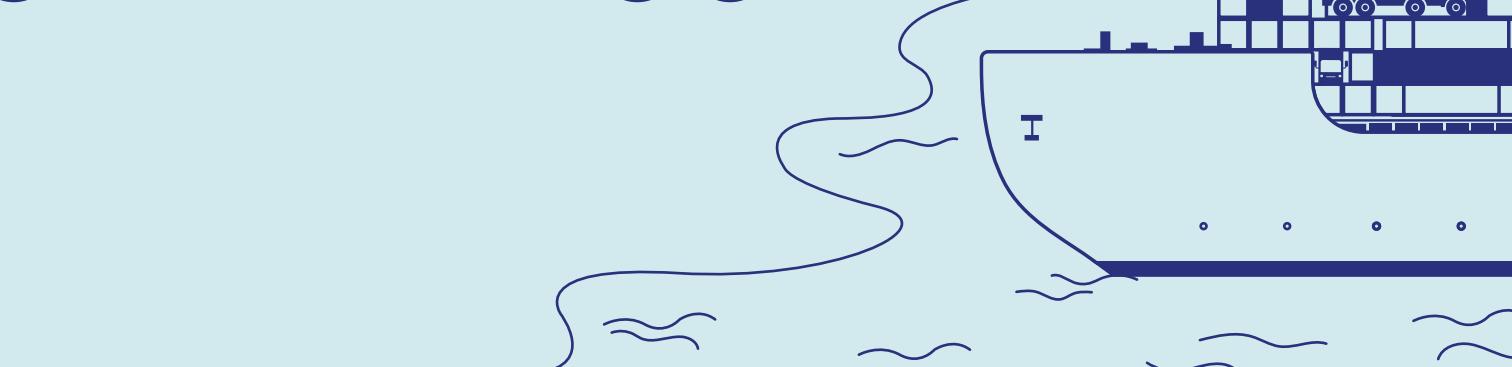
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THE MAGAZINE FOR DEMAND-DRIVEN LOGISTICS • SEPTEMBER 2018



*Can you spot 21 trucks?



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info snacks

BITE SIZED SUPPLY CHAIN/LOGISTICS INFORMATION

On The Money

The top 10 jobs with the highest wage increase potential, according to finder.com:

1. Veterinarians
2. Surveying and mapping technicians
3. Producers and directors
4. Financial clerks
5. Emergency medical technicians and paramedics
6. Meeting, convention and event planners
7. Food processing workers
8. Parts salespersons
9. Counter attendants, cafeteria, food concessions, and coffee shop
- 10. Logisticians**



SALARY

The single most important factor among warehouse workers for the 11th consecutive year, according to the EmployBridge Warehouse Employee Opinion Survey

“I’m the CEO, but I can still make a basic bill of lading in our system.”

—David Goldberg, CEO, DHL Global Forwarding, U.S.
(See *LeaderShip*, p. 18)

11.3 loads per truck

Load-to-truck ratio, across all equipment types, in July 2018, down from 17.7 loads per truck in June (a decline that’s a common seasonal trend), reports DAT Solutions. (See *6 Ways to Find Hidden Capacity*, p. 50)



Barcodes vs. RFID? Not even close

Three-quarters of buyers still want barcodes over RFID to track inventory.

— 2018 *Warehouse Management Software Buyer Trends* report, Software Connect

70% Plus

of companies responding to a TCompanies logistics and transportation survey say they are optimistic about the U.S. economy, as well as their own hiring, revenues, and profitability.

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Insights collected through *Inbound Logistics'* exclusive annual survey of shippers and truckers finds the industry's most significant trends and challenges.





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Beyond Table Stakes: Freight Payment Clients Hold All the Cards

Using a freight bill audit and payment company can be the ace up your sleeve that keeps your company flush.

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Warehouse management systems (WMS) help track inventory so you can pick and ship faster, eliminating errors and backorders. To find the right solution, start with this list of leading WMS vendors.

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A TIGHT MARKET WITH TIGHT COMPETITION.

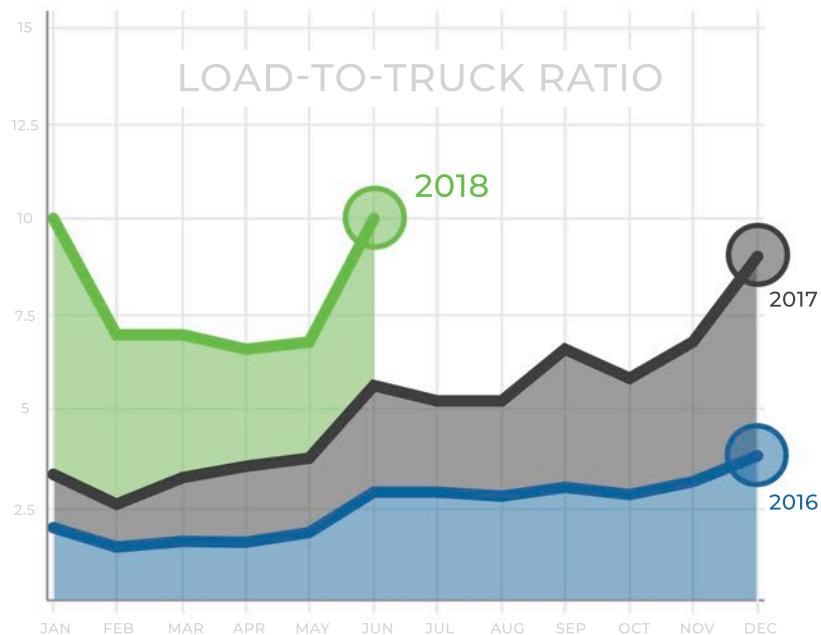
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bit.ly/IL-news

WHITEPAPER DIGEST

Looking for insight into supply chain best practices and trends? Want to review the latest logistics sector research? Our whitepaper database is packed with up-to-date information on all aspects of supply chain operations.

bit.ly/IL_WPDigest

ONLINE COMMENTARY



Know Your Product: How Blockchain Will Transform the Supply Chain

bit.ly/Blockchain_Transform

Counterfeit and pirated products are projected to drain \$4.2 trillion from the global economy. It's a complex problem that requires a complex solution. And that solution is blockchain technology.



How Small Businesses Can Win at E-Commerce

bit.ly/Win_at_ecommerce

If you're a small business trying to establish yourself or grow in e-commerce, you know it can be an uphill battle. That doesn't mean you can't compete. Here are three e-commerce tips all businesses can use.



Millennial Consumers Most Concerned With Delivery Speed and Affordability

bit.ly/Millennial_Consumers

E-commerce retailers must take care to consider consumers' shifting expectations, especially when dealing with younger shoppers.

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TRUCKING RESOURCES

Find a Trucking Company

bit.ly/ILTruck

Inbound Logistics' Trucking Decision Support Tool allows you to select the service and specializations your transportation needs require, then generate a list of qualified truckers with matching capabilities, and choose companies to submit an RFP to automatically.

Trucking RFP

bit.ly/ILTruckingRFP

Looking for the perfect trucking company can be an indomitable challenge. Use this Trucking RFP/RFI to simplify the task of creating a database of likely partners, building your knowledge base, and preparing your transportation Request for Proposal list.

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CHECKING IN

Keith Biondo

by Keith Biondo | **Publisher**



STAFF

PUBLISHER Keith G. Biondo
publisher@inboundlogistics.com

EDITOR Felecia J. Stratton
editor@inboundlogistics.com

**SENIOR MANAGER
CONTENT** Lauren Muskett
lmuskett@inboundlogistics.com

**SENIOR ASSOCIATE
EDITOR** Katrina C. Arabe
karabe@inboundlogistics.com

CONTRIBUTING EDITORS

Jennifer Baljko • Merrill Douglas
Karen M. Kroll • Jason McDowell

CREATIVE DIRECTOR Jeof Vita
jvita@inboundlogistics.com

**MULTIMEDIA CONTENT
DESIGNER** Evelyn Klotz
eklotz@inboundlogistics.com

**DIGITAL DESIGN
MANAGER** Amy Palmisano
apalmisano@inboundlogistics.com

PUBLICATION MANAGER Sonia Casiano
sonia@inboundlogistics.com

CIRCULATION DIRECTOR Carolyn Smolin

PUBLISHING INTERN Charlotte Abate

SALES OFFICES

PUBLISHER: Keith Biondo

212-629-1560 • FAX: 212-629-1565
publisher@inboundlogistics.com

WEST/MIDWEST/SOUTHWEST: Harold L. Leddy

847-446-8764 • FAX: 847-305-5890
haroldleddy@inboundlogistics.com

Marshall Leddy

612-234-7436 • FAX: 847-305-5890
marshall@inboundlogistics.com

SOUTHEAST: Gordon H. Harper

404-229-9691 • FAX: 404-355-2036
south@inboundlogistics.com

MIDWEST/ECONOMIC DEVELOPMENT: Joseph Biondo

516-578-8924
jbiondo@inboundlogistics.com

NORTHEAST: Rachael Sprinz

212-629-1560 • FAX: 212-629-1565
rachael@inboundlogistics.com

MEXICO & LATAM: Guillermo Almazo

212-629-1560
mexico@inboundlogistics.com

NATIONAL SALES ASSOCIATE: Nicole Mangray

212-290-8757
nicole@inboundlogistics.com

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Conserving a National Resource

Everyone has an opinion about how to combat the truck driver shortage—from boosting pay and benefits to lowering the age for getting a CDL (see *Good Question*, page 10) to self-driving trucks. But one valuable weapon you don't hear much about is driver wellness programs. Carriers can implement these programs quickly, and net near immediate benefits that keep drivers fit and healthy, and able to spend time on the highway much longer than they might otherwise have been capable of.

Other solutions, such as self drivers, may be further off than the hype suggests, according to recent news reports. Here's Sen. Richard Blumenthal, D-Conn.: "I'm not a Luddite and I'm not simply standing in the way of progress. I believe that autonomous or driverless vehicles will be coming. But in the meantime, while we're developing them, they have to be safe."

Self-drive and driver assist accidents, organized labor resistance, insurance and legal concerns, local and federal regulations, and consumer skepticism—especially from baby boomers—all combine to slow walk the race to replace humans in the cab. Safety is the legitimate concern.

Who says? There are several sources. Recent Insurance Institute for Highway Safety tests showed that five driver-assist systems from five manufacturers did not see stopped vehicles and sometimes caused vehicles to crash. That's with a person on board. Consumers also view self-drivers as less safe today compared to 2016, according to a Cox Automotive study.

The concern trend is going the wrong way. If non-Luddites think that self-drivers will assist with the driver shortage anytime soon, disappointment is just around the next bend in the road.

Here's more "bad" news: *Inbound Logistics'* carrier and 3PL surveys indicate that the economy will keep booming into 2019. Unemployment claims recently fell to a 50-year low, meaning the competition for workers who might consider driving a truck for a living is real tough, and, if the leading indicators are correct, will get tougher. You know the rest: ELD and HoS loss of efficiency, aging out of the driver pool, and limited success in enticing young workers to the profession all constrict capacity. A quick survey of trucker websites shows carrier competition for drivers is off-the-charts crazy.

The article on page 56 details the findings of our carrier survey on driver wellness. Only 48 percent of carrier respondents say they have a driver wellness program in place. A full zero percent of carriers say they started driver wellness initiatives based on their customers' suggestion.

Let's change that zero. Encourage your carriers to start a driver wellness program. Not only can it help combat the driver shortage, but it's also the right thing to do. ■



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*Source: 2017 Mastio & Co. National LTL Carrier Report

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Good Question...

READERS WEIGH IN

To address the truck driver shortage, should we lower the minimum driver age to 18?



I agree with lowering the age restriction for getting an interstate CDL to 18. Currently, commercial drivers between 18 and 21 can operate with a CDL as long as they don't cross state borders. Think about that—a 19 year old can legally operate a commercial rig between Miami and Pensacola, Florida (670 miles apart), but it would be illegal for that same driver to operate between Pensacola and Mobile, Alabama (72 miles apart).

That said, I believe there should be higher standards for CDL drivers in the 18-21 age range, including exclusion from transporting hazardous materials and operating double (or triple) trailers, and reduced Hours-of-Service parameters.

Clayton Peppers
Quality Assurance and Process
Improvement Team—Birmingham
Pace Runners, Inc.
Active member, Customized
Logistics and Delivery Association

Lowering the age to obtain a CDL would increase the amount of available labor. With current ELD mandates, improved safety training, technology, and higher qualifying standards, this would reduce the current and projected driver shortage, while still ensuring experience and training requirements are met.

Jamie Overley
CEO
East Coast Warehouse

In the UK, you can drive a truck at 18, so it's obviously appropriate. The U.S. freight industry desperately needs to attract young drivers and, if they have to wait until they are 21, we risk losing them to another industry that has already welcomed them at 18.

Will Salter
CEO, Paragon Software Systems

Lowering the age for getting a CDL to 18 would potentially prompt high schools to teach driving as a vocation and thus enable students to enter the workforce immediately upon graduation similar to other trades. This would eliminate the current three-year gap between graduation and CDL application.

Todd Johnson
SVP Head of Transportation
Kenco Logistics

I'm in favor of any change that promotes young people to the fore. As long as the standards of training and monitoring are rigorous and reliable, increasing the pool of drivers not only relieves pressure on the already-squeezed value chain, but also injects new energy into the aging truck driving profession.

Ben Tyrrell
Head of Global Business
Development
MoveHub

Let them do it and give them training! Concern over liability and age considering average incidents involving teens is well founded but neglects the fact that the 18 year olds who get a CDL are self-elected and therefore not equivalent to the statistical averages of their peers.

James Stone
Client Sales Representative
Echo Global Logistics

Eighteen year olds drive trucks and heavy equipment in the military. If they are responsible with a clean driving record and background, it could definitely help.

Paul Kempton
Business Development
Key Accounts LTL
XPO Logistics



I don't believe a teenager has the maturity and experience to be given the responsibility of driving 80,000 pounds of risk down our increasingly congested roadways. Instead, focus on improving the job itself to attract people to the profession.

Larry Catanzaro
Vice President of Transportation
Kane Is Able

The race to the bottom has us considering 18 year olds who, at a maximum, got their operator's license less than two years earlier, because they'll work for less. The policy of saving margin at the cost of the operators is not saving money through optimization; it's limiting costs by cutting wages. Pay drivers more, enforce strict safety policies, provide rigorous training, and your selection of drivers will get better.

Greg Harned
Manager
Logistics Insights Corporation

Lowering the age to 18 won't have a real impact on the driver shortage. In Ontario, Canada, the age is 18 and a driver shortage exists here. Companies are reluctant to hire these drivers due to the cost of insurance.

Alex Graca
National Project Manager
Martin-Brower of Canada

The risks increase exponentially with large commercial vehicles. Commercial insurance companies will not insure drivers under 21 for this very reason. Many insurers are exiting the commercial auto market. Reducing the age could impact all commerce in the United States. Transportation companies will not be able to afford to compete with increased claims and increased auto insurance rates. A better solution is making the job more attractive to experienced drivers.

Beth Saylor
HR Director
Hackbarth Delivery Service
CLDA Member

This assumes there is a significant population in the 18-20 age group who want to drive. I don't believe that population exists. I haven't seen any compelling effort by the industry to change the image of the profession. There is a value proposition that exists for drivers, but until it is put out there in a way that shifts the public perception of drivers, those young adults are going to be influenced in other directions.

Zach Abrams
Private Fleet Transportation
Manager
48forty Solutions

Eliminating the age restriction for interstate driving wouldn't address the truck driver shortage. The lifestyle of an OTR trucker is largely unappealing. My opinion? Improve the work-life balance and reputation for truckers, and you'll get more candidates.

Dale Helm
Supply Chain & Logistics Support

Twitter Poll Results



48% LOWER THE AGE

52% DO NOT LOWER THE AGE

Research shows the critical parts of the brain involving decision making are not fully developed until after the age of 25 or so. The prefrontal cortex—the part of the brain that helps you inhibit impulses and plan to organize your behavior to reach a goal—is not yet fully developed. Insurance companies and rental car companies seem to know this when it comes to under 25 year old drivers.

Cheryl Huckabee-Washington
Business Owner
Huckabee Int'l Supplies

I don't know that it would make much of an impact on recruiting new drivers. How many 18 year olds do you know who want to drive a truck?

Kyle Morris
Logistics Solutions Manager
Ward Transport and Logistics

HAVE A GREAT ANSWER TO A GOOD QUESTION?

Be sure to participate next month.

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What recent supply chain development will have the greatest impact on your job?

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Introducing Our Scholarship Winner



Inbound Logistics and APICS award an annual \$2,000 scholarship to a qualified student. Meet the 2018 winner.

Riya Shah

Senior at the University of Illinois Urbana-Champaign
Program: BS Supply Chain Management and Marketing

IL: Where do you see yourself in five years?

I would like to work in a product-based company using circular design skills to enhance the supply chain.

IL: If you could land your dream job now, what company would you work for?

I would love to work for Patagonia because it values supply chain sustainability.

IL: What do you find most exciting about supply chain management?

Supply chain management encompasses so much. A product's supply chain can always be improved. As consumer preferences change, supply chains need to be able to adapt while maintaining product quality.

Logistics Real Estate On-Demand

Re. Will Airbnb for Warehouses Take Off?

bit.ly/DC_on-demand

Last-mile logistics will be a driving force in this disruption. The online space broker who engages with smaller logistics firms to build a well-saturated last-mile network will have a definite advantage over one that keeps with the mega-facility paradigm.

Craig Curry Warehouses, via online

Due for a Warehouse Overhaul?

Re. Warehouse Automation: The Next Generation

bit.ly/automateDC

Warehouse automation is one of the last areas where long-term costs can be significantly reduced. Unfortunately, reports indicate 90 percent of warehouses worldwide today are either entirely manual or have implemented only low-level automation into their operations.

While the average logistics division might be looking at a period of four to five years before realizing a return on investment for automation innovation, the payoff is well worth the wait.

David Webb, via online

Trucking Costs on the Rise

Re. Dual Dynamics by Keith Biondo

bit.ly/dual-dynamics

When a driver wants \$2,800 to move an LTL shipment 776 miles, I'm dumbfounded. Let's see. Average diesel cost is \$3.15 per gallon. Average for a truck is 6 mpg: That is a little more than \$400 in fuel cost. Transit time at 60 mph is around 13 hours. That is also assuming there already wasn't other freight in that truck, which is even more revenue.

**Andrew Scarlett
Shipping and Receiving Manager
Worldwide Innovations & Technologies**

I worked on both sides: brokerage and I own assets and drove a truck for more than 8 years. Here's a small rundown of my recurring monthly bills: Truck/trailer plus insurance \$6,500. Diesel anywhere from \$5,000 to \$6,000. Driver pay 50 cents a mile; average is \$3k a week. Slim profits are a best-case scenario.

**Ilija Tojagic
Operations Manager
Countrywide Express, via LinkedIn**



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Alaska Air Cargo wins Quest for Quality Award.

Based on reader rankings, *Logistics Management* magazine awarded Alaska Air Cargo a 2018 Quest for Quality Award. We scored exceptionally well in customer service and on-time performance. This is great news for us — and our customers — as we continue to expand our network.



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Defending Against Supply Chain Hackers

While your company may have excellent cyber security practices in place, your suppliers may not. These best practices will help protect your company from hackers who attack your supply chain partners.

1 REVIEW INCIDENT RESPONSE PLANS

Always make sure vendors have an incident response plan in place before conducting business with them. If there is a data breach on their end, you do not want to find out the hard way. Make sure their response plan includes a communication strategy and mitigation controls.

2 TEST VENDORS' CYBER SECURITY UNDERSTANDING

Test how well management understands the importance of strong cyber security. Vendors who demonstrate knowledge and application of effective cyber security practices are much less likely to be the cause of a security incident.

3 CONDUCT VENDOR RISK ASSESSMENTS

Perform due diligence on every vendor you work with. Conduct bi-annual or annual reviews. These security assessments will help you identify what controls are necessary to prevent you from being impacted by a data breach on their end.

4 COORDINATE WITH THE PROCUREMENT DIRECTOR

There is a difference between telling procurement directors to consider cyber security and working with them to make it happen. Every director and executive needs to be on the same page when it comes to cyber security. Procurement needs to work with other departments to ensure there are no gaps in understanding or implementation.

5 INTEGRATE SECURITY INTO COMPANY RISK ASSESSMENTS

Your supply chain risk assessments should include security as well. Review and improve your security and risk reports regularly.

6 REVIEW YOUR INSIDER THREAT PROGRAM

Companies in your supply chain are considered insiders with privileged access to data. Have an internal program in place to manage and mitigate insider threats in your organization.

7 ESTABLISH DATA STEWARD REQUIREMENTS

This applies to both your company and your vendors. Implement some sort of data ownership or stewardship. If data issues arise, ensure there is a liaison in place to help your company and your vendor communicate more effectively. Make certain both parties understand what proper use of responsible data means.

8 EMBED SECURITY STANDARDS IN CONTRACTS

One of the most effective ways to improve cyber security in your supply chain is to make upholding a standard contractual obligation. It is best to use a cyber security framework such as NIST Cyber Framework to achieve a shared understanding of standards and expectations.

9 MONITOR AND REVIEW VENDOR ACCESS LOGS

You may not have direct control of vendors, but you do have control over what they can access and when. Regularly review your logs to identify normal behavior or any discrepancies. Some technologies can help automate and enhance this task.

10 USE PROACTIVE TECHNOLOGIES

Technologies such as behavioral analytics and data loss prevention work well together to identify risky users and active threats. Behavioral analytics establish a baseline user and network behavior, and then track deviations from that behavior. Data loss prevention works to stop any leaks throughout a network.

Source: Isaac Kohen, founder and chief technology officer, Teramind

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NEWS & TRENDS IMPACTING

HIGH-TECH & ELECTRONICS

IT'S A BEAUTIFUL DAY IN GOOGLE'S NEIGHBORHOOD

Toronto spells the site of Google parent company Alphabet's planned \$50 million high-tech neighborhood. Sidewalk Labs—Alphabet's urban-innovation arm—will develop 12 acres of the city into a high-tech urban environment called Quayside.

While the details aren't yet finalized, a hint at what's to come may be Sidewalk Labs' previous discussions about how many technological advancements—machine learning, smart sensors, self-driving cars, high-speed internet—could be used to build a community that truly belongs to the future.



CE MANUFACTURING: ROADMAP TO SUCCESS

To succeed in the extremely competitive consumer electronics (CE) space, manufacturers and OEMs need to create a supply chain roadmap that includes:

Collaboration. Increased collaboration and integrating data with retail stores in real time is gaining significance as a means to sense and shape demand.

Risk management. Investing in data integration, business intelligence capabilities, KPI tracking ability for suppliers, and event tracking capabilities will ensure swift responses to change.

Planning. Manufacturers need to be agile and flexible, ready to expand and grow their supply and manufacturing networks in an environment that does not allow accurate forecasting.

Reverse logistics & sustainability's economic value will create more stringent methods of evaluating vendors and suppliers.

Social media's growth impacts how demand for consumer electronics is generated, and makes it possible for manufacturers to monitor that demand.

Digital supply chain. How CE manufacturers respond to innovations in the way digital content is delivered will decide competitiveness and growth.

SOURCE: Wipro Limited

A ZERO-WASTE PHONE

Electronics such as smartphones make up about 70 percent of the toxic waste in landfills, but University of British Columbia researchers may have taken a significant step toward the zero-waste cellphone. They created a process to separate fiberglass and resin, materials that are typically incinerated or tossed into a landfill after the metals have been harvested. In landfills, these components cause issues as they leach chemicals into the groundwater and soil.



The researchers have partnered with recycling company Ronin8 to try and develop a large-scale commercial model of the process. If successful, the technique could not only greatly reduce e-waste, but one day eliminate electronics waste altogether.

— David Mantey for Thomas

5 BLOOMING HIGH-TECH INDUSTRIES

These five industries are predicted to have an increase in growth in 2018, according to *Entrepreneur*.

1. eDiscovery software. Identifies, collects, and produces electronically stored information, including emails, social media, documents, and presentations.

2. Virtual reality (VR) and artificial intelligence (AI). Industries such as healthcare, marketing, and education are investing in VR devices for their offices. AI devices—think drones—have gone from use in the military to use in all industries.

3. Food trucks. The rapid growth of not-so-high-tech mobile cuisine businesses is likely to continue as more people enjoy the diversity and convenience.

4. Autonomous vehicles. Manufacturers such as Toyota, Honda, Volvo, and BMW are working to perfect autonomous vehicle software. Interest from the public and rideshare services puts on the pressure.

5. Solar energy. Building and homeowners see solar panels as the most efficient and affordable clean energy source. Experts hope the clean energy sector will see a boom in business because of the increase in customer demand and declining prices.

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LEADERSHIP

*Conversations With
The Captains of Industry*

By Merrill Douglas



David Goldberg
CEO, DHL Global
Forwarding, U.S.

Moving Forward and Upward

DAVID GOLDBERG WAS WORKING AS general manager, sea freight, Hong Kong for DHL Global Forwarding when the company asked him to take a new position in Guangzhou, China. There, he would serve as director for South China, his first role that entailed managing an entire regional operation.

“I immediately said yes,” Goldberg says. “And then my next question was, ‘Where’s Guangzhou?’”

The courage to jump at an opportunity, even when that means leaping into the unknown, is one quality that helped lift Goldberg to his current role as CEO of DHL Global Forwarding, U.S. From his headquarters in Newark, New Jersey, Goldberg manages approximately 3,800 employees and 38 stations, with warehouse operations in 32 of those locations across the United States.

Goldberg recently spoke with *Inbound Logistics* about the path to his current leadership position and his priorities for the business today.

IL: How did you get into transportation and logistics?

From a very early age, I was interested in all things international. I studied international business, and when I started looking for a job, a friend got me an interview at Air Express

International (AEI), which Deutsche Post later acquired and integrated into DHL Global Forwarding. I had expected to go into banking, and I didn’t know anything about transportation. But he told me AEI had offices all over the world. It sounded appealing.

I took the interview and got the job. It was in operations, creating bills of lading and taking routing orders and bookings from overseas. Some people who trained me on day one are still in the office with me today.

IL: What early experiences helped to shape you as a leader?

If you want to be successful, you have to surround yourself with successful people and try to emulate them. When I started at AEI, I had the good luck to work with one of the people who ran the company. The work was successful, and it formed the basis of a good relationship.

Other people were extremely cautious around this person, but I was very open with him. He appreciated that. He kept giving me increasing opportunities to develop and improve. And that got me to Asia, which was the first step in a long career. That’s one example of how I’ve benefitted from relationships with mentors over the years.

IL: What’s at the top of your agenda these days?

There are five or six projects we’ve been working on since I became CEO in January 2017. The biggest one focuses on quality. I want DHL Global Forwarding to be the United

States' quality-leading forwarder. One aspect of that is becoming the nation's talent leader. So we've created a team, based in New York, to recruit talent for vacancies around the country. They're in-house recruiters, so they know the types of people we need to fill those roles.

We've also added more training programs for current employees and assigned mentors from the U.S. management team to each of our high-talent, high-potential people. We've restarted our management trainee program and started a summer internship program. We put a lot of effort into talent because transportation and logistics is still a people-oriented industry, and I want to have the best people in the market.

IL: What are the biggest challenges your customers face today?

Businesses like predictability and reliability. Unfortunately, the world today is anything but predictable and reliable. In our Air Freight product, for example, space was not available during 2017's peak season, and rates went up by 200 percent, maybe even more. That was driven by e-commerce.

To help alleviate the pressure, DHL has put its own capacity in place in the airfreight market to support customers year-round, and in the peak season, with reliable service at predictable and competitive rates. Now we have five weekly flights from Asia to the United States. Some flights go back to Asia, and some go on to Europe.

IL: How about challenges with other services?

Everybody knows there's a shortage of trucks and truck drivers in the United States. We're working with our customers to improve forecasts and, again, find ways to provide predictable service. On the customs broker side, new tariffs, and the prospect of more tariffs, also make things unpredictable for many customers. We've been holding seminars around the country to keep customers as updated as possible.

In ocean freight, with the recent creation of a few large alliances, the number of services and available options has been shrinking. We're trying to work with customers to find solutions for balancing their cargo among the different alliances, rather than have all their cargo in one basket.

IL: What qualities make you a successful executive?

It might sound like a cliché, but I'm not afraid to build a team of people who are better and smarter than I am. Also, I was lucky enough to start at the bottom in freight forwarding and go through many different departments, roles, and

countries. When I talk to people, whether at the desk level or the management level, I've done some or most of their roles. I'm the CEO, but I can still make a basic bill of lading in our system, although I might not be as fast as the people who do it every day. People are more receptive to what I have to say because they realize I know the details.

Finally, I have passion for what I do. When you love what you do all day, every day, it's not work.

IL: What aspects of your job do you find most fun?

I enjoy seeing us deliver results for our customers and the company, and working together as a team. When people become aligned, working in one direction, in one fashion, one person can finish the sentence that someone else starts. I also enjoy going out after hours with the teams from our various locations for bowling, pool, or whatever people like.

IL: Outside of work, what else do you love to do, especially to unwind?

Nearly every weekend, I play pool in different places around New Jersey, with different people and often with my 16-year-old son. It's a good opportunity to do something completely different from what I do during the day. We also enjoy go-karting.

Generation Gap

Attracting and managing talent in today's tight market is a tricky challenge, especially now that millennials make up a big piece of the workforce, says David Goldberg. For one thing, members of that generation seem less willing than their predecessors to pack their bags to embrace new opportunities.

That's a big change from members of earlier generations, including Goldberg himself, whose past jobs took him to Hong Kong and South China, as well as New York. "Now, as I try to get young people to move even around the United States for different roles, I find they don't want to," he says.

Members of the newest generation also seem to want instant success in their endeavors, Goldberg observes. "Success comes step by step, no matter how aggressive you are," he says. For a company that needs to cultivate talent, these changes have significant consequences. "There are big differences between Generation X and Y, and the way we look at managing people today," he adds.



Nina Luu is CEO and co-founder of Shippabo, a cloud-based supply chain management solution headquartered in Los Angeles.

RESPONSIBILITIES

Leading shippers, logistics experts, and technologists in creating cloud-based supply chain solutions.

EXPERIENCE

Co-founder, IGH Global Corporation; marketing director, Evergreen Herbs

EDUCATION

B.S., business administration, California State Polytechnic University, Pomona, 2005.

Nina Luu: Banking on Data

ONE YEAR AFTER COLLEGE, I STARTED A COMPANY that imported home textile products and sold them to large retailers. My business grew quickly because of the popularity of e-commerce. At the time, most retailers were set up to move large pallets and containers to different facilities. They didn't have the infrastructure to pick and pack their products, and the third-party logistics sector wasn't as robust as it is today.

We identified that challenge as an opportunity and decided to create products and handle fulfillment for retailers. We also offered a private label fulfillment service that would allow retailers to scale their e-commerce operations. They signed on quickly.

However, I ran into challenges with managing the many manual logistics tasks, such as accessing freight and

customs release documents. I also tried to centralize information scattered among emails and different systems in a way that would allow us to visually see and analyze the data.

But because the information was isolated, I wasn't able to create a living document that our team could use to collaborate.

That's why we started Shippabo. The

The Big Questions

Best supply chain advice?

Any supply chain should be scalable and ready for growth in the future.

If you could speed the development of a disruptive supply chain technology, what would you choose?

The ability to track both transactions and physical units.

Is there any conventional wisdom you disagree with?

As an Asian and a female, we're often taught to be obedient. We need to break that rule in order to create new ideas.

Where have you traveled that has had an impact on you?

Turkey. It's half Asian and half European. Just watching how the two cultures came together was mesmerizing.

Who are your heroes?

Educators for the young. They're underpaid and deserve a lot more respect than our community today provides.

What would you tell your 18-year-old self?

Stretch yourself and don't take the safe route.

need for centralized information becomes even greater with large businesses. To manage risk, these organizations need to visually see where their manufacturers are, where raw material is moving, and how that impacts their own business. However, their freight forwarder has some information, their factories have some information, and their retailers have some information. Traditionally, no one has had the data together in a way that allows the organization to benefit from collaboration.

In my current role, I help businesses organize and leverage their information so they can position themselves to compete

in this new e-commerce environment. It's no longer just a linear importing process.

For instance, a beneficial first step for a logistics department is being able to analyze their contract carrier rates versus market rates within a single rate management platform. Then the planners, buyers, and even the sales team can track each product's progress to the SKU level.

They can search by an item number and see if the product is, for instance, still in production or on a vessel, when it's arriving, and the number of units. They can see all the way down to when it's actually in the warehouse or has been shipped to their

clients. They are able to manage all that in one single system.

One challenge with information that's in silos is your customs broker has your duty information and it lives in one system. Your freight forwarders may give you a quote, but as your container progresses, assessorial charges often are added. Because that information lives in the forwarder's system, it becomes hard to access it. And that makes it difficult to tell if you're making more or less money.

In 2016, Shippabo was a team of eight. Today we're a team of 30. I like to create and grow things, and solve problems. ■

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NOTED

THE SUPPLY CHAIN IN BRIEF

GREEN SEEDS

Representing a major investment in green sustainable technology, **Mediterranean Shipping Company** ordered 2,000 units of Carrier Transicold's NaturaLINE refrigerated containers through SeaCube Container Leasing. The units utilize repurposed carbon dioxide, the refrigerant with the lowest global warming potential among container refrigerants currently in use.



◀ **Golden State Foods'** new state-of-the-art Garner, North Carolina, distribution center also serves as a truck electrification center to lower

emissions and overall carbon footprint. The foodservice and retail industries supplier's facility is now equipped with 32 electric power outlets so cargo trucks can plug in directly to the facility instead of idling their engines on diesel fuel.

SEALED DEALS



Harvesting equipment maker **MacDon Industries** selected **Broekman Logistics** as its prime partner for warehousing, distribution, and assembly in Europe. The agreement includes forwarding, storage, final assembly, transportation to end customers, and customs compliance.

m&a



▲ International logistics services provider **Hermes Germany** acquired **SEKO Logistics GmbH** offices in Bremen and Frankfurt.

Hermes also became a key partner in the global SEKO network. With this alliance, the companies combine their competencies serving B2B and B2C businesses, bringing a broad range of fulfillment solutions to shippers in the United States, Asia, and Europe.

In a deal that provides shippers access to one of the largest liquid bulk chemical fleets in the industry, **Heniff Holdco LLC**, parent company of Heniff Transportation Systems LLC, acquired **Miller Transporters, Miller Intermodal Logistic Services**, and their affiliates. The new network of terminals consists of 40 locations, and the equipment fleet numbers 1,100 tractors and nearly 3,000 trailers.

Truckstop.com, a provider of transportation technology and freight matching solutions, acquired factoring service **D&S Factors**. The acquisition allows Truckstop.com to offer a suite of payment services to carriers and to compete in the transportation payments area.

UP THE CHAIN

Target Corp. named **John Bauer**, who served as chief logistics officer for The TJX Companies, senior vice president of global inventory management. Bauer leads the teams responsible for ordering, inventory positioning, global trade, and domestic transportation, supporting the retailer's drive to transform its supply chain by leveraging its network of more than 1,800 stores.

SHOVEL READY



▲ Automotive maintenance product maker **BG Products** broke ground on a 145,000-square-foot facility near its existing distribution center in El Dorado, Kansas. The new structure will house its warehousing and distribution operations while a portion of production operations transitions to the existing distribution facility.

Construction is underway on an \$82-million expansion of a **Walgreens** warehouse and distribution center in Perrysburg Township, Ohio. Contegra Construction is targeting summer 2019 completion for the 380,000-square-foot expansion, which is projected to create 350 jobs. The expansion will let Walgreens continue supplying its existing stores and additional stores it acquired from Rite Aid.

recognition

Transportation and logistics company **Werner Enterprises** was named a **2019 Military Friendly Silver Employer**, marking the fourth consecutive year Werner has received the designation. Military Friendly employers are honored for creating meaningful benefit for the military and veteran community.

APL Logistics India (APLL) was awarded **Best Overall Logistics Service Provider/Consolidation Point Operator** by IKEA South Asia Transport/Logistics Services. APLL won the award for fulfilling IKEA's sustainability and operational excellence code of conduct. APLL manages consolidation and transportation services for the retailer's sourcing operations in India, Bangladesh, and Pakistan.

CargoNet honored freight brokerage firm **Total Quality Logistics** with the **Best in Cargo Security Award** for 2017 in the Larger Broker/Intermediary Category for its cargo theft prevention efforts. Using a national database and information-sharing system, CargoNet helps prevent cargo theft and improve recovery rates.

SEALED DEALS

Specialty tools maker and distribution company **Wizard Distribution** now uses the cloud-based **Descartes ShipRush** solution to streamline e-commerce order fulfillment. Descartes *ShipRush* consolidates and executes orders by integrating with Wizard's online storefronts in the United States and distributors globally.



Tile, maker of smart location devices, turned to **ModusLink**, a provider of adaptive supply chain services, to help it penetrate the high-growth Australian market for its Bluetooth trackers. ModusLink set up a front-end fulfillment center in Sydney to help the brand establish a supply chain in the country.

GOOD WORKS



◀ **OnTrac**, a logistics company in the Western United States, donated 1,000 backpacks filled with school supplies to students in need throughout California, Arizona, Nevada, Oregon, Washington, Utah, Colorado, and Idaho. For the third year, OnTrac employees donated the supplies, packed the backpacks, and distributed them to school districts near OnTrac facilities.



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Peak Season is Coming. Can You Work it Out?

Wage corrections, shift preferences, and more flexible human resource policies are key to attracting and retaining hourly warehouse workers, finds the 11th annual EmployBridge Warehouse Employee Opinion Survey of approximately 16,000 hourly workers.

For the 11th consecutive year, pay ranks as the single most important factor among warehouse workers (*see chart*). For the first time since the survey was established in 2007, a majority of warehouse workers (65 percent) report earning hourly rates of \$12 or more, compared with only 26 percent in 2014.

Warehouse wages began increasing in 2014 but have more room for correction, according to EmployBridge studies. From 2002 to 2014, wages for hourly workers rose only 5.5 percent, while the cost of living grew by 29 percent over the same period.

When it comes to hourly workers' shift preference, 67 percent of respondents say they want to work first shift and prefer eight-hour shifts. As employers seek to expand their applicant pools for seasonal help and beyond, they should consider implementing 20-hour work weeks or an increased number of shorter shifts that can appeal to semi-retirees, students, and working parents, EmployBridge says.

Companies that require second or third shifts to meet production demands may need to offer higher pay differentials, particularly in a tight labor market. According to the survey, hourly workers on average desire \$1 more per hour to accept and stay on second or third shift, as compared to just 62 cents in 2011.

How Warehouse Workers Rank Their Priorities, From Most to Least Important



Note: Pay rate and job security have consistently rated #1 and #2 since the survey's inception in 2007.

SOURCE: 11th annual EmployBridge Warehouse Employee Opinion Survey

At previous unemployment rates of 7 percent or greater, employers could sustain more rigid human resource policies, but at today's historically low unemployment rates, it may not make good business sense. For example, strict absenteeism policies that result in the termination of competent workers don't necessarily solve the issue, given the likelihood of employers' backfilling those vacancies with people who have similar attendance performance.

In addition, companies must recognize low-income earners' need for paid time off (PTO), a fact illustrated by the survey finding that warehouse workers overwhelmingly prefer their current pay plus five days of paid time off rather than a \$1 pay rate increase with no PTO.

Examining the Workforce of the Future



To help prepare Los Angeles County youth for career and college pathways in global transportation, the Los Angeles County Metropolitan Transportation Authority (Metro), has joined with the County of Los Angeles to create a Transportation School. The curriculum will be developed to teach students transferrable industry skills focused on science, technology, engineering, arts and math (STEAM).

The school is the centerpiece of a larger Workforce Development Initiative that Metro has created to address the transportation industry's need for a skilled workforce. This educational and vocational program expands Metro's existing career pathway programs to include more high-school age youth, including those at risk from underserved communities. Eventually, Metro will expand the program across L.A. County.

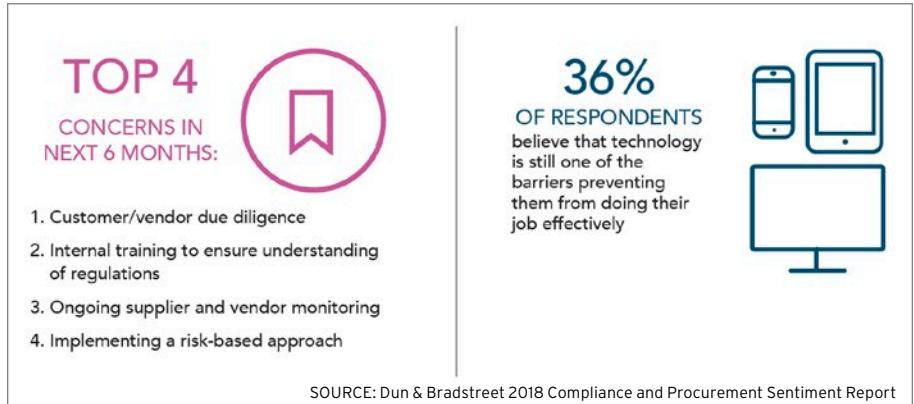
Another component of the career pathway is the Workforce Initiative Now-Los Angeles (WIN-LA) Program, which creates a workforce development and skills training program for transportation jobs by partnering with private-sector employers, community colleges, labor organizations, and others.

What Keeps Compliance and Procurement Professionals Up at Night?

INCREASING REGULATION CONTINUES to be the chief concern for compliance and procurement professionals, while the overall outlook sentiment is positive, reports a Dun & Bradstreet study that examines the current state of the compliance and procurement functions, as measured through professional sentiment on related issues such as regulation, fraud, technology, and resources. The Dun & Bradstreet 2018 Compliance and Procurement Sentiment Report uncovers and tracks areas of short-term and long-term success and concern for compliance and procurement professionals, including:

Regulation headwinds.

As the regulatory landscape in the United States and UK becomes increasingly complex, more than half (53 percent) of respondents say that regulations and/or regulators are preventing them from doing their jobs effectively; while two-thirds (65 percent) say existing regulations have increased the risk to their business in the past three months. Additionally, customer/vendor due diligence is cited as a top concern impacting business in the next six months (67 percent).



Technology woes.

Many organizations have adopted technology as part of their compliance and procurement programs, and more than three-quarters (78 percent) are familiar with artificial intelligence. But study responses indicate there is still room for improvement: 36 percent of those surveyed believe that technology is a barrier to effective performance.

Fraught from fraud.

Fifty-eight percent of respondents report their organizations had been subject to fraud in the past two years, and of this set, 88 percent share that the incident had an impact on their company's brand.

Convergence of roles.

Procurement and compliance disciplines have similar, overlapping needs. Nearly one-third (30 percent) of professionals surveyed indicate their focus spans the above areas, and of this group, 94 percent report being a key decision maker with enough or more than enough resources and support to meet policies and regulations.

Optimism, overall.

Procurement and compliance professionals are optimistic about the current state and future of their disciplines today. More than 90 percent of respondents register a positive sentiment, citing feeling they effectively contribute to their organizations.

Trucking Generates \$700 Billion

The U.S. trucking industry generated \$700.3 billion in economic activity in 2017, a 3.5-percent increase over the \$676.2 billion generated in 2016. That's according to the American Trucking Associations' trucking industry data report—*ATA American Trucking Trends 2018*.

Among the findings in this year's edition:

- Trucks moved 10.77 billion tons of freight, 70.2 percent of all domestic freight tonnage.
- The industry generated \$700.1 billion in annual revenue in 2017, 79.3 percent of the nation's freight bill.
- The industry moved 69.1 percent of all trade between the United States and Mexico, and 57.7 percent of Canada-U.S. trade.
- Roughly 7.7 million people were employed in jobs related to trucking activity, including 3.5 million drivers.



- Of those 3.5 million drivers, 1.7 million are heavy haul and tractor-trailer drivers. Minorities account for 40.6 percent of all drivers and 6.2 percent of truck drivers are women.

The Gig is Up

In the new gig economy, workers are individual contractors—they are mobile, can work from any place, and save their companies time and resources.

The paradigm shift from having full-time workers to individual contractors is not that easy to manage when considering companies that have full-time employees, especially in logistics. To decide if a model like this may benefit your company, you need data and analysis. Let's say the data informs you that working with individual contractors reduces costs for your company and makes operations more fluid. You now need to implement a system that keeps track of multiple contractors and the tasks they perform, so you need data again, maybe even need to manage it in real time.

Sound abstract? The following use case helps paint a clearer picture of how one company put this approach to work for its business.

Uber provides Uber Rush, a consumer-to-consumer service, although it offers its API for business implementations as well. Just like you order an Uber instead of a taxi, you can order delivery from point A to point B using a service that is similar to the Uber you are familiar with.

The first objection that comes to mind in implementing this system at an enterprise level is safety. For example, your company delivers merchandise within a city to your customers, so you need to know that merchandise is safe and arrives in due time. When the driver you hired is doing the delivery, you feel safe as that driver went through a verification process before being hired. When you employ individual contractors that own a truck through an app, that risk becomes higher, especially if the merchandise is valuable.

This is where big data comes in. You can use big data to do a

risk assessment and predictions so that the risk of delayed or lost deliveries is minimized to what you feel is a safe level. By adequately using automation, you reach your desired level of reliability and eliminate bad or inefficient actors.

In assessing how the pros outweigh the cons of how this works for the logistics sector, here are some of the significant advantages of using individual contractors in a gig economy.

Your operation will scale automatically based on real-time need and have a granularity of less than one day or even a couple of hours as the system develops. If you purchase a truck and hire a driver, you have a fixed and rigid capacity.

You do not need to purchase a truck or hire a driver, so costs go down. Of course, you may employ a delivery company such as DHL or FedEx, but those companies also have operating costs, so taking advantage of a competitive free market of individual contractors will eventually get you the best price per pallet per day.

You track your delivery just like you follow your Uber driver, so both you and the customer can have access to where the pallet is at any given time. This further cuts down costs with customer support and, at the same time, improves the quality of your service: customers are no longer oblivious to where their order is or how long it will take for it to arrive. And neither are you.

An Upwork report predicts the majority of U.S. citizens will be freelancers by 2027. Big data helps you build a solid base to take advantage of the growing gig economies and adequately enables you to manage them.

Big data with machine learning is a powerful tool that helps scale your operation, reduce the incidence of adverse actors, and reduce costs by taking advantage of a free market of individual contractors.

—Alex Bordei, Director of Product and Development, Bigstep

Tariffs Go Nuts

Almonds are an especially lucrative product for California—the state's almond industry currently supports more than 100,000 jobs and accounts for approximately \$11 billion of the state's economy. Instead of being roasted and seasoned with salt, however, almonds are being roasted by escalating Chinese tariffs.

Earlier in 2018, President Trump implemented steep tariffs against offshore aluminum and steel. China reciprocated with an extensive range of retaliatory tariffs, affecting approximately \$60 billion worth of Made in America products. The Chinese government plans to impose tariffs on up to \$130 billion worth of goods, which basically accounts for almost all U.S. goods imported to China.

One of the United States' main sources of income in the global market stems from food and beverage goods, including agricultural products. Countries all over the world purchase U.S. pork, corn, soy, and many other products. China has made no secret it plans to hit agricultural products hardest. This includes almonds, of which the United States produces and exports some 80 percent of the global supply.

In the past decade, China has become one of the largest export markets for American almonds, with hundreds of

millions of pounds exported over the past few years. In implementing a 50-percent tariff against U.S. almond exports, China is sending a clear message.

Because American almond producers are highly dependent on exports to China, this tariff disrupts their business in multiple ways. Not only do they have to raise their prices to cover the tariff costs, China can also opt to purchase cheaper, un-tariffed almonds from Africa and Australia.

Plus, as the *Wall Street Journal* reports, China also “quietly closed a trading loophole that for years allowed large volumes of American almonds to be transported into the country via Vietnam without incurring import taxes.” It's likely the Chinese government will continue to systematically shut down similar trade routes.

While the almond agricultural community is apprehensive about the future, it's still too soon to tell how long the trade war will go on, and how much damage it will do.

—Kristin Manganello, for Thomas



SUPER-SIZED LOGISTICS

Thanks to the Amazon Effect, fast and free delivery is the new normal, forcing other online sellers to keep up. However, there's one area of e-commerce where online sellers can still compete logistically with Amazon and big box players: delivery of oversized, larger-than-parcel items, such as furniture, sofas, armoires, mattresses, treadmills, and more. But every opportunity comes with certain hurdles.

A recent uShip report—*Realities in Oversized E-Commerce Delivery in the Amazon Era*—looks at the experiences of consumers who have made an oversized online purchase in the past 12 months. The findings shed light on consumer frustrations and mindset when buying large items online, as well as ways retailers can proactively begin to address these pain points.

Oversized e-commerce is on the rise. Buyers—particularly millennials—are more comfortable than ever making large online purchases sight unseen. But large-item logistics remains a black hole for most online sellers. There's simply way more to consider when shipping a 250-pound couch cross country compared to cosmetics or cross trainers. Pickup and delivery schedules, insurance, assembly, and bottom-line transportation costs are all friction-causing factors.

When consumers have a poor delivery experience, it reflects negatively on a seller's brand, regardless if fault lies with the carrier. At a time when parcels can be delivered in a matter of hours, too many buyers of large, bulky items are experiencing damages during delivery. Some shipments don't arrive at all.

Nearly one in six (16 percent) consumers had to immediately figure out how to transport an oversized item themselves after making the purchase, the survey reports.

When it comes to last-mile delivery, e-retailers can't afford to skimp on innovation (at best) or ignore it entirely (at worst). It's as much of a selling point as the product itself. Many turn to less-than-truckload shipping options, concerned that white-glove service will be more expensive—which is typically not the case.

Without a turnkey, low-cost delivery option in place, there is a strong chance that the money spent acquiring customers will be for naught. What do consumers want to see improved? Proactive updates, white-glove service, choice in delivery company, and more control over the delivery time slots. These are all fixable moments that online sellers can resolve with the right partners and technology.



SOURCE: Realities in Oversized E-Commerce Delivery in the Amazon Era, uShip

Bye, a la Mode

As part of a business plan to centralize operations and move away from independent owner-operator networks, Hub Group sold its Mode Transportation subsidiary to an affiliate of York Capital Management, a diversified investment manager, for approximately \$238.5 million, with about \$20 billion under management.

Hub's primary focus is intermodal, and it has sold a 3PL that, according to a recent earnings call, is in solid financial shape. Mode had "strong double-digit growth across all services lines" in the second quarter, and was developing new technology applications to serve its 3PL business, said Donald Maltby, Hub's president and COO, during the call.

But Hub's intermodal division dwarfed Mode. In Q2 2018, the intermodal segment reported \$882 million in revenue and \$24.8 million in net income. Mode's corresponding figures were \$314 million and \$7.1 million.

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Who's Running the Ship?

NORWAY IS TESTING a new way to make ocean freight transportation more sustainable: autonomous electric ships.

Norwegian fertilizer manufacturer Yara International has commissioned the *Yara Birkeland*, which will be the world's first autonomous electric containership. The company plans to use the freighter between ports to eliminate the use of diesel-powered trucks. The electric ship should be able to replace a total of 40,000 truck journeys annually, according to Yara International. Because current battery technology is insufficient for long distances, the ship will travel only short routes.

The ship measures 70 meters long and 14 meters wide, with the capacity to hold 120 containers. Because there won't be any people on board, the ship can dedicate more space to cargo. The ship will be delivered in 2020, and Yara International plans for it to be fully autonomous and operational by 2022.



HOLY MACKEREL! OSLO REELS IN SEAFOOD CENTER

Norway's Oslo Airport is positioning itself as a preferred cargo hub by adding seafood transportation to its menu. Worldwide Flight Services (WFS) and Sjømatterterminalen AS will operate the new Seafood Center at Oslo Airport, which will handle up to 250,000 tons of seafood annually. The facility is designed to meet industry requirements for cool chain logistics and innovation.

In 2018, Norwegian seafood shipments are expected to reach approximately 230,000 tons, making Oslo Airport the largest freighter airport in Northern Europe, with 14 cargo airlines calling at the airport weekly.

Construction on the new seafood terminal is expected to begin in April 2019, with plans for a 2021 opening.



The initial concept drawing for Oslo Airport's new Seafood Center, which is expected to open in 2021.

Reducing CO2 Emissions: Close But No Cigar

Carbon dioxide emissions from 22 of the world's leading ocean container carriers, representing 85 percent of global containerized shipping, continued to fall in 2017, but more innovation and collaboration across the value chain are needed to achieve ambitious global climate goals, reports BSR's Clean Cargo Working Group.

The Clean Cargo Working Group compiles its annual aggregate average *Trade Lane CO2 Emissions Factors* study from the carbon dioxide emissions data reported by more than 3,200 ships from 22 of the world's leading ocean container carriers. Since 2009, when the group first publicly reported the aggregate averages, emissions per container move have dropped by 37.1 percent. This year's report shows average CO2 emissions per container per kilometer for global ocean transportation routes fell 1 percent from 2016 to 2017.

"The progress on climate and air quality we are seeing in container shipping—one of the highest emitting industries—is absolutely critical for achieving global environmental



goals," says Nate Springer, manager at BSR. "We need more innovation in low-emission technology, as well as continued collaboration, to meet the ambitious goal of halving CO2

emissions from shipping by 2050, recently announced by the International Maritime Organization."

Several years ago, Clean Cargo developed a standardized methodology and reporting system that the industry adopted globally. Carriers annually submit operational data from the entire fleet to BSR for trade lane emission factors aggregation. The results produce environmental performance scorecards for each carrier, which are used to meet corporate supply chain sustainability goals by 95 percent of shipping customers who participate in the group.

Clean Cargo members also work to accelerate progress by sharing best practices, discussing trends and innovations across the full logistics value chain, and designing tools and pilot projects that address challenges to progress.

GLOBAL AIR FREIGHT IN SLOW MOTION

Demand for global air freight, measured in freight tonne kilometers (FTKs), rose 2.1 percent in July 2018, compared to the same period the year before, according to the International Air Transport Association (IATA). This was the slowest pace of growth since May 2016, and well below the five-year average growth rate of 5.1 percent.

Freight capacity, measured in available freight tonne kilometers (AFTKs), grew by 3.8 percent year-on-year in July 2018, the fourth time in five months that capacity growth outstripped demand growth.

While the temporary grounding of the Nippon Cargo Airlines fleet may have exaggerated a slowdown in growth at the beginning of July, IATA points to three indications that slower growth will continue:

1. The inventory re-stocking cycle, which requires quick delivery to meet customer needs, ended at the beginning of the year.
2. There has been a broad-based weakening in manufacturing firms' export order books. Specifically, export order books in Europe started weakening in February and have fallen in China and Japan in recent months.
3. Manufacturers in Asia and Europe, the top two global trading areas by volume, report longer supplier delivery times. This typically means they have less need for the speed air freight affords.

"July demand for air cargo grew at its slowest pace since 2016," says Alexandre de Juniac, IATA's director general and CEO. "We still expect 4-percent growth over the course of the year, however the downside risk has increased.

"The tariff war and increasingly volatile trade talks between the world's two largest trading nations—China and the United States—are rippling across the global economy, putting a drag on both business and investor sentiment," he adds. "Trade wars only produce losers."



Top 10 Global Supply Chains

Which global companies and industries are leading the way? Which company encompasses the best supply chain practices? Has the same company been leading the way for the past decade, or has an underdog come from behind?

To answer these questions, Vero Solutions, a UK-based provider of tracking and safety solutions, analyzed Gartner's annual list of the best supply chains over the past decade. Here's what Vero discovered:

Unilever takes the top spot as the best supply chain in 2018, a position it has held since 2016. The company has ranked in the top 25 supply chains since 2009. It did not, however, reach the top 10 until 2013 when it ranked 10th. Due to the scale of products this company creates, is it any surprise that its supply chain is nothing less than the best?

Which companies are still making the list 10 years on? Well, it's only Cisco Systems—a multinational technology company based in San Jose, California—that is left standing. In 2008, Nokia was positioned in second place but dropped off the list entirely after 2009; the same happened to Toyota.

Which industry is leading the way overall? While the technology industry dominated the top 10 2008 companies, with Samsung Electronics and IBM on the list, the food and beverage and retail industries take up most of the leaderboard in 2018, with PepsiCo, H&M, and Starbucks featured in the top 10.

The top 10 2018 supply chain champions are:

- | | |
|---------------------|--------------|
| 1 Unilever | 6 Nike |
| 2 Inditex | 7 Nestlé |
| 3 Cisco Systems | 8 PepsiCo |
| 4 Colgate-Palmolive | 9 H&M |
| 5 Intel | 10 Starbucks |



U.S. Businesses Fight Tariff Battle

More than half of U.S. businesses are battling the effects of the unfolding trade war with China; the majority are already feeling the squeeze of the tariffs introduced earlier in 2018, according to a new AsiaInspection report.

Notably, organizations on the other side of the tariff war are considerably less disturbed, with roughly one-third of Chinese respondents seeing the effects of the newly imposed tariffs in their daily business operations.

Among the report's additional findings:

- More than 50 percent of U.S. respondents report that the newly introduced tariffs are already negatively affecting daily business operations.
- Rising sourcing costs are the greatest challenge brought on by the tariffs, with 44 percent of U.S. respondents assessing this consequence as "serious" or "very serious."
- Though rising sourcing costs are reported as the greatest disruption, U.S. businesses say they will likely choose conservative solutions rather than restructure their global supply chain with new sources.
- Organization size is a factor when assessing the disruptive effect of the U.S.-China tariffs on business operations: Nearly two-thirds of U.S.-based small businesses say they have already felt the negative impact of the 2018 tariffs while this figure hovers around 50 percent for larger organizations.
- Only one-third of Chinese respondents report feeling the effects of the new tariffs in their daily business.

Overall, the report foreshadows a slow and painful shift from dependence on China—and a bleak outlook for the U.S. consumer goods market as businesses look at conservative solutions for adjusting their global supply chains instead of experimenting with new sourcing regions.

China's Economy Stays Resilient

China's railway freight volume, an indicator of broad economic activity, expanded at a faster pace in the first seven months of 2018, notes a *Xinhua* report.

China's railways carried a total of 2.3 billion metric tons of cargo between January and July 2018, up 7.9 percent from one year earlier, according to National Bureau of Statistics data. The growth accelerated from the 7.7-percent rise registered in the first half of 2018, and 7.2-percent increase for January through May. In July alone, railway freight climbed 8.7 percent year on year to 337.12 million metric tons.

Rail, road, water, and air carried a total of 27.54 billion metric tons of cargo in the first seven months, up 6.8 percent year on year.

The data adds to indicators that show resilience in China's economy, which recorded strong growth of 6.8 percent in the first half of 2018, on track to achieve the government's annual target of 6.5 percent.

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REUSE SERVICE OF USE TO CONTAINER SHIPPERS

CMA CGM and Hapag-Lloyd, two of the world's largest liner shipping companies, now offer reUse, a container management service, in Mexico. The service is made available on the online platform of Avantida, an INTRA company. It is the first time this service is offered in Mexico, and represents Avantida's first foray into the North American market.

Here's how reUse works: Once an import container has been unloaded, it must be taken back to the port or assigned depot. With reUse, transport companies can request the liner shipping company to use that same container and bring it straight to their export customer to get loaded.

This way, transportation companies avoid waiting times at depots and terminals, and eliminate unnecessary mileage. It also provides the additional benefits of reducing CO2 emissions, optimizing the planning of trucks, avoiding congested areas around ports, and avoiding disputes with ocean carriers via Avantida's formal approval process.

Over the past year, Avantida has both expanded in existing markets and entered new ones, including Germany, France, Poland, Lithuania, and now Mexico. The platform is now available in 12 countries, with almost 4,000 registered companies and an average of 1,600 transactions daily.

Ethiopian Airlines Launches Historic Cargo Route at MIA

THANK ETHIOPIAN AIRLINES for the first-ever cargo-only route between the African continent and Miami International Airport (MIA). On August 29, 2018, Ethiopian launched the first of two weekly freighter flights between the Ethiopian capital of Addis Ababa and Miami.

The scheduled flights operate on a route that includes intermediate stops in Spain, Colombia, and Belgium on inbound and outbound services. All flights utilize B777-200LRF freighter aircraft.

Ethiopian's new service is the latest milestone in MIA's strategic plan to expand into new global markets. The airport currently offers more flights to Latin America and the Caribbean than any other U.S. airport, and is the top U.S. airport for international freight.



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How to Choose a Specialized Carrier



Joe Beacom

Vice President and
Chief Safety & Operations Officer
Landstar System, Inc.
solutions@landstar.com
877-696-4507
www.landstar.com

Q: *What qualities should a shipper look for in a specialized carrier?*

A: A shipper's evaluation should include people, processes, and performance. Specialized freight is often unique, high-value, and critical to the shipper or consignee operation, unlike many other commodities. Carriers with a history and reputation of safe, on-time and claim-free deliveries are the carriers a shipper should consider using to move their freight.

The carrier's drivers should be able to demonstrate their experience in handling the specific type of specialized freight to be hauled. The carrier's staff, as well as the drivers, should be knowledgeable of the planning, permitting, and route survey process, as well as each state's rules and regulations, such as weight/dimension limitations, drive-time restrictions, and escort requirements.

The "one size fits all" approach does not work with oversized, overweight or specialized shipments. A qualified carrier will have the people and a proven process to help a shipper develop a customized transportation plan fitting the requirements of their shipment.

Q: *What qualifies a driver to haul heavy, over-dimensional freight?*

A: It takes more than passing a class or going through a training course to qualify a driver to transport overweight and/or over-dimensional loads. Depending upon the commodity, it can take years of experience handling increasingly complex types of freight to be recognized as a skilled and successful heavy haul driver. Proper securement will vary based upon commodity, which requires the operator

to possess the correct equipment to secure the cargo effectively while meeting regulatory standards.

A specialized carrier should have programs in place to make sure its customers have the benefit of a process to ensure that only qualified drivers are handling their specialized commodities. Such a process may require a driver to have experience with generic flatbed or stepdeck loads before moving up to multi-axle or more specialized trailers.

Landstar, for example, has seen success from its use of a graduated process allowing its operators to progressively elevate the level of specialization they are eligible to provide its customers, up to and including having a long combination vehicle (LCV) certification.

Q: *What kind of support should a heavy haul carrier offer their customer?*

A: Shippers turn to heavy haul transportation providers to manage the logistics of their oversized, specialized freight because these types of loads may require a lot of planning and coordination that often requires expertise or is too labor intensive for a shipper to handle on their own.

Another important factor a shipper should consider when choosing a heavy/specialized carrier is the carrier's access to capacity and specialized trailers. Any qualified heavy haul transportation provider should have access to a wide array of equipment such as flatbeds, stepdecks, double drops, multi-axes, lowboys, extendable trailers, and so on.

Additionally, all equipment should adhere to the carrier's inspection requirements to ensure a safe, compliant, and successful transit. Given their importance, these shipments warrant a level of due diligence of any provider.

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[IT MATTERS]

BY NEIL HAMILTON

Vice President, Business Development, Thingstream
neil.hamilton@thingstream.io | 07917 086606

Using IoT to Move From Push to Pull

Customers want more and they want it now. If you are unable to meet expectations, they will go elsewhere. The supply chain model often used in retail distribution is outdated and broken. Using Internet of Things (IoT) and vertically integrated order processes can achieve a leaner supply chain and help you say goodbye to out of stocks.

Instead of the supply chain starting with the manufacturer, it now needs the end customer to trigger the process at the order point. Each stage of the process pulls from its respective supplier. Such a system can ensure that only what is ordered is built and shipped.

Before tackling the technicalities of vertical integration, every part of the supply chain has to be on board. But that won't happen unless it can be proven to be worth the time, effort, and cost. For all parts of the chain except the consumer, this means a lot of data collection, flow mapping, and analysis. Easy work for a computer or network of intelligent devices.

IoT can help both plan and realize a pull-based supply chain. One obvious example is tracking inventory to establish lead times for initial process mapping and to show where and when stock sits around. Sensor networks can also monitor inventory and calculate the cost of standing stock. Simple tracking can map the

entire material flow process from raw materials to finished product arriving at the customer's door.

Asset tracking provides the visibility to identify inefficiencies that could be quickly fixed. Assuming a scenario where every step of the material flow has a different owner, an end-to-end pull system could be extremely advantageous. But it's not a magic bullet and it won't necessarily work for everyone.

Not an Easy Move

Getting a whole supply chain to go from push to pull will probably meet plenty of resistance. Your suppliers have other customers and your customers have other suppliers; the same is true throughout the chain. Gradually upgrading parts of the supply chain based on IoT and analytics could improve efficiencies in the overall process as well as provide forecasting data that could be useful to the overall supply chain.

Push processes begin with

manufacturing a product. Pull systems are triggered by an order. In a truly vertically integrated system, the customer's order would be processed by the retailer's e-commerce system, which would then generate an order from the wholesaler. Likewise, the wholesaler would pass this order on to the manufacturer.

In a perfect world, only the right amount of product would be made to meet customers' needs. Using intelligent decision-making at the device level means that stock levels can be kept to a minimum.

Likewise, the manufacturer may find that some processes need to be batch-based due to high costs of single unit processing. Edge computing could help by ensuring that batches are processed efficiently, only drawing upon resources or issuing parts from stock at the right time.

As well as the benefits passed down to the customer by the supply chain, the incumbent tracking can give customers information about product location from the moment they order.

The supply chain is one of many areas where IoT can not only improve operations, but also underpin a complete reimagining of how business works. We don't fully know the scope of what IoT will bring to business, but until we ask the right questions, we will never find out. ■



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LEAN SUPPLY CHAIN

BY PAUL A. MYERSON

Instructor, Management and Decision Sciences, Monmouth University and author of books on Lean and the Supply Chain for McGraw-Hill, Pearson, and Productivity Press.
pmyerson@monmouth.edu | 732-571-7523

Store Delivery Keeps Retailers in the Game

Multi-channel retail and fulfillment is typically based on the assumption that customers choose a main way to connect, whether physical stores or a website. Many retailers manage each channel separately with different teams, budgets, processes, tools, reporting structures, and revenue goals.

In multi-channel retail and fulfillment, stores have their own stock and sell directly to customers, while the website has its own separate stock. Customers purchasing items in stores can make returns only in store and often can't return online orders in store. Customers' online interactions with the retailer are completely separated from offline interactions.

In an omni-channel environment, however, consumers are likely to have multiple touchpoints with a retailer and expect their interactions between each channel to be seamless. Customers can order what they want, when they want, on whatever device they want, and have it delivered how they want.

A key difference between multi-channel and omni-channel is that omni-channel joins the touchpoints together so that, whatever method or combination of methods the customer chooses to make a purchase, their experience is consistent,

seamless, and unified. But omni-channel fulfillment can be tricky. Some companies sell online only, while others have brick-and-mortar stores and added an online channel. Still others started off as online-only companies but are adding some form of showroom-only storefront or pop-up store.

Omni-channel customers buying online may take delivery in a variety of forms from one order to the next, in addition to traditional visits to a retail location. Furthermore, e-commerce has complicated the last mile of delivery, making it more difficult for traditional retailers.

Getting Creative

Traditional last-mile delivery involves many challenges including cost minimization, transparency, and efficiency. Those challenges, along with the growth of e-commerce, is forcing brick-and-mortar retailers to become more creative.

E-commerce businesses such as

Amazon have been exploring air and land drone delivery and lockers in pre-designated locations available for customer pickup, among other innovative methods.

Some large retailers such as Walmart and Best Buy are using their stores as distribution centers where employees pick items from the shelves and backrooms to fulfill online orders. They either load the orders into FedEx or UPS trucks, or, as Walmart is testing, deliver packages themselves on their way home.

Stores can potentially cut costs substantially by having employees pick and deliver from stores, as last-mile delivery costs are a significant part of fulfillment costs. Furthermore, in the case of Walmart, two-thirds of the U.S. population live within five miles of a store.

Additional benefits of store last-mile delivery include switching online orders to locations with the most inventory of an item, reducing the need for discounts, and fulfilling orders for items that are out of stock at e-commerce fulfillment centers.

By enabling store delivery, traditional retailers may have found a better way to compete with Amazon's fulfillment network of 100+ distribution centers: using their hundreds, or thousands, of brick-and-mortar locations as DCs. ■



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NOËL PERRY on TRANSPORTATION

Noël Perry is a Transportation Economist
nperry@transportfutures.net
717-270-5329 | transportfutures.net

Good News From the Government! (Yes, You Read That Right)

In its second estimate of Q2 2018 Gross Domestic Product (GDP), the U.S. Census Bureau quoted growth at 4.2 percent, the best quarterly figure since Q3 2014. That comparison is important because 2014 was also the last time the truck market was tight.

When GDP rises above 4 percent, freight grows and the truck market tightens. Two positive details of the Census Bureau's release correlate to strong freight growth: a healthy rise in goods production and a trade balance improvement. Two negatives are weak investment and inventory liquidation.

The positives easily outscored the negatives, so growth was strong for both GDP and freight. Freight grew by 8 percent in the first half of 2018, according to the American Trucking Associations, a number consistent with the GDP release.

Will Such Growth Continue?

Recent monthly economic releases have been generally optimistic, and those expectations seem justified. Another quarter or two of strong growth would make 2018 a good year indeed. I put that probability at higher than 50 percent, a considerable improvement in my expectations from one year ago. But

is it enough to maintain the current trucking boom?

The trucking capacity crisis is the result of good freight growth in 2017 and 2018, and the surge in regulatory drag from the Electronic Logging Device (ELD) mandate. The main incremental effects on capacity from ELDs are now over. In fact, Trump Administration policies make regulation a modestly positive contributor to productivity going forward.

If fleets continue to add drivers and order trucks at current rates, they will begin to slowly reduce capacity shortages, a trend that will eventually be reflected in lower rates.

Unless it accelerates further, the good growth will help delay—but not prevent—such decreases. Truckstop.com's latest spot market data show a marked reduction in capacity stress, and some modest rate softening. Were it not for the good growth, those movements would be more dramatic. The

direction, however, is still downward, given the stabilization of regulatory changes.

And What of Next Year?

History does not support sustained strong growth late in recoveries. We have had growth surges at the end of long recoveries before, but growth still tailed off after nine years, where we are now.

That history, and the disappointing growth of this recovery, argue for a cautious outlook for 2019, both for freight growth and truck pricing. Peak periods such as trucking has experienced since mid-2017 are transitory. That's what peaks are.

Human nature urges us to make strong forecasts buoyed by euphoria, just as Philadelphia Eagles fans are forecasting another Super Bowl win in February. Such loyalty does not make for good forecasts, however. There has been but one repeat Super Bowl winner in the past two decades, and that one featured a young superstar, Tom Brady, not an aging recovery.

So, Eagles fans and truckers can hope for good results next year. But those hopes do not justify a repeat of 2018's peak results. ■



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[E-COMMERCE]

BY SEAN WILCOX

Vice President, GrandCanals, Inc.
sean@grandcanals.com | 408-886-4420

Shipping and Delivery: How to Get it Right

Thanks to the rise of e-commerce and heightening customer expectations, shipping and delivery have become key drivers of overall customer satisfaction. An e-commerce company's ability to meet customer expectations can be a source of competitive differentiation.

Executing against the wrong strategy—or not having a strategy at all—is a recipe for higher costs and lower customer satisfaction levels. Research shows that 37 percent of consumers who have a bad shipping experience will never shop with that merchant again. On the upside, 87 percent of consumers report that a positive delivery experience makes them more likely to shop with a merchant again.

Here's what you need to do in order to get e-commerce right:

■ **Know your limitations.** Use Amazon as a blueprint, but don't expect to beat its delivery experience. "I don't have to beat Amazon," said Stefan Weitz, chief product and strategy officer at Radial, in a *Wall Street Journal* article. "I just have to get close enough to provide a service level to my customers."

■ **Know where you are.** What services are you using? What are they costing you? What are the

actual service levels being delivered to your customers (not just carrier SLAs) by service, mode, and key markets?

■ **Know your market and customer base.** What is the service level you need to provide to your customers? Make the hard decisions about what you will—and won't—do for customers. What is the cost/delivery time trade-off that will maximize customer satisfaction levels? This may vary by product and by market.

■ **Know your shipping cost constraints.** What can you afford to spend while still keeping margins in an acceptable range?

■ **Ask critical what-if questions.** Detailed modeling of what-if alternatives helps you examine where better is possible. How much would it cost to speed delivery in a key market by one day? Are there markets or products where you can exchange a slower delivery time for lower costs? Do you need to open a new

DC to better serve a fast-growing market? Do you have the right carrier and service mix to reach your cost and service goals?

■ **Know your sources of power with your carriers.** Shipping volume, service mix, and market concentration can afford you preferential treatment.

■ **Invest in yourself and your business.** Getting the right shipping and fulfillment capabilities in place can require some initial investment, but it will pay off in higher shopping cart conversion rates and more efficient operations.

■ **Don't fall asleep at the wheel.** Constantly monitor what is happening in your shipping network so you can course-correct as needed.

■ **Focus maniacally on your customers' experience.** The Net Promoter Score key performance indicator has evolved to being a metric for logistics and operations professionals, especially in e-commerce companies.

Providing an ideal shipping and delivery experience will increase customer satisfaction and return business, as well as help differentiate your company from its competitors. ■

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VIEWPOINT

BY MARTIN VERWIJMEREN

Co-founder and CEO, MP Objects

martin.verwijmeren@mp-objects.com | 646-520-0841

Tuning Into Supply Chain Orchestration

In both the B2B and B2C markets, customers demand speedier shipments, greater flexibility, and more transparency in the order lifecycle.

Only by innovating to establish real-time visibility with the power to make changes can companies achieve the agility required to meet customer needs and stand out from the competition.

Let's dig into five trends you can harness through Supply Chain Orchestration (SCO) to transform your supply chain and provide the best customer service at a cost-effective price.

1. Establish end-to-end visibility.

A complete, holistic picture of your supply chain, coupled with the ability to act, allows you to optimize every individual customer order. You must be able to dig in granularly and weigh costs against customer satisfaction to find the perfect sweet spot that enables the maximum volume of on-time, in-full orders.

2. Get real-time control of your inventory network. Inventory distortion, including out-of-stocks and overstocks, costs retailers \$1 trillion globally, according to IHL. That's an enormous sum

of money to be losing. Little wonder that forward-thinking businesses are pursuing complete visibility of not just internal inventory, but the whole network—warehouses, 3PLs, suppliers, and in-transit stock.

Dynamic planning trumps high-level static planning based on forecasts, cutting down inventory that is always depreciating, and ensuring customers get orders swiftly. SCO can show you precisely where stock is at any moment, and enable you to ship directly from different locations or even reroute stock in-transit.

3. Remember that customers are buying an experience. Customers have a choice of vendors for any given product; what determines their loyalty in the long term is the experience they have ordering from you. Repeat customers order more, spend more, and refer more people. In short, they bring in more business, so it's vital to create great customer experiences.

Eighty-six percent of consumers are willing to pay more for a better customer experience, found an Oracle-sponsored study. Conversely, 89 percent of customers switched to a competitor after a poor experience. Investing in your supply chain represents a real opportunity to gain a competitive edge.

4. Build an actionable ecosystem.

Growing supply chain complexity has proven to be a real challenge. In a PwC survey of 209 global companies, 74 percent said that the number of entities in their supply chains had grown in the past three years, and 95 percent agreed that discrepancies between those entities had also increased.

Coordination is far from easy when you have to integrate a disparate group of internal and external systems.

5. Optimize your micro supply chains. The path to a truly customer-centric approach comes through optimization for specific orders. Factoring in everything from stock availability to delivery time, and tailoring every step to achieve a great customer experience without overspending, requires SCO. ■

You wouldn't pay for this whole cargo container just to ship one order.

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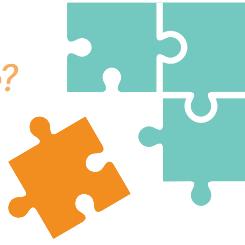
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Supply Chain Challenge?
SOLVED!



Securing Capacity While Pivoting for Peak Season

A home goods retailer turned to Hub Group to secure capacity in the face of a hectic peak season.

THE CHALLENGE

As a major retailer specializing in housewares and furniture, Hub Group's customer was preparing for a peak season poised to present significant challenges to their supply chain.

While the customer hoped to capitalize on growing demand spurred in part by strong online sales, their regular provider was unable to guarantee the capacity they required due to strong market demands, leaving them in need of a swift alternative to ensure products hit shelves on time. Without a solution, they'd be forced to pay exorbitant truck rates or be unable to meet the demand of their customers.

THE SOLUTION

Hub Group met with the customer to understand their needs and develop a plan to supply them with the capacity

necessary to execute their business, while also mitigating extra costs.

This was accomplished by developing a unique equipment repositioning plan and leveraging carrier relationships to flex up and cover the business. Hub Group also provided the customer with enhanced shipment visibility, working with them on continuous improvement opportunities to reduce unnecessary dwell time and further enhance cost savings.

The end result was an effective program that provided support through peak season and enabled the customer to deliver their product on time without breaking the bank.

Afterwards, Hub Group was able to diversify offerings geared at further improving efficiency within

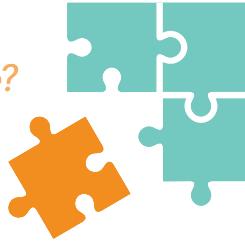


their customer's supply chain. As a result, the customer can rest assured their capacity demands will be met by a strategic solutions provider, Hub Group.



To learn more about Hub Group, call 630-271-3600, email solutions@hubgroup.com, or visit www.hubgroup.com.

Supply Chain Challenge?
SOLVED!



Helping Shippers Meet Production Deadlines With Custom Solutions

When the ELD mandate turned next-day deliveries into two-day runs, Celadon Logistics came up with situation-specific supply chain solutions to help shippers in time-sensitive industries.

THE CHALLENGE

With the ELD mandate fully implemented as of April 1, shippers across industries are reporting the biggest pain in "tweeners," or shipments that used to be next-day deliveries that have turned into two-day runs (think 550-750 miles).

Celadon Logistics' primary industry exposure is in two time-sensitive industries: automotive and food and beverage. This spring, multiple clients approached us to discuss how to avoid production disruptions or how to fulfill OTIF requirements.

THE SOLUTION

By taking a holistic look at supply chain processes, Celadon was able to dig into areas including purchasing, production, and transportation to come up with situation-specific remedies, including:

1. Increased use of expedited teams to meet transit requirements.
2. Working with shippers to extend lead times, ensuring Must Arrive By Dates are still met.
3. Working with consignees to adjust appointment times and ensure more carrier-friendly policies, including mitigating detention and enhancing flexibility for highly visible orders.

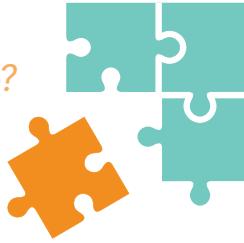
Based upon industry- or company-specific needs, there is not necessarily one solution you can point to and say, "Solved!" But working with a consultative partner who has industry experience, knowledge, and relationships ensures a variety of solutions can be considered to maintain your relationships.



To learn more about Celadon Logistics' solutions, call 866-225-0073, or visit www.celadonlogistics.com.

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Supply Chain Challenge?
SOLVED!



Implementing a Network to Optimize a Client's Supply Chain

Crane Solutions developed a customized solution for a leading audio/visual equipment rental company that lacked visibility to its time-sensitive shipments.

THE CHALLENGE

The client is a leading audio/visual equipment rental company with 7 main locations and 19 secondary market locations in the United States. The core challenge was the client had disparate processes in all locations with no visibility to their time-sensitive shipments within their network. These challenges included:

- Lack of visibility throughout their network.
- Relying too much on expedited ground services (higher costs and historically higher claims ratios).
- Many shipments moving between locations, which didn't maximize trailer utilization, resulting in extremely high price per pound ratios.

THE SOLUTION

Crane Solutions optimized the client's supply chain by implementing a network that revolved around one primary location to service a group of hub locations around the



United States. Crane Solutions identified 7 strategic locations to utilize as the hub locations, which subsequently service 19 secondary markets throughout the United States.

In order to protect the client from market fluctuations (capacity and price) throughout the year, Crane Solutions developed a dedicated fleet of drivers (solo and team service), which guarantees capacity and price for the client and the drivers. In order to streamline the 7 lanes even further, Crane Solutions added 21 trailers (with GPS tracking) to the program, thus allowing each location to pre-load trailers.

Results:

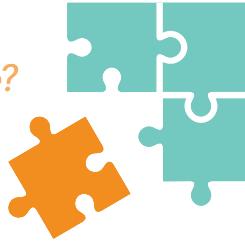
- 24/7 visibility of drivers, equipment, and trailers through our client portal.
- Reduced expedited ground service spend by 81%.
- Reduced their claims ratio by 94%.
- Increased their trailer utilization by 52%.
- Decreased overall transportation spend by 40%.

At Crane Solutions, we believe in developing customized solutions for our clients through "out of the box" thinking, collaboration with clients and carriers, and implementing technology solutions.



To learn more about Crane Solutions, visit www.cranesolutionsllc.com.

Supply Chain Challenge?
SOLVED!



A Real-Time, Cost-Saving Opportunity

A client looked to PLS Logistics for a way to drive real-time visibility, performance, and cost savings to allow each of its 200+ office locations to operate effectively.

THE CHALLENGE

The client came to PLS Logistics because its 200+ office locations were responsible for managing their own transportation decisions, including carrier recruitment, qualification, and execution. In addition, many of the client's shipments are sent to job sites that require timely deliveries to avoid costly expenditures.

Another issue was that the client's freight pay & audit company's reporting and cost data was consistently delayed. The client knew they had to simplify their supply chain and shipping processes and partnered with PLS Logistics to help drive real-time visibility, performance, and cost savings to allow each location to operate business effectively.

THE SOLUTION

PLS Logistics was able to generate cost savings and improve the client's overall performance and tracking. PLS Logistics streamlined the client's systematic carrier onboarding by adding reliable, quality carriers to its network through PLS' carrier onboarding program to improve shipment delivery.



PLS Logistics was able to implement its transportation management system (TMS), PLS PRO. PLS PRO set up tendering for the client based on service and cost parameters and allowed the client's office locations to expedite the process and assign carriers to shipments. Partnering with PLS Logistics' technology was a major key in allowing each of the client's office locations to service its customers accordingly.

By utilizing PLS Logistics, the client now has:

- Real-time performance

data by location, region, or the entire organization

- Real-time visibility to shipment status
- Data to make future decisions on carrier selection and carrier access
- Millions in cost savings



To learn more about PLS Logistics' solutions, email sales@plslogistics.com, call 888-814-8486, or visit www.plslogistics.com.



6 Ways to Find Hidden Capacity

As shippers puzzle their way through a record truckload capacity shortage, they have to change how they do business to find the right truck at the right time for the right price.

By Sandra Beckwith

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The U.S. truckload capacity shortage continues with no end in sight, at least for the next year or so. Across all equipment types, the load-to-truck ratio in July 2018 was 11.3 loads per truck, down from 17.7 in June (a decline that's a common seasonal trend), reports DAT Solutions.

What's behind this uneven match up?

"It's the perfect storm," says Joe Carlier, senior vice president of global sales at third-party logistics provider Penske Logistics, in Reading, Pennsylvania.

Carlier and other industry leaders cite a number of factors that, in isolation, would be manageable. But because they're happening simultaneously, some shippers struggle to get the right truck at the right price at the right time.

Factors Leading to the Capacity Crunch

Top factors contributing to the capacity crisis include:

- A booming economy with more manufacturing means more materials and goods need to be transported.
- The recession 10 years ago that caused some trucking businesses to close up shop reduced the number of trucks available to haul goods today.
- As truck drivers retire—the Bureau of Labor Statistics estimates that the average age of a commercial truck driver is 55—they aren't being replaced by younger drivers.
- The electronic logging device (ELD) mandate that went into effect at the end of 2017 and places limits on how many hours a truck driver can be on the road means the industry needs more drivers to stay on par with pre-ELD hours.
- As America's roadways become more congested, it takes longer and longer to get goods to their destinations. Lost productivity in 2015 was the equivalent of 362,243 commercial truck drivers sitting idle for an entire working year, according to the *Cost of Congestion to the Trucking Industry: 2017 Update* published by the American Transportation Research Institute.

Of all these factors, the one getting the most attention is the truck driver shortage.

"Our latest estimate of the shortage for Q2 2018 is 271,180, which represents the first directional change in the driver shortage since the end of 2015," says Avery Vise, vice president of trucking at FTR Transportation Intelligence. "Our estimate is that the Q1 shortage of 286,803 drivers is the largest shortage in history and is expected to be the worst of the shortage in the current cycle."

Where Are the Drivers?

There are several reasons why there aren't enough truck drivers. "Some demographics in the industry aren't favorable," says Mark Rourke, executive vice president and chief operating officer for Wisconsin-based transportation provider Schneider, referring to driver age. "Schneider has made investments and changes that are paying off, as one in five of our drivers is a millennial and the percentage of women drivers in our fleet is far higher than the national average.

"However, I sign more retirement letters nearly every day," he adds.

Younger workers aren't attracted to the profession for many reasons: Pay that's viewed as too low for the hours and conditions worked, a lack of interest in being away from home for extended periods, and less-than-ideal working conditions on the road and on docks.

"First and foremost, drivers throughout the industry don't receive the respect they've earned and deserve from shippers, companies receiving the goods they deliver, the motoring public, and the industry itself," says Phil Byrd, Sr., president and CEO of Bulldog Hiway Express, a Daseke company in South Carolina. He is also a past chairman of the American Trucking Associations.

What's more, there's plenty of work in other fields for



As the "perfect storm" creates a record truckload capacity shortage, shippers have to change how they work with carriers to secure the trucks they need.



Hours-of-service rules and the ELD mandate limit how many hours a truck driver can be on the road. As a result, the industry needs more drivers to stay on par with pre-ELD hours.



The U.S. transport industry had 286,803 fewer truck drivers than needed in Q1 2018, according to FTR Transportation Intelligence.



The Quickload platform pays carriers within 48 hours after delivery. Carriers are more likely to provide capacity to shippers who pay them quickly.

potential drivers. “In this booming economy, drivers can get jobs in their backyards working in construction or the oil industry,” adds Kevin Abbott, vice president of North American truckload services at 3PL C.H. Robinson in Minnesota. “These are the types of jobs that get people home every night.”

What’s a Shipper to Do?

In today’s marketplace, truckers are in the driver’s seat in more ways than one. “Shippers have to understand how the industry has changed,” says Ron Talley, president of Houston-based Crane Freight and Cartage. “It’s a driver’s market today, not a shipper’s market.”

“Carriers are blacklisting certain distribution centers and charging double time for others,” adds Ryan Ilges, vice president of truckload at Unishippers in Salt Lake City. “They know the shippers need them and they’re looking at factors that include detention time.”

With all that in mind, here are six suggestions for finding the capacity you need.

1. GET YOUR ACT TOGETHER IN THE DISTRIBUTION CENTER.

“Make sure your warehouse is organized for efficiency so drivers can get in and out quickly,” says Matt Cahill, owner of SUPPLY POINTe in Cincinnati.

“Drivers don’t want to sit around waiting,” adds Talley. “They make more money when they’re on the road.”

Breaker, Breaker: There’s an App for That

Here’s a sampling of resources available to help truckers be as efficient, safe, and comfortable as possible on the road.

Dock411: Gives users the “411” about pickup/dropoff locations, offering specifics on wait times, load/unload procedures, parking situations, restroom availability, hazards, and others. Drivers can also use it to communicate with transportation managers and warehouse operators.

Trucker Path: Provides information about truck stops, available parking, fuel prices, truck wash services, and weigh station status. The navigation function identifies low clearance bridges.

Fuelbook: Lets truckers search diesel prices at more than 7,000 truck stops nationwide. Users also get alerts on truck stop specials.

iExit Truck—The Trucker’s Highway Exit Guide: Helps truck drivers figure out which exits offer the services they’re looking for, whether it’s diesel fuel or McDonald’s. In addition, users can pre-plan stops before getting on the highway by simulating an upcoming trip.

FleetSafer: Drivers stay safer with this app that kicks in when the vehicle gets on the road and automatically puts the smartphone in “safe mode.” It blocks access to the keyboard and screen, and suppresses notifications and alerts. People calling, texting, or emailing the driver receive an automatic response that tells them the driver will get back to them when safely off the road.

Drivewyze: The app’s premium subscription “bypass” service delivers a “pull in” message before the driver reaches more than 700 weigh stations in 43 states and provinces. Automatically bypassing based on permission delivered to the screen lets drivers save fuel and time. Bypass rates are 50 to 98 percent, depending on the carrier’s safety score.

Weigh My Truck: When drivers can’t bypass a weigh station, they can still save time by paying from their phone with this app that works with CAT Scales. The user receives a copy of the weigh ticket via email.

BigRoad Truck Driver

Log Book: This popular electronic logging app tracks hours of-service and creates ELD mandate compliant logs with the companion DashLink ELD app. Drivers can see at a glance how much driving time they have left.





It's currently a carrier's market as a strong economy, ELD mandate, hours of service regulations, an aging driver workforce, and other factors combine to make capacity hard to come by for many shippers.

An optimized warehouse that helps drivers reduce dwell times improves driver productivity. That, in turn, helps a company become a "shipper of choice."

"That means being conscious of carriers' needs and catering to them as much as possible," says Abbott.

This serves another purpose, however. As carriers address the driver shortage by paying drivers more, they will have to pass those costs along to shippers. Using technology to become more efficient could help offset rate increases. "Rates will continue climbing," says Carlier. "This will put pressure on shippers to drive costs out of the system."

2. BE MORE FLEXIBLE WITH PICKUP AND DELIVERY TIMES.

"The ELD mandate impacts how drivers manage their hours of service and drive time," says Abbott. "Being more flexible with schedules allows carriers to build the productivity they need to make ends meet."

"We don't work on a Monday through Friday, 8 am to 5 pm schedule," adds Byrd.

Flexible scheduling might involve reviewing long-standing business processes to uncover what should change because of the current situation. Carlier recommends re-examining existing business rules and asking why you're doing certain things. "In many cases, it's only because that's how it has always been done," he says.

3. BE NICE TO DRIVERS.

Give drivers a safe place to park and access to rest rooms. Smile at them. Offer a bottle of water at the loading dock. Show a little respect.

Why isn't this happening already in many locations?

Abbott, whose company has a Carrier of the Year program, speculates that "it's the stress of the job. When you have to get goods off your dock on time, the everyday stress can spill over to that stranger walking onto your dock."

Putting Veterans In the Driver's Seat

Many military veterans bring relevant skills and experience to the transportation industry, making them attractive to employers looking to fill empty seats in cabs.

Schneider has a military apprenticeship program, while at TMC Transportation, more than 35 percent of the flatbed drivers are veterans. PRIME Inc., which actively recruits veterans, was recently honored by the U.S. Department of Defense for its support of employees who serve in the National Guard and military reserves.

The federal government's Military Skills Waiver Test Program, administered through the Federal Motor Carrier Safety Administration, helps. It allows states to substitute two years of experience safely operating trucks or buses that are similar to civilian commercial vehicles for the skills test portion of the commercial driver license (CDL) test. All states now offer this skills test waiver.

To take advantage of it, military drivers must apply within one year of leaving a military position that required operating a commercial vehicle. As of early 2017, nearly 20,000 current and former military members have done so.



The Department of Veterans Affairs accepted Schneider into its Apprenticeship Program, which incentivizes military veterans to fill truck driver positions.

Be aware that drivers provide feedback to carriers, who might charge higher rates or pass on the loads altogether because they know they'll struggle to get drivers to go to an unwelcoming location.

4. SUPPORT INFRASTRUCTURE CHANGES.

More than 70 percent of the country's freight by weight moves over roadways, according to the American Trucking Associations. Yet not all of those roads were built to accommodate this level of heavy traffic.

"Some highway on and off ramps weren't designed for commercial traffic," notes Byrd. "This often puts commercial drivers in situations that create accidents."

Truckers also need more public rest stops and parking in existing rest areas. This is even more important given the

hours of service mandate for rest periods. “Some states aren’t re-opening truck parking locations that were closed for lack of funding,” Byrd says. “It’s a real issue that affects capacity for shippers and effective movement of drivers.”

5. HELP THE CARRIER FIND ANOTHER LEG OR BACKHAUL.

This is where technology can make a difference. “Plugging into a technology network with lots of connections will help carriers fill trucks for backhauls or a new leg and help get capacity while keeping rates down,” says Ilges.

Noting that almost one-quarter of all freight trips run empty, cloud-based transportation management system provider Kuebix recently introduced FleetMAX, a program that connects empty fleet trucks with loads so they run full—and make money from an otherwise empty trailer.

By leveraging Kuebix’s shipper and carrier community, companies with fleets can reduce the number of empty miles they run. As a result, fleet owners generate additional revenue while opening up capacity for shippers.

“FleetMAX turns empty trucks into profit centers,” says Dan Clark, founder and president of Kuebix.

6. PAY YOUR CARRIERS QUICKLY.

Carriers want to work with shippers who don’t make them wait for their money. Technology can help with that, too.

For example, Transporeon offers a platform that automates

and streamlines the process, allowing the shipper to pay an invoice for less than it costs to handle internally. It does so while paying in fewer than seven days after delivery.

“Faster, accurate payment helps carriers and shippers build stronger relationships,” says Ed Moran, Transporeon’s

managing director and senior vice president of sales and marketing for the Americas. He adds that many carriers will often reduce their rates when shippers guarantee speedy payment terms.

Through its new Quickload platform, BOS Group is the first company to pay carriers within 48 hours, according to Ozan Baran, founder and CEO of the southern Florida logistics provider. Quickload, which pairs freight with carriers, triggers a payment as soon as the system receives proof of delivery.

“Shippers who pay quickly attract more carriers,” Baran explains. “And more carriers mean more opportunities for shippers to find and secure the capacity they need.”

Carriers say they are beginning to see positive changes among their shipper customers. “Our drivers have an app that allows them to provide feedback on shipper facilities and operations,” says Rourke. “To our customers’ credit, most are actively seeking this feedback.

“Many shippers are doing great things and have made improvements,” he adds. “Shippers who aren’t are the ones having the most difficulty finding capacity in the current environment.” ■

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Driver Wellness Programs

The Right Thing to Do

By Jason McDowell

**Wellness programs keep drivers healthy,
and carriers wealthy and wise.**

Driver wellness has become a key issue in the trucking industry. Legislators have attempted to address some driver health and safety issues by implementing strict Hours-of-Service (HoS) regulations that keep drivers from staying on the road too long. HoS compliance is carefully tracked using required on-board electronic logging devices that make it nearly impossible for drivers to put in extra time behind the wheel.

Drivers are at high risk for a range of health problems—heart disease, obesity, sleep apnea, and stress—that can result from a sedentary job. On the flip side, carriers need drivers to stay healthy and work longer to provide much-needed capacity. Drivers themselves have near-limitless employment alternatives if their current carrier doesn't treat them right. All these factors drive many carriers to protect the health of their valued workers.



The ROI of Driver Wellness

More than 70 percent of freight that moves within the United States annually does so on the highway, according to the American Trucking Associations (ATA). The ATA estimates 3.5 million truck drivers are needed to maintain this level of service, yet the industry faces a shortage of more than 50,000 drivers. This number is expected to continue increasing as baby boomers, who make up a majority of current truck drivers, reach retirement age.

Drivers retire and can't be replaced. Now consider rising health problems among truckers, who alternate long periods of sitting with intense physical labor. While many sectors can count on workers to extend careers into their 70s and beyond, a driver's late-stage career is less predictable.

Driver wellness programs help to offset many risks associated with a long-term truck driving career, and have proven a valuable tool in the battle against the driver shortage. These programs encourage healthy behavior that keeps drivers fit and on the highway much longer than they might otherwise be capable of. Yet, only 48 percent of carriers have a driver wellness program in place, according to a recent survey of carriers conducted by *Inbound Logistics*. While 15 percent say they plan to start a wellness program in 2018, that still leaves 37 percent of carriers that have no program and no intentions to start one.

"Return on investment (ROI) in wellness programs can be seen in reduced healthcare and workers' compensation costs, a decrease in absenteeism, and higher recruitment and retention rates," says Melissa Morrett, an independent wellness consultant and former manager of employee benefits and wellness programs for a U.S. carrier.

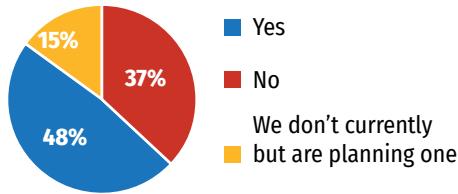
"When you consider that the average cost to identify, recruit, and train a driver can exceed \$6,800, it is alarming to see that the driver turnover rate for large truckload carriers stays near 100 percent," she adds. "Turnover challenges, coupled with rising healthcare costs, mean the trucking industry faces a huge financial burden. So, any ROI is crucial to a carrier's success."

Of course, return on investment isn't always about the bottom line and what can be strictly measured. Results often come in the form of happier drivers who feel good, and

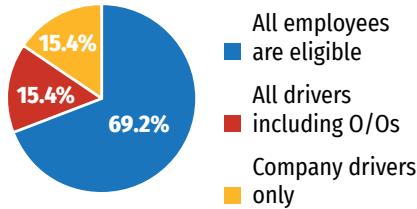
IN FITNESS AND IN HEALTH

Inbound Logistics surveyed carriers to determine their participation and investment in driver wellness programs. Here are the key findings.

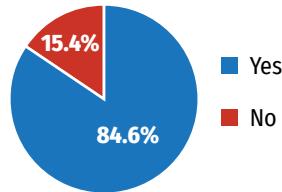
DO YOU HAVE A DRIVER WELLNESS PROGRAM?



WHO PARTICIPATES IN THE WELLNESS PROGRAM?



DO YOU OFFER INCENTIVES FOR PARTICIPATION?



many companies are content to simply provide a healthier work environment for drivers.

“The role that a successful wellness program plays in so many different components of a company’s success makes it hard to place an exact numerical value on the benefits,” says Ali John, manager of corporate wellness for global transportation provider Werner Enterprises. “The bottom line is that healthier drivers go to the doctor less, are behind the wheel more, and have more productive working hours.

“We can quantify that each driver who takes 1,000 more steps, smokes 10 fewer cigarettes, or eats 100 fewer calories per day as a part of a wellness plan is making great strides in the right direction,” she adds. “Drivers who become more aware of their personal health and take small steps toward living a healthier lifestyle, will improve their fitness, morale, productivity, and attitude.

“The best part is they will likely share this change and feeling with co-workers, which creates a ripple effect,” John says. “Werner’s driver wellness program helps create awareness and plant seeds for healthy behavior.”



The Right Reasons

ROI aside, most of the carrier respondents to IL’s survey implemented their program simply because they felt it was important.



Werner offers on-site fitness facilities as part of its driver wellness program.

Among carriers with an existing driver wellness program, 69 percent say they began it because it was the right thing to do, while nearly 85 percent say they want to enhance the quality of life their drivers experience (see chart, right).

“Truck drivers are the backbone of the American economy, and while ROI is important, it is also important to show appreciation for the sacrifices drivers make every day to ensure the economy keeps rolling,” Morrett says. “Wellness programs and health education—if implemented industry wide—have the potential to alter society’s perception of truck drivers.

“A renewed perception might improve the likelihood that the younger generation will step up to fill the seats of those retiring,” she adds. “Wellness programs are an essential component in the solution to the driver shortage.”

The elements of each carrier’s wellness program vary, but they all share the same goal: healthier drivers. When designing a wellness program, it’s crucial that carriers talk to their drivers about their concerns and find out what types of wellness services they feel they will benefit from. At Werner, for example, the company’s Wheels for Wellness began with a focus on the most common health issues that impact drivers.

In the Driver’s Seat

“Drivers should have a seat at the table during the planning phase of implementing a wellness program,” says Morrett. “Typically, the person putting together a program has never been behind the wheel. Incorporating driver input into the wellness program excites and motivates drivers to participate.”

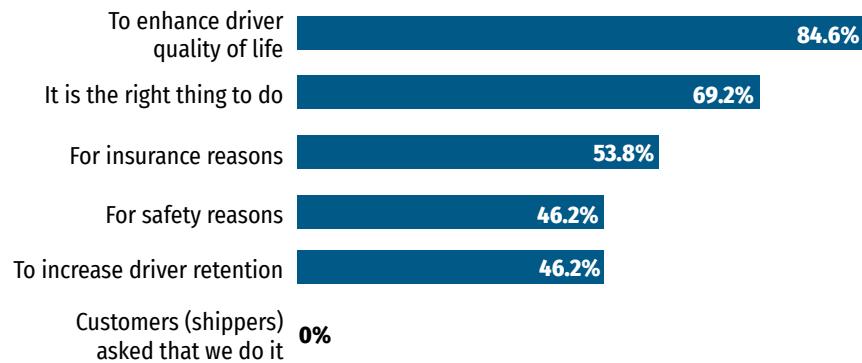
Asking drivers to identify health challenges offers valuable insight when developing new programs. Tackling key health issues should be any program’s prime area of focus.

“The health areas of greatest focus mirror many risk factors for heart disease: weight management, diabetes, high blood pressure and cholesterol, physical activity, and tobacco use,” John says.

Like Werner, the rest of the industry has similar concerns, which offers developers of new programs a resource when building their own wellness initiatives. There may be no one-size-fits all solution to driver wellness, but these types of broad problems in the sector offer a valuable starting point for any carrier.

“Besides health problems, drivers are faced with being away from family for extended periods of time, financial stressors, and feeling disrespected by colleagues and customers,” Morrett says. “With a commitment to health coaching and monitoring, drivers can get many of these issues under control, and limit the

WHY DID YOU INSTITUTE A DRIVER WELLNESS PROGRAM?



SOURCE: *Inbound Logistics Driver Wellness Survey*

impact they have on performance.

“From a safety standpoint, it is essential to avoid any potential accident a health condition can cause,” she adds.

In the interests of doing the right thing, remember that wellness programs don’t have to belong only to employees who drive trucks. Among those trucking companies surveyed by *IL*, 69 percent offer a wellness program to all employees, and 15 percent extend wellness initiatives to owner-operators.



Encouraging Participation

In spite of the obvious benefits, healthy living can be a hassle on the road and some drivers may not want to participate.

While all the carriers *IL* surveyed say their wellness program is optional, nearly 85 percent offer some sort of incentive—from financial bonuses to additional paid days off—to encourage participation.

“Participation rates continue to increase as word spreads about the program and we make it as accessible to drivers as possible,” John says of Werner’s program. “Drivers who participate and are covered under Werner’s health insurance plan receive an annual premium reduction for the next calendar year.”

Among the driver wellness programs that *IL* surveyed, participation varies. Fifteen percent of respondents say they have 75 percent participation, while 15 percent cite 50 percent participation, and

46 percent have at least 25 percent of drivers actively involved. The remaining percentage doesn’t track participation.

Morrett’s former carrier used health insurance premium discounts and other incentives to encourage drivers to engage with the wellness program. “Drivers appreciated the incentive because it showed that the company genuinely cared about their health, while putting money back in their pockets,” she says. “At the same time, this initiative resulted in healthier drivers and lower healthcare costs for the company.”



Investing in Drivers

Driving is a difficult job. Drivers spend significant time away from family and friends. They eat on the go and sit behind the wheel for hours. Sleep schedules change from one day to the next, making it difficult to get quality rest. Finding time for exercise can be challenging, and making time for regular medical check-ups can be worse.

It’s up to carriers to provide options that enable drivers to invest in their own health and wellness, and it’s the responsibility of shippers to support and supplement those initiatives.

It’s the right thing to do. ■

Driver Wellness: Why Should Shippers Care?

Driver wellness can extend beyond carriers to customers. Shippers who don’t manage or employ drivers directly may wonder why driver wellness should concern them. But driver health and happiness benefits shippers in the following direct ways:

Capacity. Happy and healthy drivers come to work, which helps carriers maintain capacity levels. Considering the lack of available capacity in the United States, this makes driver wellness crucial for the entire supply chain.

Rates. Unhealthy drivers need extra medical care, more sick days, and other requirements, all of which can drive up costs for the carrier. When carriers experience increased financial burden, they pass those costs on to shippers through rate increases.

Retirement. Drivers who don’t feel well or suffer from chronic health issues will likely retire as soon as they are able. This has seriously impacted the entire freight sector in recent years as baby boomers retire without replacements.

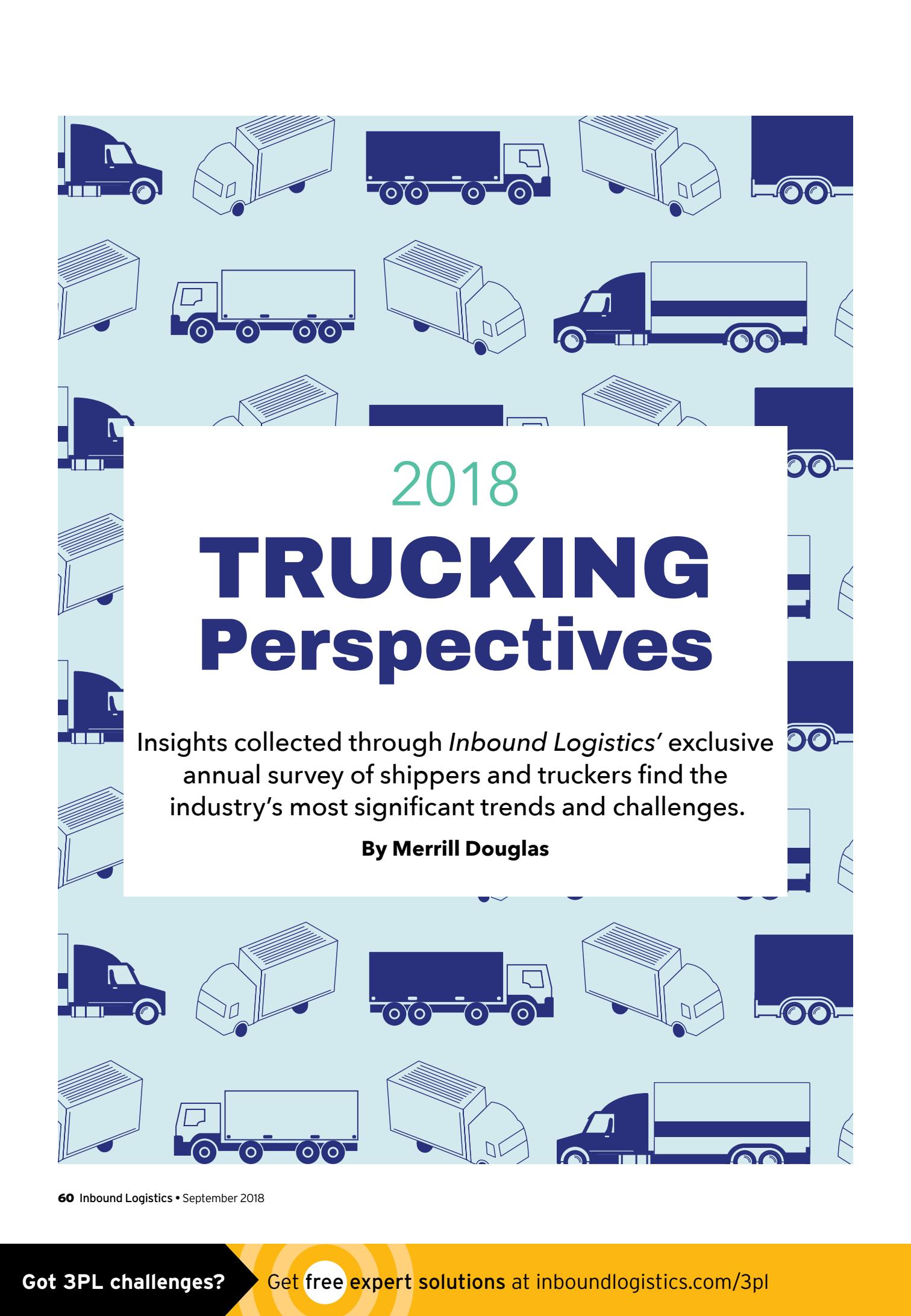
Recruitment. Drivers have frequent contact with the general public. Healthy drivers will project a more positive brand image for the trucking sector and the supply chain as a whole, which will be crucial to recruiting younger drivers.

Safety. Drivers who take a vested interest in their own health will be more alert on the road, which increases the odds that shipments arrive safely and undamaged.

Shippers can get on board with wellness easily enough by making their facilities friendly to drivers. Offering a driver-friendly destination can turn a shipper into a carrier favorite, which means the carrier will prioritize that shipper for available capacity when things get tight.

A number of features make a location driver-friendly, including drop-and-hook yards, Wi-Fi availability, sleeping areas, food, exercise equipment, bathrooms, showers, driver lounges, and more.

If you show appreciation for the drivers who move your cargo, rest assured that they will show it in return.



2018

TRUCKING Perspectives

Insights collected through *Inbound Logistics'* exclusive annual survey of shippers and truckers find the industry's most significant trends and challenges.

By Merrill Douglas

Getting a truck when you need one, and not paying too much for that service, remain two of the biggest concerns for over-the-road shippers, according to *Trucking Perspectives, Inbound Logistics'* annual survey of the trucking market. Seventy-eight percent of shippers who responded to the 2018 survey say they've endured rate hikes, apart from fuel surcharges, this year (see *Figure 2*). That's a sizeable jump from the 60 percent who saw rates rise in 2017.

FIGURE 1 **Greatest Challenges**

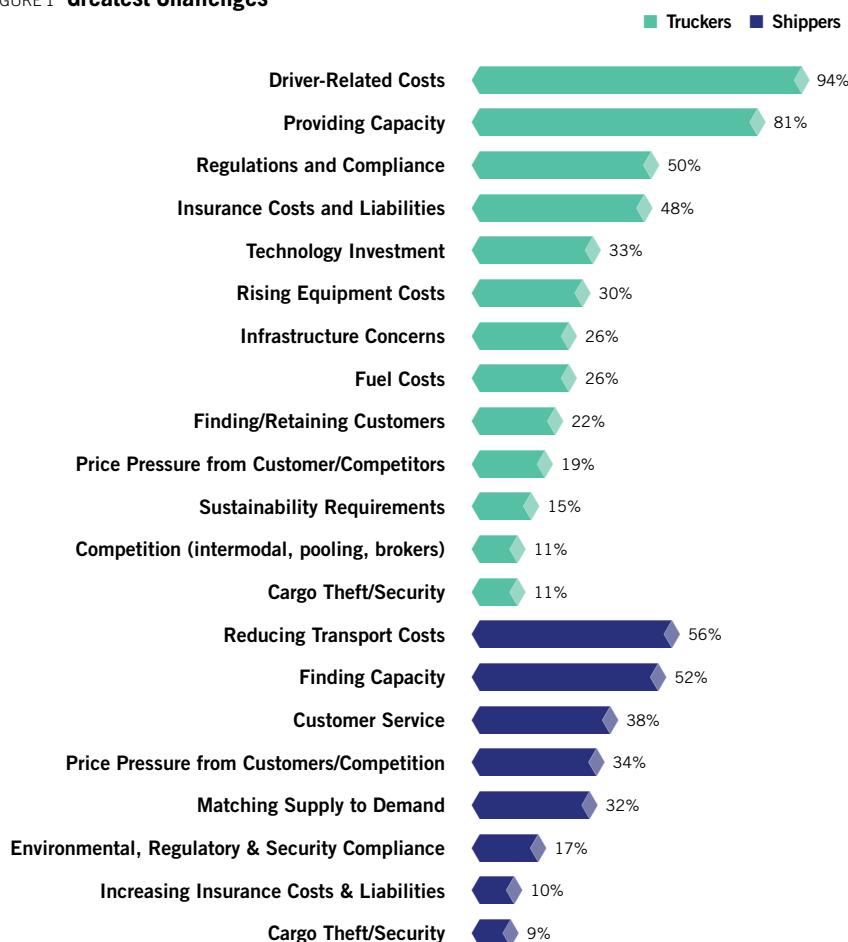
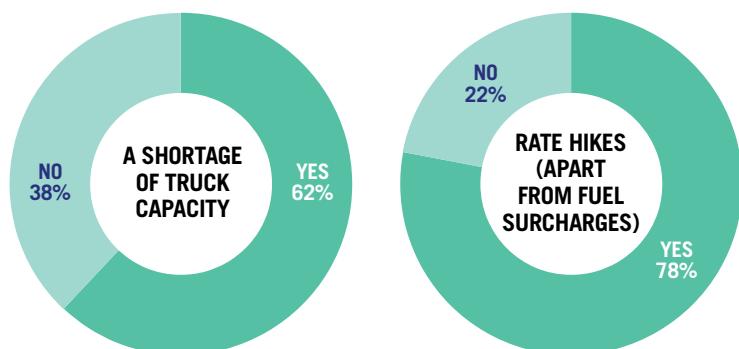


FIGURE 2 **SHIPPER'S: Have you experienced...**



“Everything has definitely gone up,” agrees Valerie Smith, business developer at Imaan International, an electronics recycling company in Fredericksburg, Virginia.

Imaan ships electronics to its facility for processing and then sends the scrap to customers around the United States. Freight rates have turned into such a concern, the company has started working with two third-party service providers rather than one. “We give our request to both providers and just go with whoever’s cheaper,” she says.

Price hikes should come as no surprise as shippers compete for space in a tight capacity market: It’s a simple matter of supply and demand. Among shippers who responded to the survey, 62 percent say they have experienced a shortage of truck capacity (see *Figure 2*).

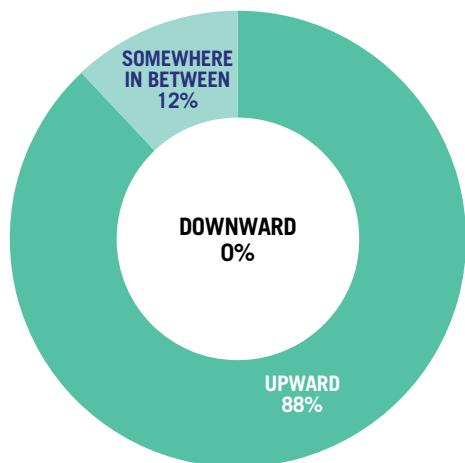
IT’S CRUNCH TIME FOR CHEMICAL SHIPPERS

Steven Tapscott, vice president, sales and marketing, at liquid bulk carrier Miller Transportation Services in Jackson, Mississippi, understands very well why shippers feel this crunch, especially in the chemical industry, his company’s core market. Some of the blame falls on the healthy economy.

“Customers in general, and chemical customers specifically, are growing faster than driver growth can possibly keep up,” Tapscott says. “The chemical industry is growing at a faster rate than the GDP (gross domestic product). But the driver population is not growing at that pace, which exacerbates the problem.”

When asked to list the biggest challenges they face, 52 percent of shippers who responded to the survey name finding capacity” and 56 percent name “reducing transportation cost.” (See *Figure 1*)

FIGURE 3 TRUCKERS: As a leading economic indicator, where do you see the economy trending?



Apparently, those two issues represent even bigger challenges for trucking companies. Eighty-one percent of carrier respondents list “finding capacity” as one of their greatest challenges, a big jump from the 41 percent who gave that reply in 2017. And a vast majority—94 percent—list driver-related costs as an important concern.

Competition for drivers is pushing up costs for both carriers and shippers. “We’ve increased driver pay by 11 percent year to date, which represents the greatest increase in the history of our company,” says Brent Nussbaum, chief executive officer of Nussbaum Transportation in Hudson, Illinois. Along with that hike comes the challenge of explaining to customers why driver pay is forcing up freight rates.

Most customers understand, but those shippers are also struggling with cost increases for raw materials and for their own labor. “And then they have trucking companies coming along saying, ‘We can’t find drivers, and therefore your costs are going up,’” Nussbaum says. “They’re getting hit on all levels.”

GOOD LUCK FINDING DRIVERS

Rate hikes have become such an issue at Imaan International that at one point, the company looked into buying its own truck and hiring its own driver to handle deliveries. But Imaan ran smack into the realities of the driver shortage: “In three months, we received three applications,” Smith says.

To help alleviate the capacity half of the supply and demand problem, Miller Transportation tries to make sure delivery appointments are honored and drivers get in and out of chemical plants as fast as possible.

“We are working with our customers toward expanded hours and scheduling flexibility, so we can increase our utilization of the driver’s time and make sure our customers understand how valuable that time is,” Tapscott says. If the carrier can increase efficiency by a couple of percentage points, that’s the same as gaining more drivers.

Atlanta Bonded Warehouse (ABW), a third-party logistics company (3PL) that makes less-than-truckload deliveries to customers with its own truck fleet, also wrestles with the challenge of keeping drivers on the road, rather than in customers’ facilities. Unlike many other carriers, ABW pays drivers by the hour, instead of by the mile, and that seems to work well for the company, says Hal Justice, vice president at ABW in Kennesaw, Georgia.

“But how do you compensate drivers for detention?” he asks. “A constant challenge is figuring out how to equitably pay drivers when they’re not driving.”

THE HoS FACTOR

While the driver shortage puts a strain on capacity, so do federal hours of service (HoS) regulations for drivers. In 2018, 89 percent of trucker respondents say that HoS regulations have had either a marked impact or somewhat of an impact on their operations, an 11-percent increase over 2017 (see Figure 12).

Among shippers, 50 percent say that HoS regulations have had a significant cost or service impact on their operations, and another 20 percent say they have seen somewhat of an impact on their operations.

“Drivers have to log their hours, whether they’re waiting in line to pick up at a sea freight terminal or sitting at our loading

FIGURE 4 TRUCKERS: What legislative measures have the greatest impact on your business?

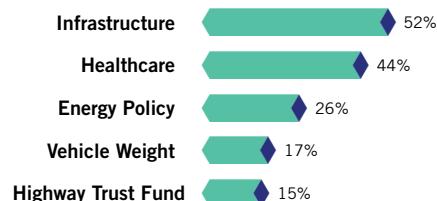


FIGURE 5 SHIPPERS: What is more important, your relationship with your carrier or with your broker/intermediary?

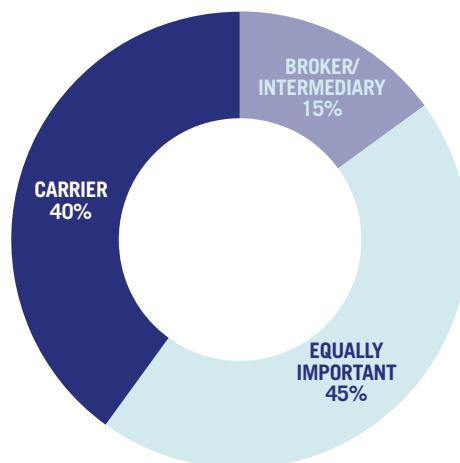


FIGURE 6 TRUCKERS: What primary types of service do you offer?

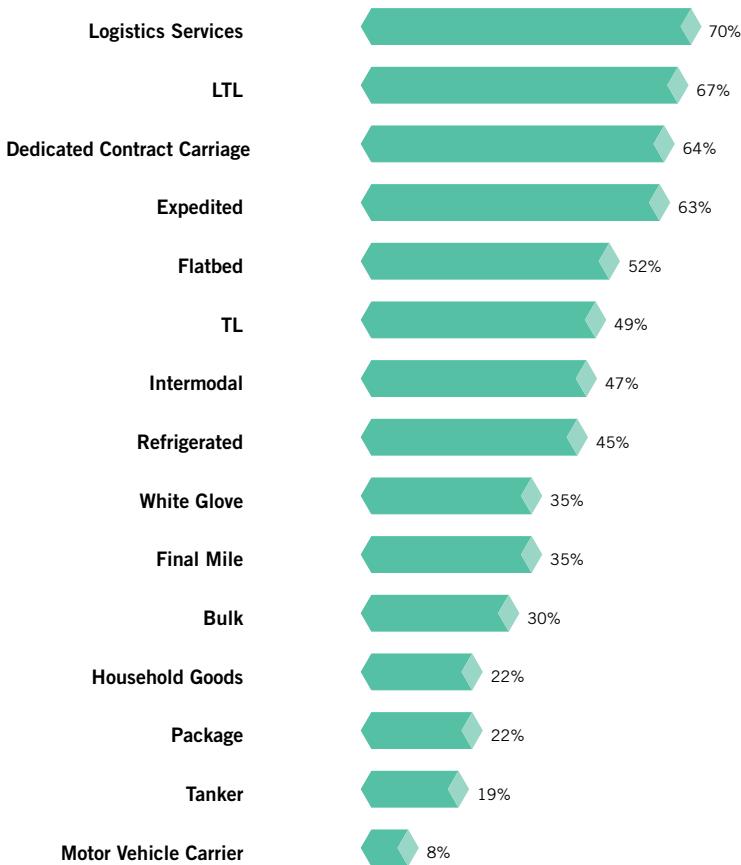
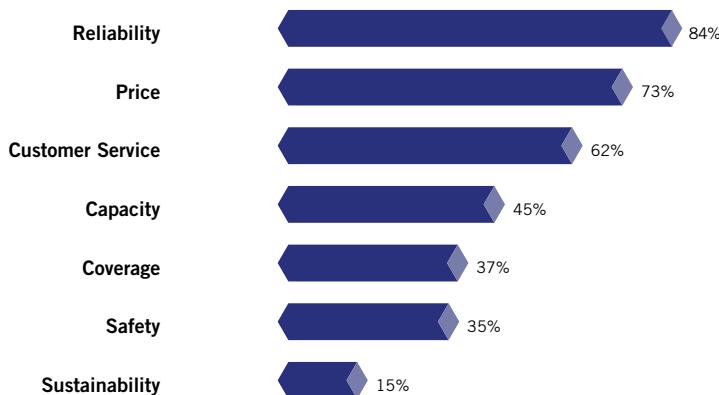


FIGURE 7 SHIPPERS: What are the most important factors to consider when choosing a trucker?



dock,” says John Perry, logistics manager at Hussey Seating Company, which ships retractable bleachers from its factory in North Berwick, Maine, to customers’ sites. “They can’t get as far in one day as they used to.”

Automated enforcement of HoS regulations through onboard electronic logging devices (ELDs)—mandatory on most commercial trucks since December 2017—has created new anxieties for drivers. Now that the work day comes with a non-negotiable end point, drivers worry about running out of time before they find a safe, appropriate place to spend the night, Nussbaum says. In response to that concern, many truck stops now let drivers reserve parking spots in advance, but they charge for that privilege.

Nussbaum has decided to underwrite that cost for its drivers. “We don’t want there to be any anxiety about parking,” he says. “We will not complain about the cost; we’ll just do it.”

SHIPPERS VALUE QUALITY SERVICE

Along with cost and capacity, one thing shippers care a great deal about is the quality of service they get from a trucking company. When asked to name the most important factors they consider when choosing a motor carrier, 84 percent mention reliability, and 62 percent name customer service. Not surprisingly, price is also a big factor, mentioned by 73 percent of shippers (see Figure 7).

For Hussey Seating Company, reliability is probably the most important criterion, Perry says. That’s because the company usually ships to construction sites where crews are waiting to unload and install.

“Having someone arrive on time is critical to our business,” he says. Trucks arriving late to pick up product from the factory causes problems as well.

Unfortunately, on-time performance has been uneven recently. “Today, we had a truck that was supposed to pick up at 11 am,” Perry reported one day in late August. “The dispatcher called to say he will be here at 4 pm. We have to keep our crew here, on overtime, to load it.”

Some problems with on-time pickup

and delivery grow out of carriers' efforts to improve capacity utilization by eliminating deadhead miles, Perry observes. Often, trucks come to his facility in the afternoon for a pickup after unloading at another company's dock in the morning.

"A waiting period when they're being unloaded tends to dictate whether they can arrive on time to pick up," he adds.

Obtaining dependable service is sometimes also a challenge for National Technical Systems, a testing, inspection, and certification company that ships customers' systems for testing, plus its own test equipment, among 25 labs across the country. Many of these shipments are time critical.

Large carriers usually meet their service commitments, but smaller ones sometimes arrive with freight days later

than promised, says Chuck McGourty, shipping/receiving coordinator at NTS's lab in Boxborough, Massachusetts.

"The solution is to use the bigger trucking companies," he adds. "You pay more, but you have a better dependability rate."

INSURANCE AND LIABILITY

Among trucking companies, another notable challenge concerns insurance costs and liabilities. Forty-eight percent of trucking respondents list this as a significant challenge, up slightly from 41 percent in 2017.

Nussbaum notes the particular concern that companies face when attorneys target the trucking industry "All over the Midwest, one particular law firm has covered the interstate with ads that say, 'In an accident with a truck? Call us,'" he says.

To avoid liability—and, of course, to keep drivers and other motorists safe—to keep drivers and other motorists safe—Nussbaum Transportation has invested heavily in technologies such as collision avoidance systems, lane departure warning systems, anti-roll technology, and inward- and outward-facing cameras.

FIGURE 8 TRUCKERS: What industries/commodities do you serve?

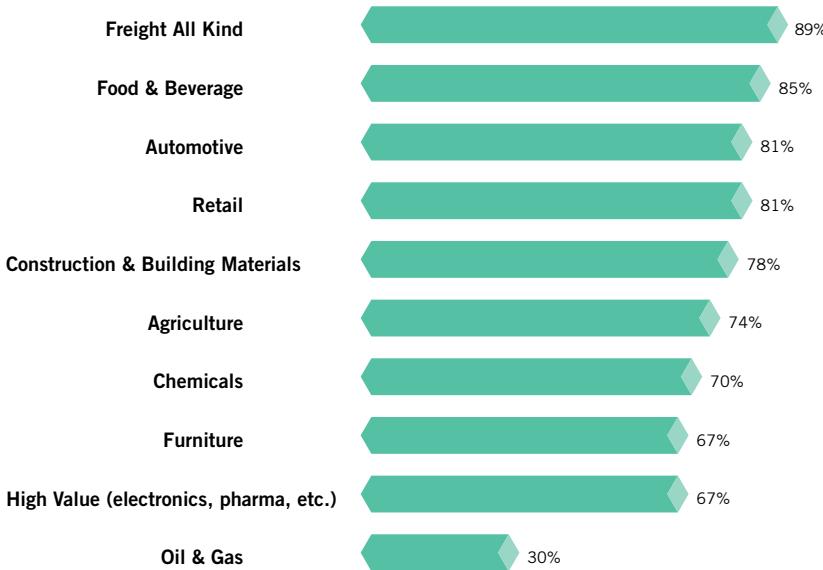
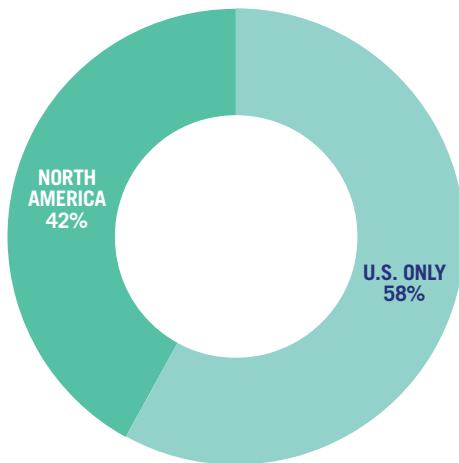


FIGURE 9 TRUCKERS: What is your operating area?



Trucking Perspectives Methodology

Inbound Logistics' annual Trucking Perspectives market insight report includes input from both over-the-road carriers and shippers to provide a comparative analysis supported by empirical data and anecdotal observations.

Our outreach comprises two parts. First, IL solicited more than 300 trucking companies to complete a questionnaire that documents their assets, service capabilities, operational scope, and areas of expertise. We also asked carriers to comment on challenges and opportunities in today's market.

Second, we reached out to freight shippers to comment on industry trends, regulatory challenges, and their partnerships with carriers.

More trucking companies are embracing government programs designed to streamline cross-border trade while enhancing security, reveal responses to a question about certifications.

Among trucking company respondents, 67 percent say they participate in the Customs-Trade Partnership Against Terrorism (C-TPAT) program, compared with 63 percent in 2017. Forty-eight percent participate in the Fast and Secure Trade (FAST) program, compared with 39 percent in 2017, and 41 percent participate in Partners in Protection (PIP), compared with 27 percent in 2017.

COMMITMENT TO SUSTAINABILITY

Carriers also continue their commitment to promoting sustainable operations. Among respondents, 96 percent report they are certified through the Environmental Protection Agency’s SmartWay program, up slightly from 92 percent in 2017.

One bit of data that emerged from the survey points to a strong sense of optimism, at least among carriers. Asked in 2017 which way they thought the economy was trending, 71 percent of respondents at trucking companies answered “upward.” In 2018, that number is 88 percent. ■

FIGURE 10 **TRUCKERS: What certifications do you hold?**

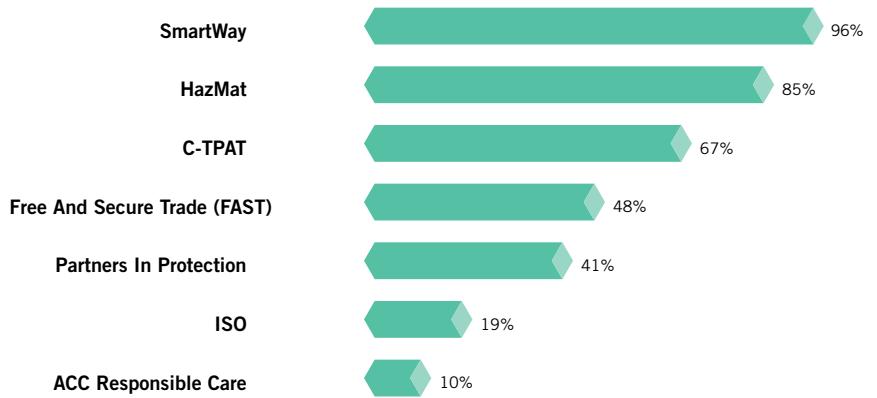


FIGURE 11 **TRUCKERS: Do you provide any global services beyond North America?**

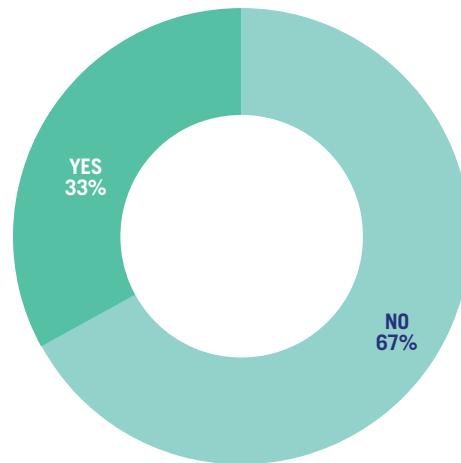
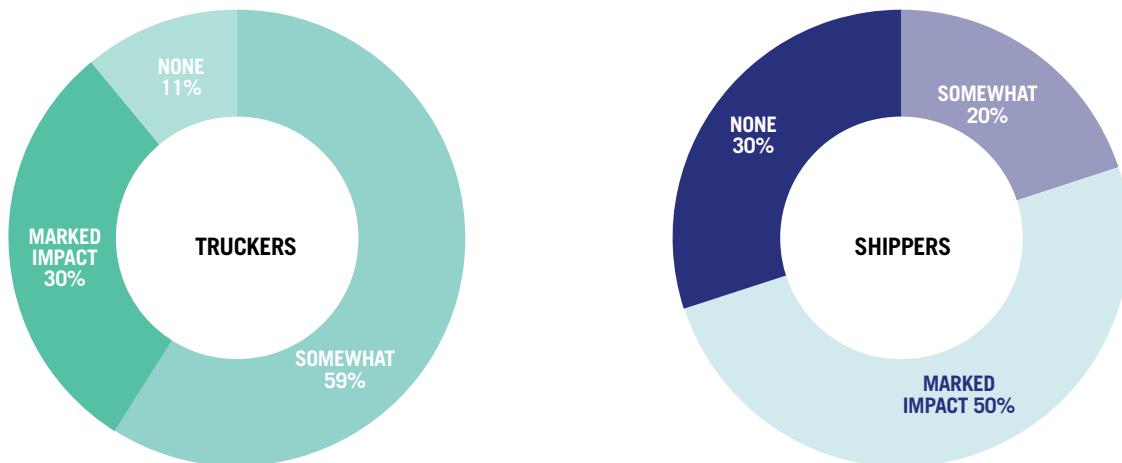


FIGURE 12 **What impact have Hours-of-Service regulations had on your operations?**



2018

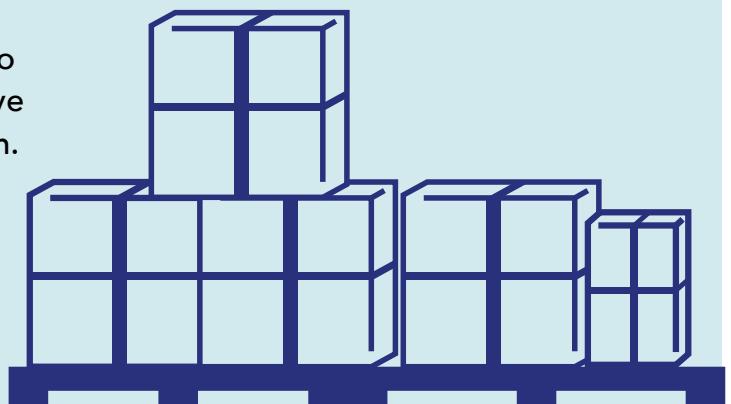
Top 100 Truckers

Inbound Logistics' annual Top 100 Truckers directory provides an in-depth index of carriers that match shippers' diverse and demanding needs.

IL editors selected this year's list from a pool of 300-plus trucking companies, evaluating surveys, conducting online research, and talking with shippers and truckers alike. This guide serves as a benchmark for the types of services transportation buyers value when looking for new partners or evaluating current ones.

The 2018 Top 100 Truckers list offers a snapshot of the trucking segment—from large truckload and LTL carriers with global inroads to niche-specific regional haulers that get their white gloves dirty delivering to the final mile.

The Top 100 Truckers directory provides a comprehensive guide to help you find partners that will drive your company in the right direction.



A&R Logistics

800-542-8058 | ardoingitright.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL, TL, Expedited, Dedicated Contract Carriage, Intermodal, Bulk

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Food & Beverage, Retail

Total truck fleet size (tractors and vans): 750

Trailer fleet size: 1,100

Number of drivers (including owner-operators): 750

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: ACC Responsible Care, ISO, SmartWay

Alabama Motor Express

334-814-5056 | amxtrucking.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: TL, Logistics Services

Industries/Commodities Served:

Agriculture, Automotive, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail

Total truck fleet size (tractors and vans): 220

Trailer fleet size: 500

Number of drivers (including owner-operators): 210

Operating Area: U.S. only

If U.S. only, coverage area: U.S. Nationwide

Certifications: HazMat, SmartWay

AAA Cooper Transportation

334-836-8782 | aaacooper.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL, Logistics Services, Dedicated Contract Carriage, Bulk, Refrigerated, Final Mile

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value, Oil & Gas

Total truck fleet size (tractors and vans): 2,650

Trailer fleet size: 6,100

Number of drivers (including owner-operators): 3,588

Operating Area: U.S. only

If U.S. only, coverage area: U.S. Regional/Multi-Regional

Certifications: HazMat, ISO, SmartWay

A. Duie Pyle

610-696-5800 | aduiepile.com

Union or Non-Union: Non-Union

Private or Public: Privately Held

Primary Types of Service: LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Final Mile

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

Total truck fleet size (tractors and vans): 1,085

Trailer fleet size: 1,990

Number of drivers (including owner-operators): 1,393

Operating Area: North America

Global services beyond North America? No

Certifications: HazMat, SmartWay

Acme Truck Line

800-825-6246 | acmetruck.com

Private or Public? Employee Owned

Primary Types of Service: Expedited, Heavy Haul, Overdimensional, Logistics

Industries/Commodities Served: Oil, Construction, Manufacturing, Aerospace

Total truck fleet size (tractors and vans): 2,000

Operating Area: U.S. only

If U.S. only, coverage area: U.S. Regional/Multi-Regional

ATS

800-MEET-ATS | atsinc.com

Private or Public? Privately Held

Primary Types of Service: Flatbed, Specialized, Heavy Haul, Project Logistics

Industries/Commodities Served: Freight All Kind

Total truck fleet size (tractors and vans): 2,372

Trailer fleet size: 6,300

Operating Area: North America

Global Services Beyond North America? Yes

ArcBest

479-785-6000 | arcb.com

Union or Non-Union? Both

Private or Public? Publicly Traded

Primary Types of Service:

LTL, TL, Expedited, Logistics Services, Flatbed, Intermodal, Household Goods, Refrigerated, White Glove, Final Mile

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value, Oil & Gas

Total truck fleet size (tractors and vans): 4,436

Trailer fleet size: 22,275

Number of drivers (including owner-operators): 7,000

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

Averitt Express

800-283-7488 | averittexpress.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service:

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Refrigerated, White Glove, Final Mile

Industries/Commodities Served: Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

Total truck fleet size (tractors and vans): 4,797

Trailer fleet size: 16,040

Number of drivers (including owner-operators): 5,257

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

Barr-Nunn

888-268-6610 | barr-nunn.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service: TL, Expedited,

Logistics Services, Dedicated Contract Carriage

Industries/Commodities Served: Automotive, Food & Beverage, Freight All Kind, Retail

Total truck fleet size (tractors and vans): 565

Trailer fleet size: 1,850

Number of drivers (including owner-operators): 575

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: SmartWay

Bison Transport

800-462-4766 | bisontransport.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Refrigerated

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

Total truck fleet size (tractors and vans): 1,657

Trailer fleet size: 4,738

Number of drivers (including owner-operators): 2,181

Operating Area: North America

Global Services Beyond North America? No

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

Bennett International Group

770-957-1866 | bennettig.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service:

LTL, TL, Logistics Services, Flatbed

Industries/Commodities Served:

Construction & Building Materials, Freight All Kind, High Value, Oil & Gas, Industrial Machinery, Steel, Aerospace, Manufacturing

Total truck fleet size (tractors and vans): 1,832

Trailer fleet size: 1,702

Number of drivers (including owner-operators): 2,881

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, HazMat, ISO, SmartWay, Women's Business Enterprise National Council

C. R. England

888-725-3737 | crengland.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL, TL, Package, Expedited, Dedicated Contract Carriage, Intermodal, Household Goods, Refrigerated, White Glove, Final Mile

Industries/Commodities Served: Agriculture, Automotive, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

Total truck fleet size (tractors and vans): 4,168

Trailer fleet size: 6,116

Number of drivers (including owner-operators): 6,740

Operating Area: North America

Global Services Beyond North America? No

Certifications: HazMat, SmartWay

Cardinal Logistics

704-789-2000 | www.cardlog.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL, TL, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Motor Vehicle Carrier, Refrigerated, Tanker, White Glove, Final Mile

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value, Oil & Gas

Total truck fleet size (tractors and vans): 4,000

Trailer fleet size: 12,700

Number of drivers (including owner-operators): 3,500

Operating Area: U.S. only

If U.S. only, coverage area: U.S. Nationwide

Certifications: SmartWay

Cargo Transporters

828-459-3408 | cgor.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service:

TL, Dedicated Contract Carriage

Industries/Commodities Served:

Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail

Total truck fleet size (tractors and vans): 2,375

Trailer fleet size: 1,850

Number of drivers (including owner-operators): 550

Operating Area: U.S. only

If U.S. only, coverage area: U.S. Nationwide

Certifications: SmartWay

Carter Express

765-778-6960 | carter-express.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL, TL, Package,

Expedited, Logistics Services, Dedicated Contract Carriage, Refrigerated, Final Mile

Industries/Commodities Served: Auto, Food & Beverage, Retail, High Value

Total truck fleet size (tractors and vans): 775

Trailer fleet size: 1,700

Number of drivers (including owner-operators): 904

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

Celadon Group

317-972-7000 | celadontrucking.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service:

TL, Expedited, Logistics Services, Dedicated Contract Carriage, Intermodal, Refrigerated

Industries/Commodities Served:

Automotive, Chemicals, Food & Beverage, Retail, High Value

Total truck fleet size (tractors and vans): 3,500

Trailer fleet size: 11,000

Number of drivers (including owner-operators): 3,800

Operating Area: North America

Global Services Beyond North America? No

Certifications: C-TPAT, ACC Responsible Care, Free And Secure Trade (FAST), HazMat, ISO, SmartWay

Central Freight Lines

800-782-5036 | centralfreight.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service:

LTL, Dedicated Contract Carriage

Industries/Commodities Served:

Agriculture, Automotive, Chemicals, Construction & Building Materials, Freight All Kind, Furniture, Retail, Oil & Gas, 3PL

Total truck fleet size (tractors and vans): 1,786

Trailer fleet size: 8,012

Operating Area: U.S. only

If U.S. only, coverage area: U.S. Regional/Multi-Regional

Certifications: HazMat, SmartWay

Central Transport

586-939-7000
centraltransportint.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL, TL, Expedited,

Temperature Control, Logistics Services

Industries/Commodities Served:

Manufacturing, Retail

Total truck fleet size (tractors and vans): 3,180

Trailer fleet size: 6,543

Number of drivers (including owner-operators):

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: FAST, HazMat SmartWay

Challenger Group

519-653-6226 | challenger.com

Private or Public? Privately Held

Primary Types of Service:

LTL, TL, Overdimensional, Temp-Control, Bulk, Logistics Services

Industries/Commodities Served:

Freight All Kind

Total truck fleet size (tractors and vans): 1,325

Trailer fleet size: 3,300

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: ACI, C-TPAT, PIP, FAST, SmartWay

Colonial Cartage

678-322-3120 | colonialcartage.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL, TL, Package,

Expedited, Logistics Services, Dedicated Contract Carriage, Bulk, Motor Vehicle Carrier, Refrigerated,

Final Mile

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

Total truck fleet size (tractors and vans): 60

Trailer fleet size: 225

Number of drivers (including owner-operators): 60

Operating Area: U.S. only

If U.S. only, coverage area:

U.S. Regional/Multi-Regional

Certifications: Partners In Protection (PIP), SmartWay

Continental Expedited Services

615-933-0000 | shipces.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: Expedited, Logistics Services, White Glove

Industries/Commodities Served:

Aerospace, Automotive, Chemicals, Freight All Kind, Retail, High Value

Total truck fleet size (tractors and vans): 75

Trailer fleet size: 135

Number of drivers (including owner-operators): 100

Operating Area: North America

Global Services Beyond North America? No

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay, NEEC (Mexico)

Contract Freighters

800-641-4747 | cfidrive.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service: TL, Logistics Services, Motor Vehicle Carrier

Industries/Commodities Served:

Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

Total truck fleet size (tractors and vans): 2,000

Trailer fleet size: 7,000

Number of drivers (including owner-operators): 1,800

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, SmartWay

Crete Carrier Corporation

800-998-4095 | cretecarrier.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: TL, Dedicated Contract Carriage, Flatbed, Refrigerated

Industries/Commodities Served: Agriculture, Food & Beverage, Freight All Kind, Retail

Total truck fleet size (tractors and vans): 5,200

Trailer fleet size: 13,000

Number of drivers (including owner-operators): 5,400

Operating Area: U.S. only

If U.S. only, coverage area: U.S. Nationwide

Certifications: SmartWay

Covenant Transport

888-762-5753 | covenanttransport.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service: LTL, TL, Expedited, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Refrigerated, White Glove, Final Mile

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

Total truck fleet size (tractors and vans): 2,850

Trailer fleet size: 6,600

Number of drivers (including owner-operators): 3,900

Operating Area: North America

Global Services Beyond North America? No

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, SmartWay

Cowan Systems

800-882-6926 | cowansystems.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL, TL, Dedicated Contract Carriage, Intermodal

Industries/Commodities Served: Freight All Kind

Total truck fleet size (tractors and vans): 2,000

Operating Area: U.S. only

CRST Specialized Transportation

800-234-2788 | crst.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL, TL, Logistics Services, Dedicated Contract Carriage, White Glove, Final Mile

Industries/Commodities Served: Furniture, Retail, High Value

Total truck fleet size (tractors and vans): 850

Trailer fleet size: 1,100

Number of drivers (including owner-operators): 850

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, Free And Secure Trade (FAST), Partners In Protection (PIP), SmartWay

Day & Ross Freight

800-561-0013 | dayross.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: TL, LTL, Temp-Control, Flatbed, Specialized

Industries/Commodities Served: Construction & Building Materials, Oil & Gas, Telecommunications, Mining

Trailer fleet size: 3,800

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, FAST, SmartWay, PIP, ACI, ACE

Dart Transit Company

800-366-3278 | dart.net

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: TL, Expedited, Logistics

Services, Dedicated Contract Carriage, Intermodal

Industries/Commodities Served:

Construction & Building Materials, Food & Beverage, Freight All Kind

Total truck fleet size (tractors and vans): 2,250

Trailer fleet size: 7,090

Number of drivers (including owner-operators): 2,027

Operating Area: North America

Global Services Beyond North America? No

Certifications: HazMat, SmartWay

Dayton Freight Lines

937-264-4060 | daytonfreight.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL

Industries/Commodities Served:

Freight All Kind

Total truck fleet size (tractors and vans): 1,693

Trailer fleet size: 3,803

Number of drivers (including owner-operators): 2,289

Operating Area: U.S. only

If U.S. only, coverage area:

U.S. Regional/Multi-Regional

Certifications: HazMat, SmartWay

Forward Air

800-726-6654 | forwardair.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service: LTL, TL, Expedited,

Dedicated Contract Carriage, Intermodal, Logistics

Industries/Commodities Served:

Freight All Kind

Operating Area: U.S. only

If U.S. only, coverage area: U.S. Nationwide

Certifications: SmartWay

Epes Transport System

800-869-3737 | epestransport.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service:

TL, Dedicated Contract Carriage

Industries/Commodities Served:

Construction & Building Materials, Food & Beverage, Freight All Kind, Retail, High Value

Total truck fleet size (tractors and vans): 1,300

Trailer fleet size: 8,000

Number of drivers (including owner-operators): 1,400

Operating Area: U.S. only

If U.S. only, coverage area:

U.S. Regional/Multi-Regional

Certifications: ISO, SmartWay

Evans Network of Companies

800-666-7885 | evansdelivery.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service:

LTL, TL, Intermodal

Industries/Commodities Served:

Freight All Kind

Total truck fleet size (tractors and vans): 3,500

Trailer fleet size: 550

Number of drivers (including owner-operators): 3,500

Operating Area: North America

Global Services Beyond North America?

No

Certifications: C-TPAT, HazMat, SmartWay

Frozen Food Express

800-569-9200 | ffeinc.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL,

Refrigerated

Industries/Commodities Served:

Food & Beverage

Total truck fleet size (tractors and vans): 920

Trailer fleet size: 1,350

Number of drivers (including owner-operators): 919

Operating Area: North America

Certifications: C-TPAT, SmartWay

FedEx Ground

800-463-3339

fedex.com/GroundShipping

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service: LTL, Expedited

Industries/Commodities Served:

Freight All Kind

Total truck fleet size (tractors and vans): 60,000

Operating Area: U.S. only

If U.S. only, coverage area: U.S. Nationwide

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, SmartWay

FedEx Custom Critical

800-762-8737 | customcritical.fedex.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service: TL, Expedited,

Logistics Services, Dedicated Contract Carriage,

Flatbed, Intermodal, Household Goods,

Refrigerated, White Glove

Industries/Commodities Served:

Automotive, Chemicals, Construction & Building

Materials, Food & Beverage, Freight All Kind,

High Value

Total truck fleet size (tractors and vans): 1,100

Trailer fleet size: 320

Number of drivers (including owner-operators): 2,000

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, SmartWay

Horizon Freight Lines

812-526-3380
horizonfreightlines.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service:

TL, Expedited, Dedicated Contract Carriage

Industries/Commodities Served:

Automotive

Total truck fleet size (tractors and vans):
112

Trailer fleet size: 356

Number of drivers (including owner-operators): 172

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT

J.B. Hunt Transport

479-820-0000 | jbhunt.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service:

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Motor Vehicle Carrier, Refrigerated, White Glove, Final Mile

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value, Oil & Gas

Total truck fleet size (tractors and vans):
14,661

Trailer fleet size: 123,000

Number of drivers (including owner-operators): 16,000+

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: HazMat, ISO, SmartWay

KLLM Transport Services

800-925-1000 | kllm.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: TL, Logistics

Services, Dedicated Contract Carriage, Intermodal, Refrigerated

Heartland Express

888-919-1812 | heartlandexpress.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service: TL, Dedicated

Contract Carriage, Refrigerated

Industries/Commodities Served:

Automotive, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail

Total truck fleet size (tractors and vans):
4,000

Trailer fleet size: 12,000

Number of drivers (including owner-operators): 4,000

Operating Area: U.S. only

If U.S. only, coverage area: U.S. Nationwide

Certifications: C-TPAT, HazMat, Partners In Protection (PIP), SmartWay

Holland

866-465-5263 | hollandregional.com

Union or Non-Union? Union

Private or Public? Publicly Traded

Primary Types of Service:

LTL, TL, Expedited, Bulk, White Glove

Industries/Commodities Served: Agriculture, Automotive, Construction & Building Materials, Freight All Kind, Furniture, Retail, High Value

Total truck fleet size (tractors and vans):
4,190

Trailer fleet size: 6,886

Number of drivers (including owner-operators): 6,500

Operating Area: North America

Global Services Beyond North America? No

Certifications: C-TPAT, ACC Responsible Care, Free And Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

Industries/Commodities Served:

Chemicals, Food & Beverage

Total truck fleet size (tractors and vans):
2,300

Trailer fleet size: 3,300

Hub Group

800-964-2515 | hubgroup.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service:

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Refrigerated, Final Mile

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value, Private Equity

Total truck fleet size (tractors and vans):
4,200

Trailer fleet size: 42,500

Number of drivers (including owner-operators): 4,235

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

Kenan Advantage Group

800-969-5419 | thekag.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service:

Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Refrigerated, Tanker, Final Mile

Industries/Commodities Served: Agriculture, Chemicals, Food & Beverage, Oil & Gas

Total truck fleet size (tractors and vans):
7,000

Trailer fleet size: 11,000

Number of drivers (including owner-operators): 7,200

Operating Area: North America

Global Services Beyond North America? No

Certifications: ACC Responsible Care, HazMat, SmartWay

Number of drivers (including owner-operators): 2,400

Operating Area: U.S. only

If U.S. only, coverage area: U.S. Nationwide

Certifications: HazMat, SmartWay

Knight Transportation

602-606-6326 | knighttrans.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service:

LTL, TL, Package, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Refrigerated, White Glove, Final Mile

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

Total truck fleet size (tractors and vans): 2,700

Trailer fleet size: 8,000

Number of drivers (including owner-operators): 3,000

Operating Area: North America

Global Services Beyond North America? No

Certifications: C-TPAT, ACC Responsible Care, Free And Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

Melton Truck Lines

918-270-9654 | meltontruck.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: TL, Dedicated

Contract Carriage, Flatbed, Motor Vehicle Carrier

Industries/Commodities Served: Agriculture, Automotive, Construction & Building Materials

Total truck fleet size (tractors and vans): 1,284

Trailer fleet size: 2,225

Number of drivers (including owner-operators): 1,309

Operating Area: North America

Global Services Beyond North America? No

Certifications: C-TPAT, HazMat, SmartWay

Landstar System

877-696-4507 | landstar.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service:

LTL, TL, Expedited, Logistics Services, Flatbed, Intermodal, Bulk, Refrigerated

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value, Oil & Gas

Total truck fleet size (tractors and vans): 9,696

Trailer fleet size: 15,534

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, ACC Responsible Care, Free And Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

LME

800-888-4950 | lme4me.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Retail

Total truck fleet size (tractors and vans): 375

Trailer fleet size: 1,043

Number of drivers (including owner-operators): 400

Operating Area: U.S. only

If U.S. only, coverage area:

U.S. Regional/Multi-Regional

Certifications: HazMat, SmartWay

Maverick USA

800-289-6600 | maverickusa.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service:

Flatbed, Dedicated, Temp-Control

Industries/Commodities Served: Glass

Lynden

888-596-3361 | lynden.com

Union or Non-Union? Both

Private or Public? Privately Held

Primary Types of Service: LTL, TL, Expedited, Logistics Services, Flatbed, Intermodal, Household Goods, Bulk, Refrigerated, Tanker, White Glove, Final Mile

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Seafood, Freight All Kind, Furniture, Retail, High Value, Oil & Gas

Total truck fleet size (tractors and vans): 768

Trailer fleet size: 2,889

Number of drivers (including owner-operators): 967

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, HazMat, SmartWay

Marten Transport

855-336-1734 | marten.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service: TL, Logistics Services, Dedicated Contract Carriage, Intermodal, Household Goods, Refrigerated

Industries/Commodities Served: Food & Beverage, Retail

Total truck fleet size (tractors and vans): 2,900

Trailer fleet size: 5,100

Number of drivers (including owner-operators): 2,800

Operating Area: North America

Certifications: C-TPAT, HazMat, SmartWay

Total truck fleet size (tractors and vans): 1,700

Operating Area: North America

Global Services Beyond North America? No

Certifications: SmartWay

Mercer Transportation

800-626-5375 | mercerc-trans.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed

Industries/Commodities Served:

Agriculture, Automotive, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, Oil & Gas, Military, Containers, Metals, Materials Handling

Trailer fleet size: 2,500 (flatbeds, step decks, dry vans, RGNs, reefers)

Number of drivers (including owner-operators): 2,300

Operating Area: North America

Global Services Beyond North America? No

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

Miller Transporters

601-709-5901 | millert.com

Union or Non-Union? Both

Private or Public? Privately Held

Primary Types of Service:

Logistics Services, Bulk, Tanker

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Oil & Gas

Total truck fleet size (tractors and vans): 440

Trailer fleet size: 1,100

Number of drivers (including owner-operators): 430

Operating Area: North America

Global Services Beyond North America? No

Certifications: ACC Responsible Care, HazMat, SmartWay

Moran Transportation

800-716-6787

morantransportation.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL, Expedited, Dedicated Contract Carriage, Refrigerated

Industries/Commodities Served:

Chemicals, Freight All Kind

Total truck fleet size (tractors and vans): 352

Trailer fleet size: 304

Number of drivers (including owner-operators): 344

Operating Area: U.S. only

If U.S. only, coverage area:

U.S. Regional/Multi-Regional

Certifications: HazMat

Navajo Express

303-287-3800 | navajoexpress.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: Logistics Services, Dedicated Contract Carriage, Intermodal, Household Goods, Refrigerated

Industries/Commodities Served:

Food & Beverage, Furniture, Retail

Total truck fleet size (tractors and vans): 830

Trailer fleet size: 2,325

Number of drivers (including owner-operators): 811

Operating Area: U.S. only

If U.S. only, coverage area: U.S. Nationwide

Certifications: SmartWay

New England Motor Freight

908-965-0100 | nemf.com

Union or Non-Union? Union

Private or Public? Privately Held

Primary Types of Service:

LTL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Household Goods

Industries/Commodities Served:

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

Total truck fleet size (tractors and vans): 6,000

Trailer fleet size: 2,000

Number of drivers (including owner-operators): 1,732

Operating Area: U.S. only

If U.S. only, coverage area:

U.S. Regional/Multi-Regional

Certifications: C-TPAT, HazMat, SmartWay

National Retail Systems

201-330-1900 | nationalretailsystems.com

Union or Non-Union? Union

Private or Public? Privately Held

Primary Types of Service:

LTL, TL, Logistics Services, Dedicated Contract Carriage, Flatbed, Bulk, White Glove

Industries/Commodities Served:

Automotive, Chemicals, Construction & Building Materials, Freight All Kind, Furniture, Retail

Total truck fleet size (tractors and vans): 1,200

Trailer fleet size: 6,500

Number of drivers (including owner-operators): 900

Operating Area: North America

Global Services Beyond North America? No

Certifications: C-TPAT, HazMat, SmartWay

New Penn Motor Express

800-285-5000 | newpenn.com

Union or Non-Union? Union

Private or Public? Publicly Traded

Primary Types of Service: LTL, Expedited

Industries/Commodities Served:

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value, Oil & Gas

Total truck fleet size (tractors and vans): 715

Trailer fleet size: 1,535

Number of drivers (including owner-operators): 1,137

Operating Area: North America

Global Services Beyond North America? No

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

NFI

877-785-3112

nfiindustries.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service:

LTL, TL, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Refrigerated, Tanker, Final Mile

Industries/Commodities Served: Automotive, Construction & Building Materials, Food & Beverage, Furniture, Retail, High Value, Oil & Gas

Total truck fleet size (tractors and vans): 4,000

Trailer fleet size: 9,000

Number of drivers (including owner-operators): 4,210

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

Nussbaum Transportation

800-622-9741 | nussbaum.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: TL, Dedicated

Contract Carriage, Refrigerated

Industries/Commodities Served:

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

Total truck fleet size (tractors and vans): 375

Trailer fleet size: 950

Number of drivers (including owner-operators): 380

Operating Area: U.S. only

If U.S. only, coverage area:

U.S. Nationwide

Certifications: HazMat, SmartWay

Oak Harbor Freight Lines

800-858-8815 | oakh.com

Union or Non-Union? Both

Private or Public? Privately Held

Primary Types of Service: LTL

Industries/Commodities Served: Chemicals, Food & Beverage, Freight All Kind

Total truck fleet size (tractors and vans): 700

Trailer fleet size: 2,800

Number of drivers (including owner-operators): 900

Operating Area: U.S. only

If U.S. only, coverage area: U.S. Nationwide

Certifications: HazMat, SmartWay

Old Dominion Freight Line

336-889-5000 | odfl.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service: LTL, TL,

Expedited, Logistics Services, Intermodal

Industries/Commodities Served:

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value, Oil & Gas

Total truck fleet size (tractors and vans): 9,277

Trailer fleet size: 35,446

Number of drivers (including owner-operators): 10,500

Operating Area: North America

Global Services Beyond North America?

Yes

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, SmartWay

ODW Logistics

614-549-5000 | odwlogistics.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: TL, Dedicated

Contract Carriage, Flatbed, Refrigerated

Industries/Commodities Served:

Chemicals, Construction & Building Materials,

Food & Beverage, Freight All Kind, Furniture, Retail, High Value

Total truck fleet size (tractors and vans): 272

Trailer fleet size: 160

Number of drivers (including owner-operators): 180

Operating Area: U.S. only

If U.S. only, coverage area:

U.S. Regional/Multi-Regional

Certifications: HazMat

PAM Transport

800-879-7261 | pamtransport.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service:

Dedicated, Dry Van, Expedited, Logistics Services

Industries/Commodities Served:

Automotive, Manufacturing, Retail, General Commodities

Total truck fleet size (tractors and vans): 1,700

Trailer fleet size: 4,000

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: SmartWay

Performance Team

424-358-6940 | performanceteam.net

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL, TL, Package, Expedited, Logistics Services, Dedicated Contract Carriage, Final Mile

Industries/Commodities Served:

Automotive, Furniture, Retail, High Value

Total truck fleet size (tractors and vans): 750

Trailer fleet size: 3,500

Number of drivers (including owner-operators): 810

Operating Area: U.S. only

If U.S. only, coverage area: U.S. Nationwide

Certifications: SmartWay, C-TPAT, CARB Compliant

Penske Logistics

800-529-6531 | penskelogistics.com

Union or Non-Union? Both

Private or Public? Privately Held

Primary Types of Service:

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Intermodal, Household Goods, Bulk, Motor Vehicle Carrier, Refrigerated, White Glove, Final Mile

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

Pitt Ohio

412-232-3015 | pittohio.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service:

LTL, TL, Package, Expedited, Logistics Services, Dedicated Contract Carriage, Motor Vehicle Carrier, White Glove, Final Mile

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

Total truck fleet size (tractors and vans): 2,650

Trailer fleet size: 5,576

Number of drivers (including owner-operators): 3,709

Operating Area: U.S. only

If U.S. only, coverage area: U.S. Regional/Multi-Regional

Certifications: ACC Responsible Care, HazMat, SmartWay

Total truck fleet size (tractors and vans): 3,530

Trailer fleet size: 9,500

Number of drivers (including owner-operators): 4,919

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, Free And Secure Trade (FAST), ISO, Partners In Protection (PIP), SmartWay

Polaris Transport Carriers

905-671-3100 | polaristransport.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service:

LTL, Logistics Services

Industries/Commodities Served:

Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail

Total truck fleet size (tractors and vans): 185

Trailer fleet size: 250

Number of drivers (including owner-operators): 185

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

Pride Transport

801-972-8890 | pridetransport.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL, Logistics Services, Dedicated Contract Carriage, Refrigerated, White Glove

Industries/Commodities Served:

Food & Beverage, Freight All Kind, High Value

Total truck fleet size (tractors and vans): 520

Trailer fleet size: 850

Number of drivers (including owner-operators): 540

Operating Area: U.S. only

If U.S. only, coverage area: U.S. Nationwide

Certifications: Free And Secure Trade (FAST), ISO, SmartWay

Purolator

888 SHIP-123 | purolator.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL, Expedited

Industries/Commodities Served:

Freight All Kind

Vehicles: 54 hybrid-electric vehicles, 2,884 courier vehicles, 181 medium trucks, 1,329 highway trailers, 465 tractors

Operating Area: North America

Prime

800-321-4552 | primeinc.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service:

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Refrigerated, Tanker

Industries/Commodities Served:

Construction & Building Materials, Food & Beverage, High Value

Total truck fleet size (tractors and vans): 5,707

Trailer fleet size: 12,589

Number of drivers (including owner-operators): 7,134

Operating Area: North America

Global Services Beyond North America? No

Certifications: C-TPAT, ACC Responsible Care, HazMat, SmartWay

Red Classic

704-227-1682 | redclassic.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service:

TL, Logistics Services, Dedicated Contract Carriage, Intermodal

Industries/Commodities Served:

Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

Total truck fleet size (tractors and vans): 650

Trailer fleet size: 2,600

Number of drivers (including owner-operators): 771

Operating Area: U.S. only

If U.S. only, coverage area:

U.S. Regional/Multi-Regional

Certifications: SmartWay

R+L Carriers

800-543-5589 | rlcarrriers.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL, TL, Expedited,

Logistics Services, Dedicated Contract Carriage, Intermodal, Bulk, Motor Vehicle Carrier, Refrigerated, White Glove, Final Mile

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value, Oil & Gas

Total truck fleet size (tractors and vans): 6,000

Trailer fleet size: 14,000

Number of drivers (including owner-operators): 5,000

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, HazMat

Reddaway Trucking

888-420-8986
reddawayregional.com

Union or Non-Union? Union

Private or Public? Publicly Traded

Primary Types of Service: LTL, Expedited

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value, Oil & Gas

Total truck fleet size (tractors and vans): 1,530

Trailer fleet size: 4,290

Number of drivers (including owner-operators): 1,600

Operating Area: North America

Global Services Beyond North America? No

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

Quality Distribution

800-282-2031
qualitydistribution.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service:

Bulk, Logistics Services, Intermodal

Industries/Commodities Served: Chemicals,

Oil & Gas, Bulk Liquid, Food Grade Liquid

Total truck fleet size (tractors and vans): 2,800

Trailer fleet size: 5,300

Number of drivers (including owner-operators): 3,000

Operating Area: North America

Roadrunner Freight

414-615-1500 | rrts.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service:

LTL, TL, Expedited, Logistics Services, Flatbed, Intermodal, Refrigerated, White Glove, Final Mile

Industries/Commodities Served:

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value, Oil & Gas

Total truck fleet size (tractors and vans): 4,319

Trailer fleet size: 6,494

Number of drivers (including owner-operators): 4,439

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, Free And Secure Trade (FAST), Partners In Protection (PIP), SmartWay

Roehl Transport

800-826-8367 | roehl.jobs

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: TL

Industries/Commodities Served:

Automotive, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail

Total truck fleet size (tractors and vans): 1,969

Trailer fleet size: 4,953

Number of drivers (including owner-operators): 2,015

Operating Area: North America

Global Services Beyond North America? No

Certifications: C-TPAT, HazMat, SmartWay

Saddle Creek Logistics Services

888-878-1177 | sclogistics.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service:

LTL, TL, Package, Expedited, Logistics Services, Dedicated Contract Carriage, Intermodal, Household Goods

Industries/Commodities Served:

Automotive, Construction & Building Materials, Food & Beverage, Retail, High Value

Total truck fleet size (tractors and vans): 568

Trailer fleet size: 2,219

Number of drivers (including owner-operators): 581

Operating Area: North America

Global Services Beyond North America? No

Certifications: C-TPAT, SmartWay

Ruan

866-782-6669 | ruan.com

Union or Non-Union? Both

Private or Public? Privately Held

Primary Types of Service:

LTL, TL, Package, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Motor Vehicle Carrier, Refrigerated, Tanker, White Glove, Final Mile

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Furniture, Retail, High Value, Oil & Gas

Total truck fleet size (tractors and vans): 3,600

Trailer fleet size: 8,710

Number of drivers (including owner-operators): 4,200

Operating Area: North America

Global Services Beyond North America? No

Certifications: HazMat, SmartWay

Saia

800-765-7242 | saia.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service: LTL

Industries/Commodities Served:

Agriculture, Automotive, Chemicals, Construction & Building Materials, Freight All Kind, Furniture, Retail, High Value, Oil & Gas

Total truck fleet size (tractors and vans): 4,000

Trailer fleet size: 13,000

Number of drivers (including owner-operators): 4,800

Operating Area: U.S. only

If U.S. only, coverage area:

U.S. Regional/Multi-Regional

Certifications: HazMat, SmartWay

Ryder

305-500-3726 | ryder.com

Union or Non-Union? Both

Private or Public? Publicly Traded

Primary Types of Service: LTL, TL, Package,

Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Motor Vehicle Carrier, Refrigerated, Tanker, White Glove, Final Mile

Industries/Commodities Served:

Agriculture, Automotive, Construction & Building Materials, Food & Beverage, Furniture, Retail, High Value, Oil & Gas

Total truck fleet size (tractors and vans): 73,300

Trailer fleet size: 42,800

Number of drivers (including owner-operators): 7,700

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, Free And Secure Trade (FAST), ISO, SmartWay

Schilli (MDS, CCI, TTI, BTC, KBI)

636-717-2653 | schillicorp.com

Union or Non-Union? Both

Private or Public? Privately Held

Primary Types of Service: Dedicated Contract Carriage, Flatbed, Bulk, Tanker

Industries/Commodities Served: Chemicals, Construction & Building Materials, Oil & Gas

Total truck fleet size (tractors and vans): 315

Trailer fleet size: 560

Number of drivers (including owner-operators): 290

Operating Area: North America

Global Services Beyond North America? No

Certifications: ACC Responsible Care, HazMat, SmartWay

Schneider

920-592-4200 | schneider.com

Union or Non-Union? Both

Private or Public? Publicly Traded

Primary Types of Service: LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Refrigerated, Tanker, White Glove, Final Mile

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

Trailer fleet size: 38,000

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, ACC Responsible Care, Free And Secure Trade (FAST), HazMat, ISO, SmartWay

Stevens Transport

800-806-4917 | stevenstransport.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: TL, Dedicated, Temp-Control, Intermodal, Expedited

Industries/Commodities Served:

Food & Beverage

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: SmartWay

Superior Bulk Logistics

973-726-0246

superiorbulklogistics.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: Bulk, Transload

Industries/Commodities Served:

Liquid and Dry Bulk Products, Food Grade, Pharma, Chemical Products

Operating Area: North America

Certifications: ACC Responsible Care

Southeastern Freight Lines

803-794-7300 | sefl.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

Total truck fleet size (tractors and vans): 3,047

Standard Forwarding

309-751-0251 | standardforwarding.com

Union or Non-Union? Union

Private or Public? Publicly Traded

Primary Types of Service: LTL

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Freight All Kind

Total truck fleet size (tractors and vans): 377

Trailer fleet size: 9,221

Number of drivers (including owner-operators): 4,242

Operating Area: U.S. only

If U.S. only, coverage area:

U.S. Regional/Multi-Regional

Certifications: ACC Responsible Care, HazMat, SmartWay

Swift

800-800-2200 | swifttrans.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service: LTL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Refrigerated

Industries/Commodities Served:

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

Total truck fleet size (tractors and vans): 18,000

Trailer fleet size: 60,000

Number of drivers (including owner-operators): 21,000

Operating Area: North America

Global Services Beyond North America? No

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, Partners In Protection (PIP), CSA

Trailer fleet size: 668

Number of drivers (including owner-operators): 452

Operating Area: U.S. Only

If U.S. only, coverage area: U.S. Regional/Multi-Regional

Certifications: C-TPAT, Free and Secure Trade (FAST), HazMat, SmartWay

Syfan Logistics

855-287-8485 | syfanlogistics.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service:

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Refrigerated, Tanker

Industries/Commodities Served:

Automotive, Construction & Building Materials, Food & Beverage, Freight All Kind, Retail, High Value

Total truck fleet size (tractors and vans): 162

Trailer fleet size: 324

Number of drivers (including owner-operators): 162

Operating Area: North America

Global Services Beyond North America? No

Certifications: C-TPAT, SmartWay, CSA

System Freight

609-395-8600 | systemfreight.net

Union or Non-Union? Both

Private or Public? Privately Held

Primary Types of Service:

TL, Dedicated Contract Carriage

Industries/Commodities Served:

Freight All Kind

Total truck fleet size (tractors and vans):

375

Trailer fleet size: 2,600

Number of drivers (including owner-operators): 400

Operating Area: U.S. only

Certifications: SmartWay

UniGroup Logistics

855-605-8080 | unigrouplogistics.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL, TL, Expedited,

Logistics Services, Dedicated Contract Carriage,

Flatbed, Intermodal, Household Goods, Motor

Vehicle Carrier, White Glove, Final Mile

Industries/Commodities Served:

Automotive, Construction & Building Materials,

Freight All Kind, Furniture, Retail, High Value,

TradeShow, Medical Equipment, Telecom

Total truck fleet size (tractors and vans):
4,000

Trailer fleet size: 6,000

Number of drivers (including owner-operators): 3,500

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, ISO, SmartWay

TMC Transportation

800-247-2460 | tmctrans.com

Union or Non-Union? Non-Union

Private or Public? Employee-Owned

Primary Types of Service: Linehaul,

Dedicated, Specialized Flatbed

Industries/Commodities Served:

Freight All Kind

Operating Area: U.S. only

If U.S. only, coverage area:

U.S. Regional/Multi-Regional

Trailer fleet size: 6,571

Number of drivers (including owner-operators): 3,804

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

Trimac Transportation

866-774-739 | trimac.com

Union or Non-Union? Both

Private or Public? Privately Held

Primary Types of Service: Bulk, Tanker

Industries/Commodities Served:

Chemicals, Oil & Gas, Dry Bulk

Total truck fleet size (tractors and vans):

2,175

Trailer fleet size: 4,828

Number of drivers (including owner-operators): 2,596

Operating Area: North America

Global Services Beyond North America? No

Certifications: C-TPAT, ACC Responsible Care, Free And Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

UPS Freight

800-333-7400 | ltl.upsfreight.com

Union or Non-Union? Both

Private or Public? Publicly Traded

Primary Types of Service:

LTL, TL, Expedited, Dedicated Contract Carriage,

Flatbed, Intermodal, Household Goods, Bulk,

Motor Vehicle Carrier, Refrigerated, White Glove,

Final Mile

Industries/Commodities Served: Agriculture,

Automotive, Chemicals, Construction & Building

Materials, Food & Beverage, Freight All Kind,

Furniture, Retail, High Value, Oil & Gas

Trailer fleet size: 21,600

Number of drivers (including owner-operators): 8,800

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, SmartWay

US Xpress

866-646-5886 | usxpress.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: TL, Expedited,

Logistics Services, Dedicated Contract Carriage

Industries/Commodities Served:

Automotive, Chemicals, Construction & Building

Materials, Food & Beverage, Freight All Kind,

Furniture, Retail, High Value, Integrated Air

Freight & Parcel

Total truck fleet size (tractors and vans):
5,250

Trailer fleet size: 13,500

Number of drivers (including owner-operators): 5,500

Operating Area: North America

Global Services Beyond North America? No

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

USA Truck

479-471-2500 | usa-truck.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service:

LTL, TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal

Industries/Commodities Served:

Agriculture, Auto, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

Total truck fleet size (tractors and vans):
1,678

Trailer fleet size: 5,500

Number of drivers (including owner-operators): 1,687

Operating Area: North America

Global Services Beyond North America? No

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

Western Express

615-259-9920 | westernexp.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: TL, Logistics Services, Dedicated Contract Carriage, Flatbed

Industries/Commodities Served:

Construction & Building Materials, Food & Beverage, Freight All Kind, Retail

Total truck fleet size (tractors and vans):
2,588

Trailer fleet size: 6,210

Number of drivers (including owner-operators): 2,612

Operating Area: U.S. only

If U.S. only, coverage area: U.S. Nationwide

Certifications: C-TPAT, SmartWay

Ward Transport

800-458-3625 | wardtlc.com

Union or Non-Union? Non-Union

Private or Public? Privately Held

Primary Types of Service: LTL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Final Mile

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value

Total truck fleet size (tractors and vans):
579

Trailer fleet size: 1,030

Number of drivers (including owner-operators): 744

Operating Area: North America

Global Services Beyond North America? No

Certifications: HazMat, Partners In Protection (PIP), SmartWay

Werner Enterprises

402-895-6640 | werner.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service:

TL, Expedited, Logistics Services, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Refrigerated, White Glove, Final Mile

Industries/Commodities Served:

Agriculture, Automotive, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value, Oil & Gas

Total truck fleet size (tractors and vans):
7,743

Trailer fleet size: 24,490

Number of drivers (including owner-operators): 9,673

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

XPO

844-742-5976 | xpo.com

Union or Non-Union? Non-Union

Private or Public? Publicly Traded

Primary Types of Service: LTL, Expedited, Logistics Services, Dedicated Contract Carriage, Intermodal, Household Goods, Bulk, Refrigerated, White Glove, Final Mile

Industries/Commodities Served:

Agriculture, Auto, Chemicals, Construction & Building Materials, Food & Bev, Freight All Kind, Furniture, Retail, High Value, Oil & Gas

Total truck fleet size (tractors and vans):
8,500

Trailer fleet size: 25,000

Number of drivers (including owner-operators): 24,330

Operating Area: North America

Global Services Beyond North America? Yes

Certifications: C-TPAT, ISO, Partners In Protection (PIP), SmartWay, ICCA Responsible Care, Lean, Six Sigma

YRC Freight

913-696-6100 | yrc.com

Union or Non-Union? Union

Private or Public? Publicly Traded

Primary Types of Service: LTL, Expedited

Industries/Commodities Served: Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kind, Furniture, Retail, High Value, Oil & Gas

Total truck fleet size (tractors and vans):
8,000

Trailer fleet size: 32,000

Number of drivers (including owner-operators): 9,500

Operating Area: U.S. only

If U.S. only, coverage area: U.S. Nationwide

Certifications: C-TPAT, Free And Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

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BEYOND TABLE STAKES: FREIGHT PAYMENT CLIENTS HOLD ALL THE CARDS

USING A FREIGHT BILL AUDIT AND PAYMENT
COMPANY CAN BE THE ACE UP YOUR SLEEVE THAT
KEEPS YOUR COMPANY FLUSH.



BEYOND TABLE STAKES: FREIGHT PAYMENT CLIENTS HOLD ALL THE CARDS

Advances in technology, increasing globalization, and the growth of e-commerce are upending the traditional freight bill audit and payment industry. Most notably, the hard savings from credit recovery or adjustments identified in the audit process, while still essential, no longer are enough to meet many clients' needs. "That's just table stakes," says Dave Wedekind, senior director, global operations with Indianapolis-based enVista, a global consulting and software solutions firm focused on optimizing supply chain efficiencies. "Clients are looking to glean additional value from the audit and payment processes."

The invoice and other documents that are part of the freight payment process can offer valuable insight into the financial impact of transportation within the organization's supply chain. Freight payment and audit solutions providers offer analytical tools that help companies leverage this data to develop strategies to better manage their supply chains.

For many companies, a finely tuned supply chain has become an essential competitive tool. They leverage data from the freight audit and payment process to avoid unfavorable hits to their bottom lines, and to unlock working capital, either through improved operational efficiencies or improved cash flow, says Jeff Pape, senior vice president, head of product and marketing for global transportation with U.S. Bank.

Bringing the Teams Together

Another shift is "the push for cross-collaboration between a company's logistics, finance, sourcing, and marketing teams," says Hannah Testani, chief operating officer with Intelligent Audit, a freight audit and payment company. These groups work together to understand the insights transportation data can provide, such as market penetration, budgeted versus landed costs, and the profitability of shipping certain items or SKUs, among other factors.

And, as more shippers operate around the globe, they can wind up with silos of disparate freight bill information. Many look to their freight bill audit and payment providers to bring this information together, so they can make better sense of it and even leverage it to reduce costs

or better manage their supply chains.

Also of concern to many shippers are increases in assessorial charges for additional services, such as special handling requests. "We're seeing more complex pricing structures and increases in those costs," says Nick Fisher, director of sales with AR Traffic Consultants. The freight audit process can help companies keep tabs on these costs.

E-commerce's Growing Impact

In addition, the growth of e-commerce impacts both shippers and freight bill audit and payment providers in several ways. More companies are focusing on small-parcel shipments, which often had been the least managed mode. "Everyone knows their truckload and LTL spend, but parcel often falls to the side," says Sarah Eggleston, director, national sales with Sunset Transportation.

Another shift resulting from the proliferation of e-commerce shipments is the growth in volume LTL ratings, says Brian Thompson, chief commercial officer with SMC³, a less-than-truckload (LTL) data and solutions provider. Given a tight market, more shippers will start looking to volume LTL as another transportation option, he says.

More numerous e-commerce transactions also prompt shippers to look to third-party providers to offer electronic invoice processing alternatives, says Kristy Brown, vice president, freight payment operations with CTSI-Global, a provider of world-class supply chain solutions. While ANSI X12 EDI standards remain prevalent, more freight audit and payment providers allow

carriers that aren't EDI capable to submit bills via spreadsheets. Many also allow them to upload invoices through a web portal or send them via email, to be read with optical character recognition.

And, just as technology is changing numerous other industries, it's impacting the freight payment and audit market. For instance, many providers are preparing for greater use of blockchain technology (*see sidebar, page 110*).

Shippers looking for experts who can not only audit, analyze, and process their freight bills, but also leverage analytical data to improve supply chain management can turn to a range of firms, including these market leaders:

A3 FREIGHT PAYMENT: PROVIDING A WINNING HAND

"Our name, A3, reflects the three pillars that form the foundation of the company: service, customization, and integrity," says Ross Harris, chief executive officer with Memphis, Tennessee-based A3 Freight Payment.

Many large-volume shippers, as well as shippers whose complex transactions require specialized solutions, turn to A3 Freight Payment. The reason? They can obtain customized solutions for reliable freight bill processing that require only minimal resource involvement on their part.

In addition to traditional freight bill audit and payment services, including

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freight.usbank.com

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BEYOND TABLE STAKES: FREIGHT PAYMENT CLIENTS HOLD ALL THE CARDS

invoice receipt, general ledger coding, and auditing, A3 has developed services that help companies manage their last-mile delivery expenses. “The last mile is unique from an audit perspective,” notes Craig Cameron, vice president of sales and marketing.

Moreover, with the growth of e-commerce, more firms must deal with last-mile challenges. These can include, for instance, installing products and hauling away old equipment. For example, if a technician installed a home appliance, the company needs some way to verify the work done. The assessorial charges can become quite involved.

“E-commerce companies exponentially complicate the types of charges and expense management beyond traditional freight auditing,” Harris says. “But when opportunities like this present themselves, we provide customized solutions.”

A3 provides granular reporting that enables customers to authenticate the work done and check it against the original specifications. “We provide visibility to the installation and transportation together,” Cameron says. Customers can drill down by region, product, and other criteria.

Blurred Lines

Another shift is the blurring of lines between EDI and paper transactions, Harris says. For instance, a shipper may use EDI, but require some additional manual processing to meet its internal control requirements. Similarly, as carriers impose different assessorial charges, some shippers want to check them against paper documents. A3 handles all these variations.

A3 also can program customized reports and dashboards that enable customers to drill down and identify trends and changes. For instance, it can help shippers that use 3PLs to source transportation to check for any markups on what should have been straightforward pass-through charges. For one client, A3 found markups on fuel charges totaling several million dollars.

Implementations typically run between 90 and 120 days. When starting to work with a client, A3 typically needs information on its contracts, rates, carrier base, business rules, exception handling, and transaction approval processes. The implementation team works to bring all functions within a company—from logistics and supply chain to accounting and finance—working together.

If, for instance, logistics tries to handle the implementation alone, it may misallocate costs or use outdated interfaces to the ERP system. “Everyone needs to be on the same page,” says Harris.

The members of A3’s management team are “veterans of the freight pay space,” Harris says. “They’ve designed, implemented, and managed global freight payment solutions for some of the largest shippers in the world. They bring their knowledge of best practices across the industry to their roles at A3.”

AR TRAFFIC CONSULTANTS CUSTOMIZATION IN SPADES

Over the past 12 months, AR Traffic Consultants has processed more than 5.2 million non-parcel and 16.3 million parcel shipments. That’s in addition to the shipments made by customers that use software developed by AR Traffic, but handle the transactions themselves.

AR Traffic, based in New York, has been providing shippers with advanced transportation management software and third-party logistics services since 1964. Among the services it offers are rate, audit, and freight bill payment; route and shipping schedule optimization; shipment tracking; and EDI capabilities.

AR Traffic’s clients choose the services that best fit their organizations. “We don’t cookie-cutter our deliverables,” says Fisher. If an audit customer wants to pay its carriers directly, AR



“The last mile is unique from an audit perspective.”

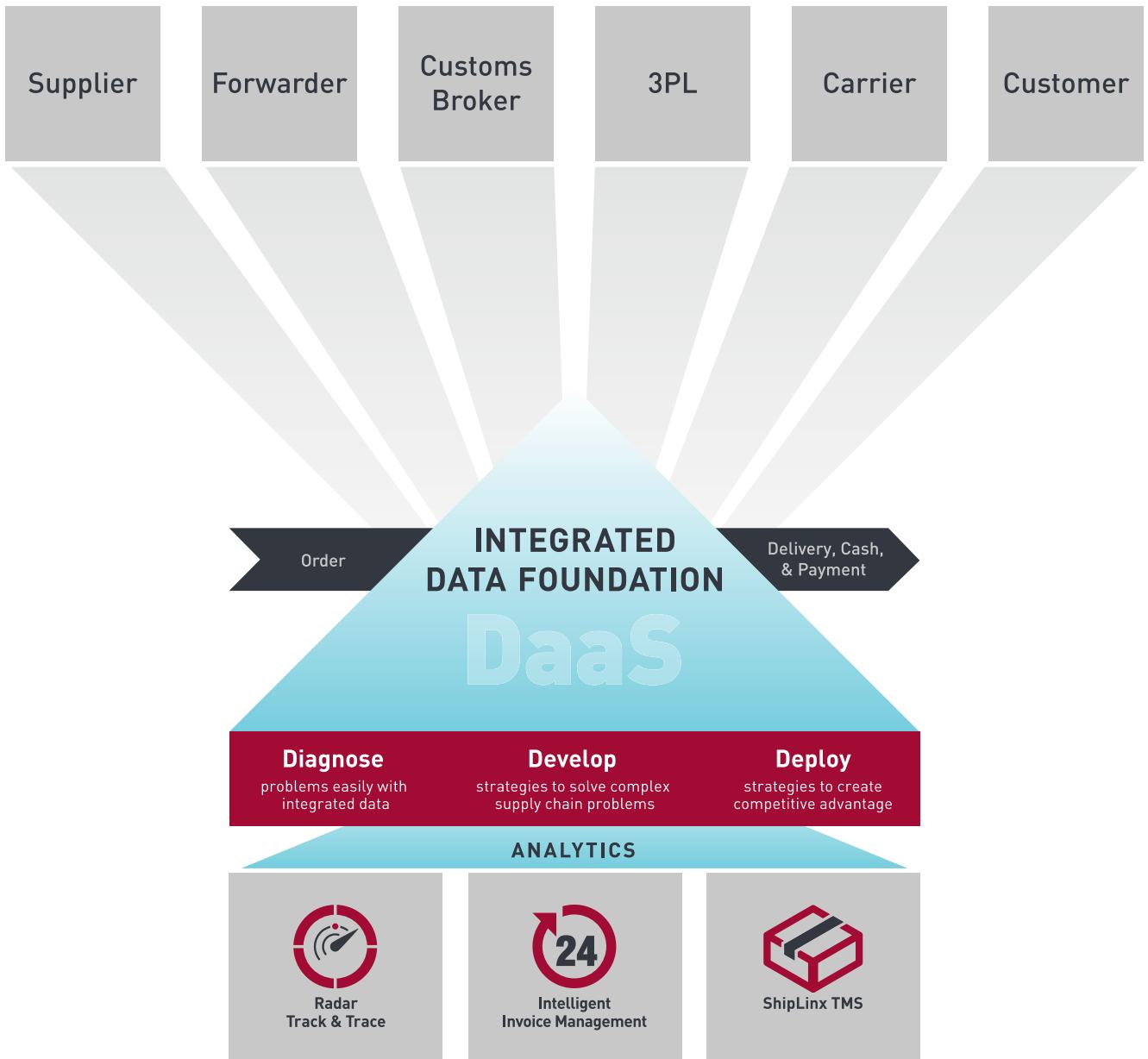
Craig Cameron, Vice President of Sales and Marketing, A3 Freight Payment

Traffic will connect to their IT department and provide a custom export file that meets the needs of the accounts payable department.

AR Traffic’s clients span numerous industries. Indeed, companies in different industries may share similar transportation management philosophies, while those in the same industry may manage freight very differently, Fisher says. Among the differences are how the companies negotiate with their carriers, how they want to pay them, and how they want to store their rates. “There are many different ways to manage transportation,” he adds.

Most clients are mid-sized shipping organizations. “Eighty percent of our client base generates between \$50 million and \$500 million in sales,” Fisher says.

For instance, Fisher has noticed growing interest in direct carrier connectivity—that is, shippers using the internet to connect to each carrier individually to obtain rates and other information. This way, they no longer



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BEYOND TABLE STAKES: FREIGHT PAYMENT CLIENTS HOLD ALL THE CARDS

need to store and update this information themselves.

However, shippers that move forward with direct carrier connectivity also need to trust the carrier to provide the correct rate for every transaction. In addition, companies that don't maintain rates in a central database find it difficult to compare one time period to another.

Even so, given the growing interest in direct carrier connectivity, AR Traffic Consultants will invest to offer that as an option, while continuing to maintain freight rates as it has always done, Fisher says.

Working with AR Traffic to quickly and accurately rate shipments against multiple carriers and modes provides "an incredible advantage for our company," says one corporate logistics manager, adding that the analyzer module available within AR Traffic's software aids in rate negotiations. "The

combined help from AR Traffic's personnel and software gives me a strong advantage over other shippers," he says.

CASS INFORMATION SYSTEMS:

STACKING THE DECK

Cass Information Systems, Inc. brings more than 60 years of experience helping companies address complex transportation payment and information challenges, says Thomas Zygmunt, manager of marketing and sales development with the St. Louis, Missouri-based firm.

At the same time, just as the freight bill audit and payment industry is evolving, so are Cass's services. They include outsourced freight rating, audit, payment, and business intelligence solutions.

Through tools such as EDI, in-line reporting, and document and payment visibility, Cass can help customers achieve greater process efficiency. Its business intelligence tools can guide decision-making.

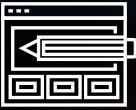
"We leverage our understanding of customers' transportation and accounting processes to provide customized business intelligence solutions that create competitive advantages through reduced costs, increased efficiency, and better decision-making capabilities," Zygmunt says.

In addition, Cass's supply chain finance solutions help customers better manage cash flow. Cass Commercial Bank is a public bank holding company and wholly owned subsidiary of Cass Information Systems, for which it provides secure financial exchange services. This is key, as "an important facet of the outsourcing decision is the outsourcing partner's stability and quality," Zygmunt

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says. While cost is always a consideration, poor quality and questionable stability can produce unexpected costs that far outweigh the savings promised by a low-price provider.

Cass's primary market consists of Fortune 1000 companies that manage large transportation expenses. Many have tens of millions of dollars in freight spend and/or ship millions of packages. "They're looking for best practices to control and manage their transportation expenses," Zygmunt says.

At the same time, Cass serves small- and mid-sized companies that have substantial freight or parcel volumes and want to reduce processing costs and gain actionable transportation data. Implementation timeframes typically run from three to six months.

The one constant? "The continued appetite for more information," Zygmunt says. "Freight payment data is the raw material that companies can capture and turn into insight critical to the management of transportation expenses."

Without a global view of transportation information, companies can't become more efficient or effective. Technology advances continue to change the way critical information can be presented. For instance, through dashboards and other analytics tools, organizations can better leverage the freight data collected.

Worldwide Coverage

While North America has been a primary market for freight bill audit and payment providers, Zygmunt sees a growing number of organizations taking "a more global perspective in managing transportation expenses," due to increased global sourcing and the growing complexity of managing freight invoices. Cass offers global freight payment capabilities.

To be sure, freight audit and payment services are relatively new concepts in some countries, Zygmunt adds, noting that service providers need to be able to manage regional differences.

For instance, outside North America, fewer companies use EDI to provide freight invoices. As a result, freight bill audit firms often must work with other invoice formats. In addition, the multiple currencies in use, as well as the value-added tax (VAT) that must be considered on every transportation movement, complicate freight audit in Europe.

CT LOGISTICS: BETTING ON ROI

Since 1923, CT Logistics' core business has been freight bill audit and payment services, according to President Allan J. Miner. At the same time, it continues to add value with tools such as its transportation management system (TMS) solutions for shipment planning and execution, as well as dashboards for analytics and metrics.

CT Logistics *FreitRater*TM auditing engine audits every shipment electronically, reviewing numerous pieces of information, including surcharges, taxes, and misapplied assessorial charges to ensure the freight invoices are accurate. It also calculates and audits all mileage and distance, and rates and product classifications.

In addition, through *Qlik*TM solutions, CT provides visual analytics and reporting with drag-and-drop capabilities that allow users to find trends or outliers. The *Qlik*TM dashboards also offer unified and effortless integration of multiple data points. The advanced visualization helps guide clients' supply chain management decisions.

To capture data into its *FreitRater*TM auditing engine, CT uses Intelligent Character Recognition (ICR). Because this tool helps minimize manual data entry, auditors can focus on more proactive client initiatives, such as analyzing the net cost impact of carrier pricing changes. CT can project and deliver real freight budgeting management information to its clients.

The increasingly global business



"Many clients see a 7 to 1 return on their investments."

Allan J. Miner, President, CT Logistics

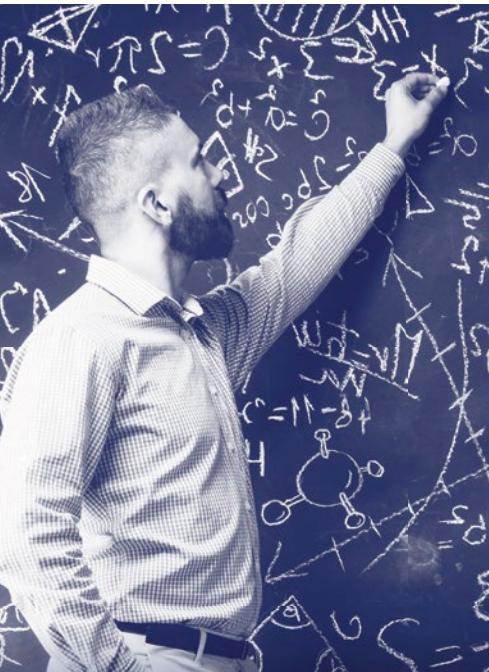
world means auditing engines and business intelligence (BI) solutions "must seamlessly handle or convert international terms of sale; units of measure, weights and distances; as well as currencies and languages in order to develop integrated reporting and analytics," Miner notes. CT Logistics' solutions can handle it all.

In addition, CT Logistics' knowledge of individual country and regional nuances, such as overseas demurrage and detention charges, helps it provide comprehensive and accurate global freight bill auditing.

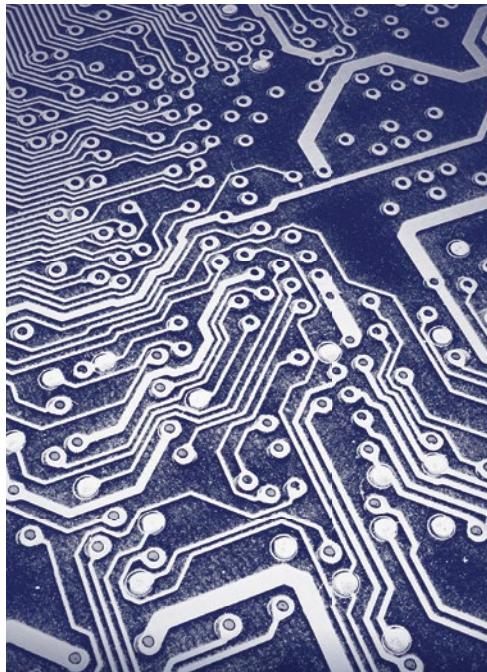
Shipping Roadmap

For clients with e-commerce operations, CT can provide a visualization of shipment details. For instance, CT has developed a map that shows a client's shipping information by city, highlighting both cost per pound and total shipping spend for that location. With this one visual, clients can easily see if any shipping contracts are out of line with prices across the rest of the enterprise.

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CT Logistics works with all sizes of organizations. When starting a partnership with new clients, it typically needs to know the countries where they do business, annual freight spend and number of shipments, and other pertinent information.

To write the interfaces between clients' accounts payable and general ledger feeds and the FreightRater™ system, CT Logistics turns to its teams of software engineers, systems analysts, and programmers. Because CT Logistics employees have successfully built these interfaces for more than 30 years, they know how to ensure implementation is both seamless and painless. Implementation time typically runs between 60 and 180 days.

Many CT Logistics clients see a seven to one return on investment, Miner says. For instance, CT Logistics worked with a pharmaceutical firm that ships more than 2,000 products both within the United States and internationally. The firm saves more than \$500,000 annually on audit costs and can leverage FreightRater's business intelligence capabilities to assess the impact of decisions such as relocating a distribution center.

CTSI-GLOBAL: THE SUPPLY CHAIN SPREAD

CTSI-Global builds world-class supply chain solutions customized to its clients' needs, says Brown. Its transportation management system provides shippers the ability to intelligently plan and track shipments. Through its consulting services, CTSI-Global helps shippers benchmark lanes, carrier selection, and other criteria. Shippers can settle shipments through CTSI-Global's freight audit and payment services, and rely on its business intelligence capabilities to gain insight to their data.

For instance, CTSI-Global will analyze a customer's shipments to review carriers as well as shipment trends. Say

Showing Your Hand to Freight Bill Audit and Payment Providers

Before starting to work with a client, most freight bill audit and payment providers need some information. This often includes:

- Annual shipping volumes by mode and by region
- Percentages of parcel, LTL, truckload, and intermodal shipments
- Types of currencies being processed
- Carrier lists
- Contracts
- Business rules for any general ledger allocation process

a customer that had been shipping LTL enters its peak season. It continues to use LTL, with four or five shipments going to the same facility daily. By analyzing these patterns and shipments, CTSI-Global can calculate the potential savings from consolidation. "We manage the day-to-day moves and analyze the trends to find the optimal solution," Brown says.

Shippers use CTSI-Global's reporting and querying capabilities to manage day-to-day shipments and project long-term supply chain patterns, she adds.

Data accuracy remains key. Several years ago, Brown helped develop CTSI-Global's optical character recognition (OCR) platform. By using the OCR platform, along with verification, CTSI-Global limits the number of documents that must be keyed manually, which can lead to errors. Indeed, about 90 percent of the paper invoices that CTSI-Global processes are on the OCR platform.

Along with its locations across the United States, CTSI-Global operates offices in Singapore, Ireland, and India. "We can support clients in different time zones, and in different languages," Brown says.

Building Relationships

In addition, CTSI-Global, which is based in Memphis, Tennessee, has developed strategic relationships with thousands of carriers across the United States as part of its Managed Services offering. "We take the time to vet each

carrier," Brown says. This includes checking security safeguards and on-time performance measures, among other factors.

Because clients span many industries, they can work with CTSI-Global to benchmark their operations against others in the same industry. "The results can be insightful and give clients more negotiating power with their carriers," Brown says.

Best Practices and Advice

With all its clients, CTSI-Global can partner on every aspect of the supply chain. The relationship starts with learning about the client's freight spend, its carrier makeup, and key performance indicators, among other data. Using this information CTSI-Global's certified project managers share best practices and offer advice, as well as benchmarking and business intelligence tools. Implementations typically run between 60 and 90 days.

Most shippers that work with CTSI-Global save 3 to 5 percent by reducing overcharges and duplicate payments. Many clients benefit in other ways, as well. For instance, one manufacturer of electronic, electrical, and fiber optic interconnection systems uses CTSI-Global's TMS solution to automatically flag freight transactions that fall outside its criteria for rates, address validation, or general ledger cost account coding, among others. What had been a three-week paper process is now resolved



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online immediately. The logistics team can manage the business, rather than shuffle papers.

DATA2LOGISTICS: PLAYING TO WIN

Over the past 50 years, Data2Logistics has evolved from a settlement service to a technology-driven, information business, says Harold B. Friedman, senior vice president, global corporate development. Based in Fort Myers, Florida, the company is owned by Platinum Equity, a global mergers, acquisitions, and operations firm.

Data2Logistics serves clients in the United States and around the world. “Regardless of geography, clients are looking for a single source of information for all transportation modes globally, so they can leverage the money they’re spending with carriers around the world,” Friedman says. “That gives

clients more bargaining chips at the negotiation table.”

While freight payment services in North America are mature, they are at an “adolescence stage” in much of the rest of the world, Friedman says. Data2Logistics works with clients to normalize procedures globally and provide visibility to freight spend, from both a local and corporate perspective, worldwide.

Companies that lack visibility to freight costs may not be able to identify products that aren’t achieving budgeted margins. “That can have a significant impact on profitability,” Friedman notes.

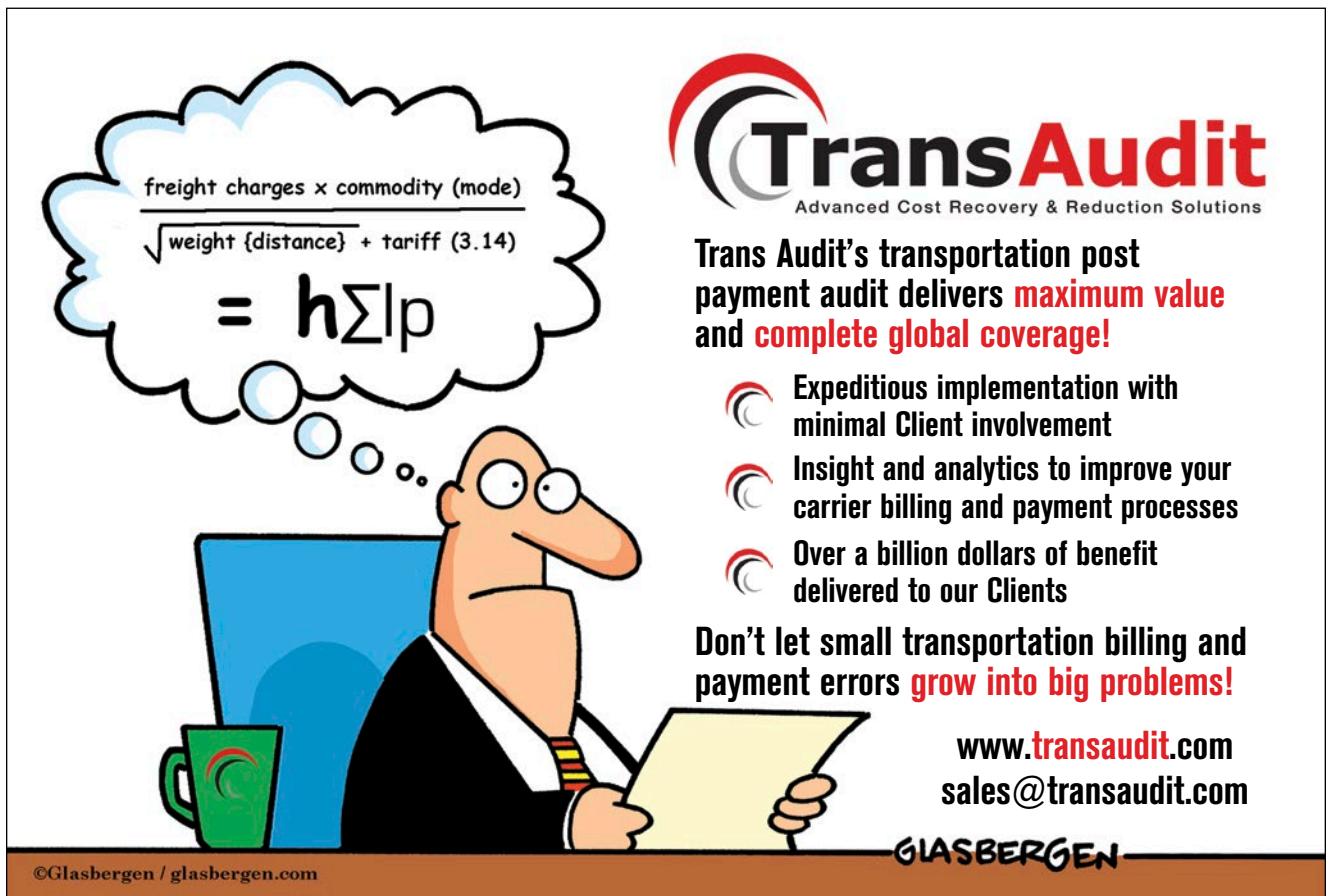
Staying Compliant

Given its focus on providing freight bill audit and payment services globally, Data2Logistics works to be compliant with any regulations likely to impact its customers, such as the General Data

Protection Regulations (GDPR) in the European Union. Data2Logistics began working on its GDPR compliance more than one year before the regulations went into effect.

Data2Logistics clients include both multinational corporations and smaller businesses. “Size isn’t necessarily a criteria as to whether or not you need a freight bill audit and payment service,” Friedman says. “The criteria tend to be opportunities for cost reduction.”

The cost cutting can result from the audit itself, from more efficient bill processing, or from gaining access to information that allows an organization to ship more intelligently and reduce its transportation expense. For instance, one client learned it could shift from air to ground freight for shipments of less than 600 miles, and still meet its delivery deadlines. It made the switch and cut the cost of these shipments by nearly 40 percent.



freight charges x commodity (mode)

√ weight {distance} + tariff (3.14)
= hΣlp

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“A single source of information for all transport modes globally helps companies leverage the money they spend with carriers. That gives them more bargaining chips at the negotiation table.”

Harold B. Friedman, Senior Vice President, Global Corporate Development, Data2Logistics

When starting to work with a customer, Data2Logistics focuses on understanding its current processes, and then identifying areas where the company isn't using best practices. It can then suggest ways to shift to a best practice environment.

One best practice many companies are adopting is a “closed-loop environment.” A customer sends a shipment authorization file to Data2Logistics, which electronically matches it to the incoming freight invoice. This allows Data2Logistics to check that the client is actually responsible for the bill, to allocate freight cost at the SKU level, and to provide more accurate accruals.

“By taking one action, we improve

operational efficiency in a number of ways,” Friedman adds.

For many years, transportation was seen as a necessary evil. “Today, it can be a value-add proposition,” Friedman says. Companies that lower their freight costs also reduce their total cost of goods. Data2Logistics has the knowledge, data, and expertise to help organizations identify cost savings opportunities and then execute on them.

DDC FPO SOLUTIONS: IN IT TO WIN IT

DDC FPO Solutions offers quality, low cost, back-office services for the transportation industry, says Chad Crotty, vice president of sales. It is a division of The DDC Group, a worldwide provider of business process outsourcing (BPO) solutions.

Its customers include many of the largest less-than-truckload carriers in North America, as well as small- and mid-sized carriers and 3PLs. The common thread? “They're looking to reduce costs, streamline business functions, or reallocate internal resources,” Crotty says.

Among the services DDC FPO offers are offshore freight billing, both manually and through tech-enabled software; rate auditing, tracking, and tracing; accounts payable processing; analytics; and programmers and coders for many IT projects. “Because DDC specializes in these areas, its standardized processes and quality metrics ensure quality work,” Crotty says.

The convergence of globalization and technical advances has helped many business professionals develop a greater sense of comfort in working with companies and people from other parts of the world, Crotty says. It has also enabled organizations to securely complete business processes in real time, in offshore environments. “In the not-too-distant past, global transactions may have taken days or weeks to turn around,” he adds.

Even so, when many companies first consider outsourcing, they're concerned that it won't work because of processes unique to their operations. “Every company does operate a little differently and has unique situations that may require learning,” Crotty says. However, outsourcing often can provide a higher degree of accuracy, at significantly lower cost.

Before starting to work with new clients, DDC FPO strives to understand as much as possible about their systems and business processes. In most cases, little or no computer integration between the organization and DDC FPO is required. Instead, DDC FPO remotely logs into its clients' systems, usually through a secure virtual private network (VPN) connection.

The typical implementation time frame ranges from a few weeks to several months, or in some cases, up to one



“On average, companies that engage DDC FPO can see a savings of between 40 and 60 percent in labor costs.”

Chad Crotty, Vice President of Sales
DDC FPO



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year. It all depends on the scale of the functions DDC FPO will be performing, as well as the organization's ability to transition work quickly and efficiently.

DDC FPO usually charges a unit cost per record if it's processing piece-meal paperwork, freight bills, invoices, and the like. However, if its customer is transitioning a skillset to an offshore environment, DDC FPO charges by a full-time equivalent (FTE) rate.

On average, companies that engage DDC FPO can see a savings of between 40 and 60 percent in labor costs, Crotty says. Because DDC FPO specializes in the services it provides, and uses quality metrics to continually improve, its typical error rate is less than 1 percent. That compares to between 5 and 10 percent for many in-house operations, he notes.

enVISTA: KING OF SAVINGS

The services offered by enVista LLC, a global consulting and software solutions firm, include audit and payment solutions, as well as transportation, ERP, and IT consulting, says David Wedekind, senior director global operations with the Indianapolis, Indiana-based firm. Through these services, enVista enables manufacturers, distributors, and omni-channel retailers to optimize supply chain efficiencies to drive cost savings and unify their commerce channels.

In addition, the company's proprietary unified commerce cloud-based platform, Enspire Commerce, brings together omni-channel inventory visibility, order routing and fulfillment for small and mid-sized retailers, vendors, and logistics partners. "We give retailers visibility to the flow of their products, from the source through delivery," he adds.

enVista's business intelligence platform enables its clients to leverage the data captured during their freight bill audits. For instance, they can determine



"Our goal is to ensure clients quickly realize value from our solution, and generate a return upfront."

David Wedekind, Senior Director Global Operations, enVista

whether it makes sense to redesign their network and locate fulfillment centers closer to customers or closer to vendors. "Clients are looking at the relationship with an audit and payment vendor as a partnership," Wedekind says.

By using the information it captures during an audit, enVista can recommend steps customers can take to reduce expenses and boost efficiencies. One example comes from analyzing the final mile of delivery. Often, it's a challenge to get visibility to this link in the supply chain.

"enVista's reporting enables companies to dig into what that last mile really costs," Wedekind says.

enVista's dedicated integration team approaches implementations in phases. For instance, team members might start with small package providers, as they tend to have standardized invoice formats.

"The goal is to ensure the client

quickly realizes value from the solution, and generates a return upfront," Wedekind says. A few early successes can build support and momentum for the project. Most implementations take between six and 12 weeks.

The benefits can be compelling. A beauty products company with an annual shipping bill that ran to several hundred million dollars was internally managing its shipments. The company lacked visibility to its spending by service level. With enVista, it was able to determine that, by making some upstream process changes, it could shift a large percentage of shipments from next-day service to ground, saving a significant amount of money.

"In addition to savings on hard transportation dollars, enVista looks for opportunities for additional savings," Wedekind says.

FORTIGO: FLUSH WITH SOLUTIONS

Fortigo, Inc. provides logistics cost management solutions that enable organizations to automate, optimize, and audit their logistics processes and decisions. According to George Kontoravdis, president and co-founder of the Austin, Texas-based firm, its services fall into three primary areas:

1. Freight audit and payment, where Fortigo reviews clients' freight bills to identify inaccuracies.

2. A transportation management system that provides visibility to shipping activities and spending. Many challenges that occur at the back end of a process can be prevented by managing transactions from the start. For instance, the system might be based on instructions from the company, and limit employees' ability to pick any carriers or special services. "This way, compliance can be handled at the front end versus the back end," Kontoravdis says.

This system also provides a single system of record for logistics spending

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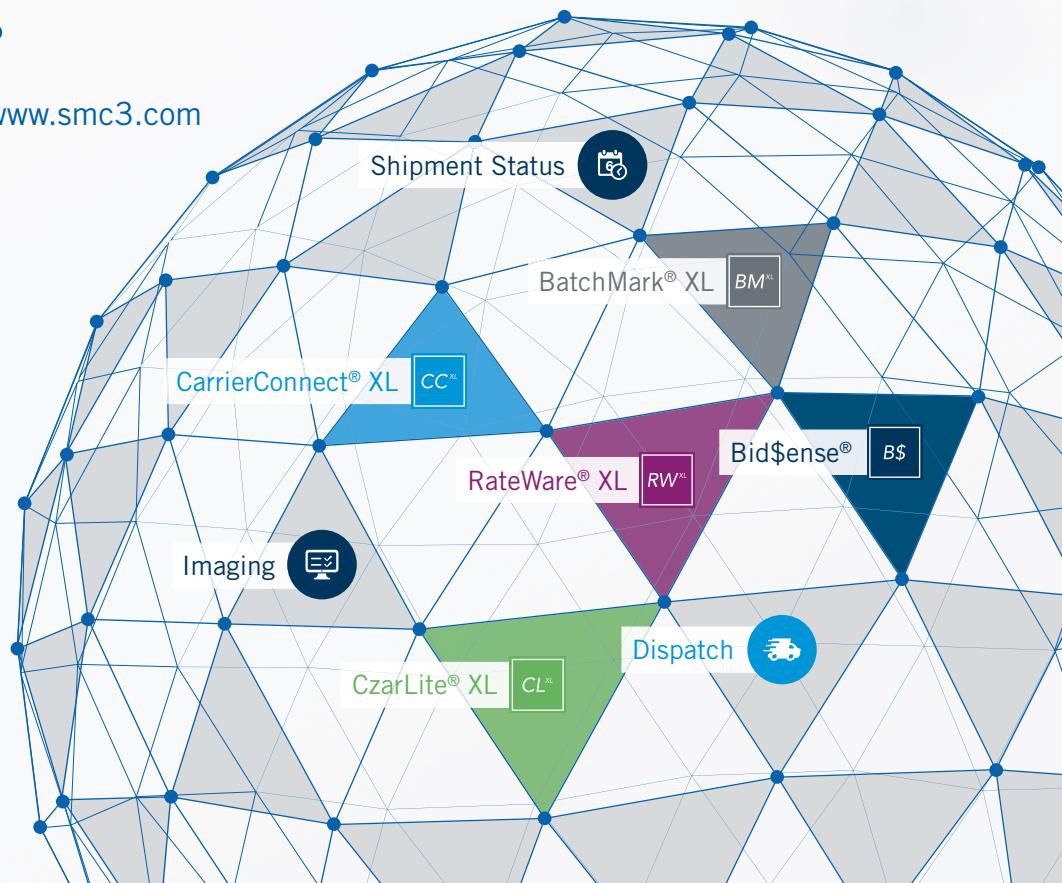
SMC³ solutions enable shippers, 3PLs and carriers to simplify LTL:

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- Shipment tracking
- Freight bill auditing

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across multiple sites. It is web based and carrier neutral, making it easy to access from almost anywhere. By helping organizations access and analyze millions of transportation records, the Fortigo solution helps them better understand—and ideally reduce—their spending, Kontoravdis says.

3. Reporting and consulting services help customers gain insight into their transportation spending, how it compares to their industry peers, and how they can reduce it.

Most Fortigo clients report annual transportation expenses of at least \$10 million. They typically work with between 30 and 50 carriers, and span a range of industries, including manufacturing, retailing, e-commerce, and distribution.

The implementation phase to get up and running with Fortigo can run the gamut. Depending on customer requirements, there might be integration with back-end accounting systems, such as Oracle or SAP. It typically takes two to three months to load and validate customer carrier contracts.

Cutting Costs 5 to 15 Percent

Organizations using Fortigo's software and services often cut their logistics costs by between 5 and 15 percent. In addition, because the managed service delivery model is coupled with Fortigo's On Demand technology, few clients need to call on their in-house IT resources to support the system.

Fortigo's most popular reports allow customers to dissect and examine their freight spending. One report, for instance, examines freight spend by transaction level, allowing the company to identify, line by line, how their transportation dollars were spent. They also can see how much they're spending by carrier, modes, and region.

Companies that spend millions on transportation services across multiple providers and carriers often lose track of which funds are going where. Once they can organize their spending

and view a concise summary of it, they might realize, for instance, that half of their expenses are going toward LTL shipments and carriers. "With this information, they often can go back to the carriers and negotiate better terms," Kontoravdis says.

INTELLIGENT AUDIT: HITTING THE ANALYTICS JACKPOT

Intelligent Audit (IA) reduces clients' transportation costs by providing automated freight audit and recovery across all transportation modes, business intelligence analytics, and spend optimization solutions.

"IA's biggest differentiation is our business intelligence platform and global capabilities," says Testani. The provider helps clients visualize complex, real-time transportation spend data to achieve total visibility to all transportation activity in one single repository.

The backbone of Intelligent Audit's cloud-based reporting and business intelligence (BI) portal is its best-in-class audit engine. Intelligent Audit's proprietary technology performs a comprehensive audit on every charge on every invoice, across all modes and regions, resulting in more than 150 audit touch points.

Intelligent Audit's global capabilities help to differentiate it. "Many shippers are burdened with disparate reporting systems and do not have easy access to transportation spend analytics," Testani says. Intelligent Audit's BI platform allows shippers to track spend, key performance indicators, and carrier performance. It also helps identify savings opportunities across the globe using IA's proprietary optimization algorithms.

Additionally, IA's dedicated account advisors constantly analyze shipper data to proactively identify issues and help customers ship smarter. "We leverage data science and machine learning to

profile each client and detect anomalies in their data, identifying any irregularities," Testani says. This can include changes in cost per pound, spikes in assessorial charges, or a number of other potential issues.

"Our strategic account advisors operate as an extension to the customer's logistics team to optimize their transportation spend and reduce operational inefficiencies, cost, and transit time while improving customer experience," she adds.

For instance, Intelligent Audit worked with one global manufacturer



"Our strategic account advisors operate as an extension to the customer's logistics team to optimize transport spend and reduce operational inefficiencies, cost, and transit time while improving the customer experience."

Hannah Testani, Chief Operating Officer
Intelligent Audit



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that was trying to determine what impact the bankruptcy of one of its largest customers, a large toy retailer, would have on its distribution network and transportation costs. It also needed to identify ways to mitigate the damage and even gain ground within the industry.

Through its analysis, Intelligent Audit identified a strategy to open optimally located pop-up stores in former areas with high market demand. IA also worked with the company to understand the volume and transportation cost impact and helped negotiate new carrier contracts.

Intelligent Audit's 2,500-plus customers range in size and type. "Because we leverage technology, we can handle all types and sizes of customers and are truly industry-agnostic," Testani says. Its customers ship around the globe and across all transportation modes. On behalf of its clients, Intelligent Audit processes and audits more than 400 million shipments, in 200-some countries and 120 currencies.

Most clients save between two and 18 percent from the audit itself. "When it comes to contract and network optimization, savings of 20 percent or more are common," Testani says.

nVISION GLOBAL: BETTING ON A GLOBAL FUTURE

nVision Global Technology Solutions, as its name suggests, provides global freight bill audit and payment services, says Keith Snavelly, senior vice president, global sales with the Atlanta-based firm. It manages more than \$5.2 billion in annual freight spend for its customers, which are scattered across more than 190 countries. It completes more than 90 percent of transactions electronically.

Over the past few years, nVision added modular transportation

management software and services, many of which revolve around rating and routing applications. It also added expedited freight approval and tendering tools, procurement services, least-cost-carrier applications, control tower services, and other functions.

"nVision's sweet spot is multi-national corporations seeking a single global provider that can process, audit, and remit payment globally," Snavelly says. Global shippers that are considering freight service providers will want to check that the company has its own implementation staff in each region, and doesn't try to implement services around the world from one location.

nVision employees, Snavelly adds, span the globe, working in one of the company's seven full-service processing centers. They're fluent in the local languages and work in the same time zones as their customers in all regions.

Cleaning the Data

A truly global provider also should be able to remit payment to carriers or transportation providers through in-country accounts, Snavelly says. If the provider instead funds payments from the United States, it likely will be charged hefty international banking fees. Many carriers pass these costs on to their clients.

nVision's analytical and business intelligence capabilities start with cleansing and normalizing the data—for example, ensuring the system knows that Company ABC in Smithtown is the same organization as ABC Co. in Smithtown. Once the data is clean, the shipper should be able to turn to lane analysis tools and key performance indicators, among other capabilities, to drill into and analyze the data.

"These tools should be accessible online and user-friendly," Snavelly adds.

"All these capabilities are transforming traditional freight audit and payment," he says. "They can provide customers a wealth of knowledge about their supply chain, as well as the analytical tools to help them use that data to better manage it."

Once nVision begins working with a company, it asks them to complete an implementation questionnaire. Along with basic contact information, the questionnaire asks about the company's transportation providers, carrier base, and general ledger account coding structure, among other information.

At an initial implementation meeting, nVision reviews this information and develops an implementation task list that details the person responsible for each action. "This way, we're ready to go live when the customer expects us to," Snavelly says. Most implementations take between 60 and 90 days.

The typical nVision audit customer realizes savings of anywhere from 5 to 9 percent of their annual transportation spend, Snavelly says. This is a result of checking, for instance, that the contracted rate is being used and that assessorial charges are both legitimate and correct. Most customers also save 1 to 2 percent in duplicate payment protection, Snavelly says.

RATELINX: DOUBLING DOWN ON DATA

RateLinx's supply chain solutions process—Logistics in 3D: Diagnose, Develop, Deploy—"helps organizations convert freight from a tactical necessity to a strategic asset," says Shannon Vaillancourt, president of the Madison, Wisconsin-based company.

Here's how RateLinx's 3D process can work: In the Diagnose stage, RateLinx and its client use integrated data from RateLinx's Intelligent Invoice Management (IIM) to diagnose any problems or challenges. IIM can capture and integrate freight data from multiple data streams.

During the Develop phase, RateLinx Analytics tools, guided by data from IIM, help each organization develop strategies to address the underlying supply chain and logistics problems to reduce costs. Finally, the strategies

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"It's amazing what you can do with integrated data that provides a single picture of your transportation at your fingertips."

Shannon Vaillancourt, President
RateLinx

developed are Deployed to create competitive advantages.

"The data collected from the freight invoice has to be integrated in real time with the shipment, the order, and item information to provide the needed intelligence for savings," Vaillancourt says.

In addition to IIM, two other products make up RateLinx's Enterprise Suite. ShipLinx TMS offers advanced analytics and integrated data intelligence to provide end-to-end visibility that improves supply chain performance. Radar Track & Trace integrates an order's lifecycle with information from the carrier to provide complete and accurate freight tracking status. "The real-time integration of the datasets from these solutions becomes the foundation of the 3D approach to data," Vaillancourt says.

To get started, RateLinx only needs a shipper's master data, such as locations,

Playing it Straight: 8 Questions To Ask Potential Providers

Before engaging a freight bill audit and payment provider, ask these questions to help you make an informed decision:

1. How quickly will the firm pay the carrier on your company's behalf? "It's a red flag if the provider doesn't quickly turn around the funds," warns Nick Fisher, director of sales with AR Traffic Consultants. The reason? A lag could indicate the firm is trying to make money for itself by investing its customers' funds before turning the money over to the carriers. Of course, if the investment drops in value, so does the value of their customers' money.

2. Can the company provide two years of audited financial statements? "You want to be able to judge the financial health of the organization," says Thomas Zygmunt, manager of marketing and sales development, Cass Information Systems.

3. How will the firm protect your information, which it has access to?

4. Can the provider pay carriers in multiple currencies?

5. Does the company have a realistic plan for the future?

6. Is the platform the company offers proprietary or licensed?

A proprietary platform allows the provider to more easily make enhancements, for either specific processes or ones that benefit the entire installed base, notes Dave Wedekind, senior director, global operations with enVista.

7. How easy is it to create custom reports for analysis without having to call in IT experts? Can you analyze spend and create your own KPIs and dashboards within the tool, or are you limited to a standard dashboard?" Wedekind asks, adding that the more you can drill into the detail, the better, more informed decisions you can make.

8. What is the company's rate of errors when processing transactions? A lower error rate means you'll spend less time correcting mistakes.

carriers and their contracts, and rates with each carrier. "RateLinx is able to deploy a solution within 30 days without a customer's internal IT resources," Vaillancourt says.

RateLinx's solutions help companies develop strategies that can cut 10 to 15 percent—sometimes up to 40 percent—from their transportation expense. "It's amazing what you can do with integrated data that provides a single picture of your transportation at your fingertips," Vaillancourt says. For

instance, shippers often can more effectively engage in vendor negotiations.

RateLinx recently worked with one company that had about \$100 million in annual freight spend. The company lacked the data and reporting that could help with its internal strategic initiatives. RateLinx plugged its Intelligent Invoice Management solution into the customer's freight audit process, enabling the IIM system to receive a copy of the freight invoice directly from the carrier, and providing the company with



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BEYOND TABLE STAKES: FREIGHT PAYMENT CLIENTS HOLD ALL THE CARDS

real-time access to its freight spend.

As part of this process, RateLinx also captured the track-and-trace data from its carriers and integrated the entire dataset together.

It used this integrated data to help the customer find a different way to structure its LTL rates, resulting in annual savings of \$1 million. The company also leveraged the data generated from the track-and-trace solution to help its customer service department by providing real-time visibility to freight. That way, customer service employees could act proactively on shipments that weren't picked up or delivered on time.

"We achieved all these benefits by using the data," Vaillancourt says. "We disrupted nothing internally, nor did we implement an expensive TMS."

SMC³:

ALL IN ON LTL

Less-than-truckload (LTL) shipments represent a small segment of many supply chains, yet also are "an extremely complex and integral part of any company's transportation operation," says Brian Thompson, chief commercial officer with SMC³. The Atlanta-based firm brings more than 80 years of experience and expertise to optimizing LTL freight transportation. "SMC³ is the LTL fuel for TMS applications," he adds.

More than 5,000 North American shippers, carriers, logistics service providers (LSPs), and freight payment companies rely on SMC³'s sophisticated LTL base rates, content, and expert bidding and planning tools. Its solutions can rate each shipment and provide visibility to those in transit, while analysis tools help organizations optimize their supply chains.

These tools include RateWare XL, a rating and pricing solution that delivers rate detail, and CarrierConnect XL, which provides accurate, continually updated LTL transit times and carrier details. SMC³ also offers transactional, direct-to-carrier API tools that smaller



"We take great pride in developing solutions that effectively use the latest technologies to help our clients achieve their goals."

Brian Thompson
Chief Commercial Officer, SMC³

companies can use to solve shipment visibility issues.

Two technologies currently changing the supply chain sector are automation and data proliferation, Thompson says. The increased digitization of the supply chain, as well as the sheer volume of data generated by companies operating even the most straightforward businesses, means shippers and 3PLs can find value by partnering with a data solutions provider.

Avoiding Trendy Developments

As SMC³ incorporates new technologies, it strives to avoid trendy developments and stick to true supply chain innovations. "We take great pride in developing solutions that effectively use the latest technologies to help our clients achieve their goals," Thompson says.

Those clients range from small,

regional shippers to top 3PLs. "We have the data infrastructure that the largest companies need for successful transportation analysis and optimization," he says. "We also have the know-how and tools that can help smaller shippers achieve their goals."

One provider of transportation management solutions engaged SMC³ to better manage its LTL shipments. The company needed real-time information on its shipments, yet also needed to free staff from constantly waiting for EDI shipment data. By using the SMC³ platform, it gained transactional LTL API connectivity. The solution cut the number of hours devoted to manual tasks such as dispatching, tracking, and routing by 30 percent.

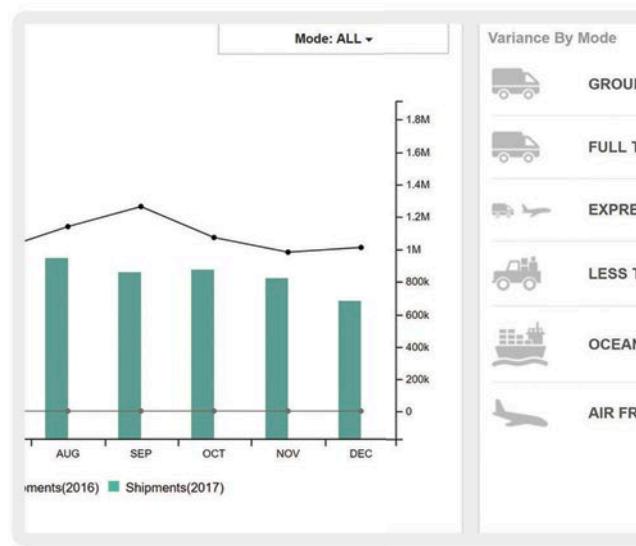
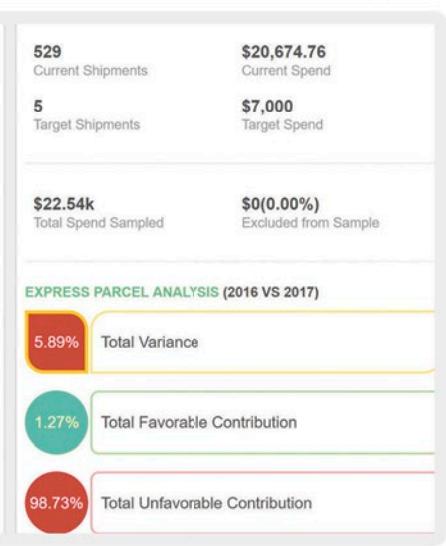
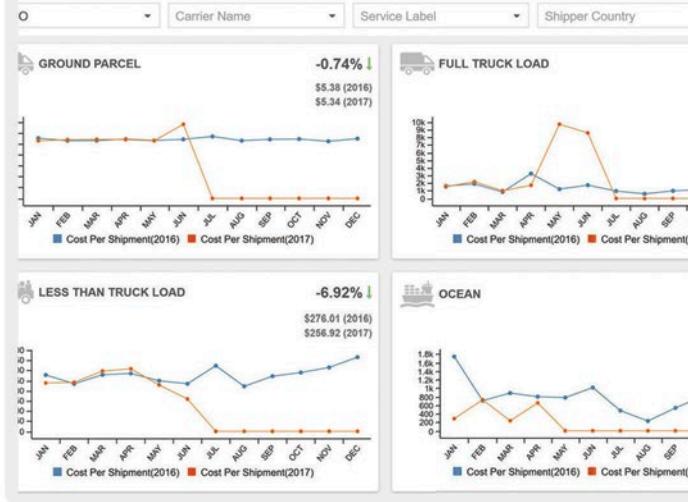
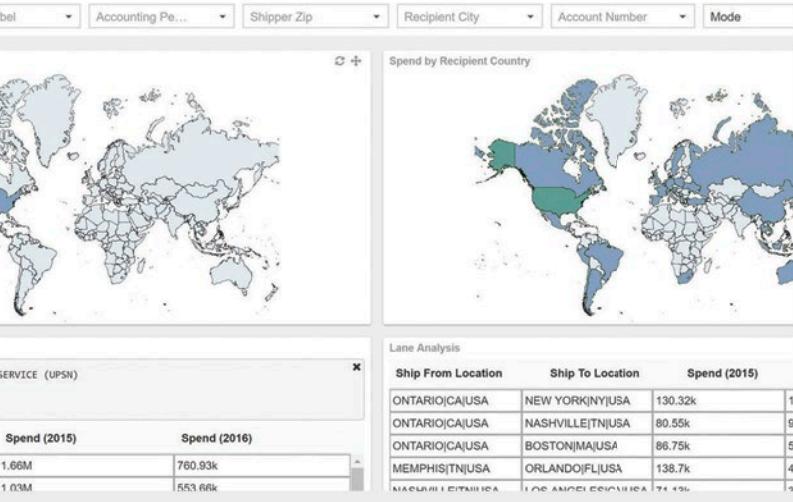
In addition, the customer uses RateWare XL to quickly obtain accurate LTL rates, also limiting the time employees must spend managing EDI data updates. "We help customers solve the entire LTL shipment lifecycle," Thompson says.

SUNSET TRANSPORTATION: STRAIGHT TO THE DETAILS

Sunset Transportation, a non-asset-based, full-service third-party logistics provider, offers a freight audit and payment, a logistics management, and a brokerage division. "We're driven to find the right fit and services for each business," says Sarah Eggleston. "Sunset's culture allows customers to feel like family, while offering advanced TMS solutions, reporting, and shipment reliability."

Sunset, a family-held company, promises savings, visibility, data-driven decisions, continuous improvement, and strong relationships with every customer, every day.

Through its analyses of historical shipping data, St. Louis-based Sunset identifies opportunities for freight payment optimization and service improvement.



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“Companies want to use the information collected from freight bills, bills of lading, and backup documentation to improve the supply chain, from purchasing through transportation,” Eggleston says. “They can dig into all the details.”

In the past, many companies managed freight spending regionally, Eggleston says. Today, more manage these expenses globally in order to get a better handle on overall freight spending and negotiate more effectively with vendors. Sunset offers solutions to both process invoices in multiple countries and provide visibility to freight expenses across the world.

Sunset also offers expertise in the classification codes that apply to different products. As a result, it can help companies understand how their freight is being classified and identify inaccuracies that may mean the company is paying more in duties or taxes than it should.

In the event of an audit, clients can turn to the electronic records Sunset maintains. This minimizes the need to dig through volumes of paper documents to find what the auditors require. “An audit can be a nightmare when you’re trying to come up with all the documentation and paperwork they request,” Eggleston notes.

Sunset’s clients come in all sizes. Smaller companies working with Sunset benefit by streamlining accounting processes, leveraging electronic image storage, and using technology to conduct systematic audits of freight invoices. “The payables and accounting staffs no longer have to go through each freight invoice to determine if they are being billed correctly,” Eggleston says.

Data Identifies Trends

Larger organizations working with Sunset typically benefit from boosting the efficiency of their accounting operations, and from gaining greater visibility into their data. “By getting all the transportation data into one database, they can analyze spending to identify trends



“By getting all the transportation data into one database, customers can analyze spending to identify trends and challenges in their supply chains.”

Sarah Eggleston, Director, National Sales
Sunset Transportation

and challenges in their supply chains,” Eggleston says.

For instance, Sunset worked with a plastics manufacturer whose freight payment operations were scattered across several locations in the United States and Canada, making it difficult to capture overall spending and identify all the carriers under contract. The manufacturer implemented Sunset’s freight audit and payment program to gain a greater understanding of its freight payment operations. The company then leveraged this information to implement a corporate-wide freight program that generated massive savings.

SWANLEAP: ANTE UP WITH AI

To provide the visibility that can guide supply chain decisions, transportation management systems need to be combined with a freight bill payment and audit analytics strategy, says Brad Hollister, chief executive officer with SwanLeap.

The Madison, Wisconsin-based company provides transportation management systems and shipping technology powered by artificial intelligence and machine learning. It also offers freight and parcel auditing. “Our focus is on supply chain best practices and shipping cost reduction,” Hollister says.

SwanLeap recently earned the top spot in the Inc. 5000, based on a three-year growth rate exceeding 75,000 percent.

The name SwanLeap refers to what’s known as a Black Swan event—an event that was unexpected and has a major impact, and yet, after the event, observers often rationalize that it could have been predicted. SwanLeap indicates how the company helps its clients “leap into the future,” Hollister says.

While many transportation management systems are fragmented and siloed, SwanLeap’s platform offers a connected TMS that can impact multiple departments within an organization, including finance, supply chain, and customer service, among others. SwanLeap can manage parcel, LTL, truckload, intermodal, and air and ocean shipments.

The Pace of Change

This is particularly key in a rapidly changing rate environment, Hollister says. Many execution platforms don’t take the pace of change into account and aren’t able to modify business rules as quickly as they need to. As a result, companies end up choosing carriers that aren’t optimal for their needs.

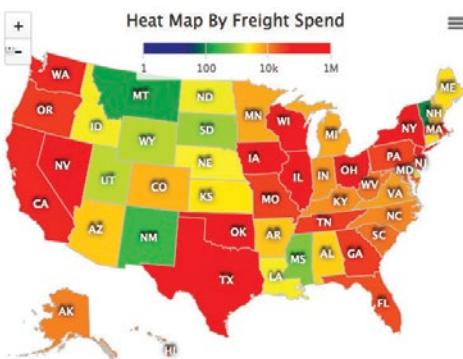
Hollister sees “a lot of pressure to



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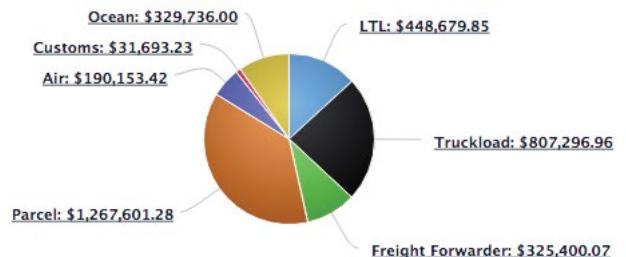
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beat up carriers,” in an effort to minimize mistakes or catch over-billing. “I don’t think there’s a systemic problem with overbilling,” he says. To be sure, the role of audits in ferreting out mistakes remains key. However, the greatest value comes from “visibility, analytics, control, and best practices,” he adds.

For instance, SwanLeap worked with a Milwaukee-based retailer whose shipping costs shot up after it began moving shipments weighing between 10 and 30 pounds through home delivery. The problem? Its contract with the carrier didn’t provide discounts on home delivery shipments of more than 10 pounds.

Nobody caught the mismatch between the decision and the contract provisions.

Moreover, anyone—including the auditing team—checking the rates against those in the contract wouldn’t find a mistake. The rates were applied correctly. The problem was in the decision to ship these packages in a way that was sub-optimal. By connecting to the business systems, providing visibility, and leveraging artificial intelligence, SwanLeap was able to identify the problem. The retailer now cuts its transportation spending by more than \$1 million each month.

Rather than generate reports,

SwanLeap provides its clients the ability to create dashboards that are continually updated. “They load live,” Hollister says. “It’s like watching a movie.”

For instance, a dashboard may show the number of orders shipped overnight from a facility. A supply chain manager can call up these and other numbers each morning, or as often as needed.

“We leverage artificial intelligence to make decisions and identify the optimal way to ship every order,” Hollister says.

TRANS AUDIT: DRAWING A FLUSH IN POST-PAYMENT AUDITING

While many freight bill audit and payment services focus on pre-payment audits, Trans Audit, a global freight and parcel post audit specialist that has been operating for more than 40 years, takes a different approach.

“We focus solely on a true global, multimodal post-payment audit,” says Vikki L. Van Vliet, senior vice president of sales and marketing. “Trans Audit’s post-payment audit unobtrusively and collaboratively operates after freight audit and payment companies and internal audits. We identify and resolve both billing and payment errors and provide a secondary level of insurance, especially as carrier billing and human errors are commonplace.”

Experts at Work

Trans Audit employs experts in all transportation modes, with auditors in six U.S. offices, as well as Europe, Singapore, and China. Its clients are “large-scale shippers that utilize all transport modes internationally and domestically,” Van Vliet says. Trans Audit works on a contingency, or benefit-sharing, basis.

Trans Audit identifies and recovers errors in freight rates, accessories, discounts, currency conversions,

Is Blockchain Well Suited for Freight Bill Audit and Payment?

Will blockchain technology impact the freight bill audit and payment business? Yes, says Harold Friedman with Data2Logistics, noting the parallels to the emergence of EDI.

“There were many naysayers in EDI’s infancy,” Friedman says. “Today, EDI is not only generally accepted, it’s the preferred method of handling information.”

Blockchain is at the same point, he adds, noting that Data2Logistics is structuring its IT environment so that it can support blockchain when the time comes.

Similarly, CT Logistics is creating a private blockchain platform and optimizing its data feeds to clients so they can incorporate their shipping data into the blockchain technology they are contemplating using, says Allan J. Miner, president of the Cleveland-based firm.

SMC³ is involved with the Blockchain in Transport Alliance “because we want a hand in shaping how blockchain impacts supply chain processes,” says Brian Thompson, chief commercial officer. While the integration of blockchain in the transportation world may be a long way off, it’s important to help steer the current conversation, he adds.

To be sure, many companies are proceeding at a thoughtful pace. “We’ve seen a little activity in using blockchain to secure freight payments and have a distributed record of what happened,” says George Kontoravdis, president of Fortigo. At this point, however, most providers are trying to determine how best to leverage the technology.

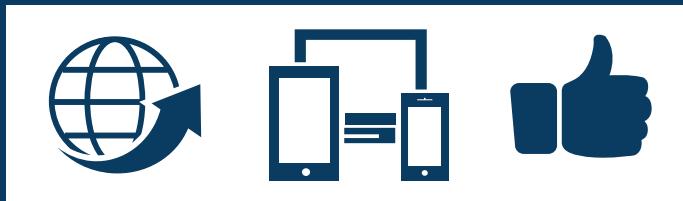
“Before we jump in with both feet, we’re trying to figure out if we really gain an advantage,” Kontoravdis adds.

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“The post audit should deliver more than just monetary benefits; it should provide continuous improvement and insight into payment processes and supplier relations.”

Chad W. Kennedy, IV, President, Trans Audit

classifications, fuel, and more. It also uncovers payments to wrong parties, multiple payments, and incorrect payment ownership—that is, bills or portions of bills that clients paid even though they were not responsible for them. “We audit for payment accuracy and ownership as well as tariff and contract compliance to ensure that all clients’ invoices are paid and billed correctly,” Van Vliet says.

Trans Audit also performs a logistical trend review to identify recurrent anomalies, confirm that each assessorial charge makes sense, and that clients actually received the benefit of the service billed.

“The post audit should deliver more than just monetary benefits; it should provide continuous improvement and insight into a company’s payment processes and supplier relations,” says Chad W. Kennedy, IV, president of Trans Audit.

The timeframe for which overbillings and overpayments can be recovered varies based on error type and transportation mode. For payment errors, Trans Audit typically analyzes up to five years in arrears; while for billing errors, the time limits range from six months to three years in arrears, depending on the mode utilized. Savings for non-parcel activity generally run between .5 to 1.5 percent, while savings for parcel can approach 5 percent, Van Vliet notes.

Through TransPortal, the company’s online reporting tool, clients have visibility to filed, open, and paid claims, as well as claims by mode, carrier, and error type, among other key metrics. Clients use this information to take corrective action and make process improvements.

“A truly consultative post audit should

also provide intellectual and process improvement insights,” Kennedy says. “Trans Audit works cooperatively and collaboratively with its clients’ carriers to ensure an expeditious and amicable review and recovery process.”

Weeks, Not Months

Trans Audit’s proven post-audit implementation process typically takes weeks rather than months. Trans Audit directly and independently obtains data from the pre-audit companies, 3PLs, or 4PLs its clients employ, as well as from client’s ERP, TMS, or other systems. As a result, clients do not find the implementation and ongoing support process to be resource intensive.

“Our ultimate objective,” Kennedy states, “is to deliver a non-intrusive, client-focused, information rich, high-ROI service.”

TRAX GROUP: DEALING WITH DATA

In June 2018, Trax Technologies, a global freight audit and payment provider, and Veraction, a provider of transportation spend management and freight audit solutions, announced a merger. The combined business offers an innovative global technology platform based on powerful data science to help companies uncover valuable logistics intelligence. The company, which maintains the Trax Group name and is based in Scottsdale, Arizona, manages more than \$10 billion in logistics spending across all transportation modes, and processes 400 million transactions annually.

This merger came just months after

Veraction acquired Los Angeles-based National Traffic Consultants, a freight audit and bill payment provider that serves multinationals, primarily out of the Asia-Pacific region. That transaction occurred in late 2017.

“We’re excited about the Trax/Veraction merger,” says Chris Connell, former CEO of Veraction, and now CEO of Trax Group Inc. The company will offer freight audit and bill payment capabilities, as well as transportation spend management. Trax’s clients span multiple industries, with a concentration in life sciences, manufacturing, retail, consumer products, and financial services.

A key benefit of the Trax/Veraction merger is Trax Group’s next-generation freight audit and bill payment platform and robust data analytics capabilities. “They allow customers to gain visibility, and ultimately control, over all their transportation spend,” Connell says.

In addition, the merged companies are expanding their footprint in key regions of the world. “We’re twice as strong now in Europe and in Asia-Pacific. And, with Trax’s location in Costa Rica, we’re able to serve Latin America in a way that we couldn’t before,” Connell says.

Tapping Into Intelligence

Clients of Trax Group’s platform can tap into its transportation spend intelligence capabilities. As a baseline, graphs and tables allow organizations to see how much they’re spending on transportation, the modes they’re using, and trends over time, among other information.

But that’s just a start. Trax’s TSI variance analysis enables companies to compare past spending against projected future spending or a benchmark. “They can quickly see how they are trending in terms of key performance indicators,” Connell says.

Just as valuable, the solution can show the drivers behind a company’s performance. “With the click of a mouse, we show the influencers driving



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positive or negative variances,” he adds. This insight is available quickly enough that companies can use it to guide their decisions.

Later in 2018, Trax Group will release Advisor, a tool to help organizations create scenario modeling for their transportation spending. For instance, if they’re considering shifting their mix from one mode to another, or from one carrier to another, Advisor will show the resulting change in cost.

Trax Group will continue to innovate, Connell says. One future tool, the rate manager, will help customers more effectively manage their carrier rates by enabling the provider, the carrier, and the shipper to collaborate online and ensure all rates and contracts are current and accurate. Today, this typically is a time-consuming, manual process, he says.

Trax Group also is working on a solution that will help organizations quickly calculate monthly freight transportation accruals. “Companies are going beyond pure freight audit and bill payment, and are looking for ways to truly control their transportation costs,” Connell says.

Trax can help them get there.

U.S. BANK:

A FULL HOUSE OF COST SAVINGS

U.S. Bank Freight Payment offers an end-to-end freight invoice, audit, and payment solution that optimizes working capital for both shippers and carriers, explains Jeff Pape. The trade finance feature of U.S. Bank’s solution allows shippers to extend their days payable outstanding (DPO) by up to 90 days, and yet pays carriers in fewer than four days. In fact, U.S. Bank often pays carriers before receiving shippers’ money.

In contrast, some providers take shippers’ money, co-mingle it with other funds for investments, and then pay carriers. “The risk is that the money can disappear before the carriers are



“U.S. Bank’s Freight Payment solution helps companies avoid surprises, understand true shipping cost allocations, identify cost-saving opportunities, manage pricing, and preserve profits.”

Jeff Pape, Senior Vice President, Head of Product and Marketing for Global Transportation, U.S. Bank

paid,” Pape says. Shippers are out their money, and yet their carriers still expect to get paid.

In addition, “by aggregating data on total shipping costs, and through its reporting and data analysis tools, U.S. Bank’s Freight Payment helps companies avoid surprises, understand their true shipping cost allocations, identify cost-saving opportunities, manage pricing, and preserve profits,” he adds.

For example, a large pharmaceutical customer used U.S. Bank’s reporting tool to analyze the impact of moving small parcel shipment lanes from one carrier to another. The analysis revealed an initial cost savings of more than \$150,000 annually.

Improved operational efficiencies

also allow employees to be redeployed to more strategic activities. By engaging U.S. Bank to handle exception processing, a large auto manufacturer repurposed eight full-time employees into more strategic supply chain roles.

Because U.S. Bank’s freight payment system is web-based, it doesn’t require any software installation.

Later in 2018, U.S. Bank will roll out a new freight benchmarking service that uses its robust dataset to allow customers to benchmark their performance against the marketplace, industry, and peers.

For its global freight payment customers, U.S. Bank’s solutions support multiple languages and varying local regulations that impact freight payment, as well as regional differences in contracted rates.

U.S. Bank worked with one leading equipment manufacturer that was spending more than \$100 million annually on freight, and yet had a manual freight payment process. Each day, employees had to manually review, correct, and sort piles of invoices from nearly two dozen distribution centers. After that, they’d route the invoices to their existing freight payment provider for processing by mail, tacking on an additional two to three days before payment could occur, and hurting their carrier relationships.

The solution from U.S. Bank Freight Payment improved their processes and enabled more timely payment. “In a single year, the company saw more than \$800,000 from audit savings and \$2.7 million in duplicate invoice savings,” Pape says.

Know When to Hold ‘Em, Know When to Fold ‘Em

As all these leading providers illustrate, traditional freight audit and payment services, while still necessary, are no longer enough. Instead, providers of these services are using the data obtained through the freight audit process to provide insight that can help companies better manage their entire supply chains. ♠



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[WMS BUYER'S GUIDE 2018]

Warehouse management systems (WMS) help track inventory so you can pick and ship faster, eliminating errors and backorders. To find the right solution, start with this list of leading WMS vendors.

COMPANY	PRODUCT	DESCRIPTION
4SIGHT Logistics Solution Carrollton, TX 4sightsolution.com 866-691-1377	4SIGHT Asset Track	Helps track high-value and work-in-progress inventory. Tracks manufacturing equipment and returnable transport items—reusable totes, pallets, racks, kegs, tanks, and drums—using RFID asset tracking and other auto-ID technologies, including barcodes and GPS.
3PL Central Manhattan Beach, CA 3plcentral.com 888-375-2368	3PL Warehouse Manager	Serving as a central command center, this WMS platform provides 3PLs the ability to view, connect, and control the entire fulfillment network from a single cloud-based location. Reduces order-to-cash cycle, provides visibility into real-time data, and eliminates manual data entry.
Archon Interactive Baltimore, MD archon-interactive.com 603-437-0424	WaveTrak WMS	Simplifies warehouse tasks through automated data collection and workflow compliance. Reduces receiving, putaway, picking, consolidating, and packing errors. Enforces process validation and guides workers along an optimized route.
ASC Software Dayton, OH ascsoftware.com 937-429-1428	ASCTrac	Offers an end-to-end supply chain execution solution—from purchase orders to warehouse receiving, inventory, manufacturing, MRP, forecasting, order picking, shipping, invoicing, EDI, and e-commerce, all seamlessly integrated.
Bastian Solutions Indianapolis, IN bastiansolutions.com 888-516-7855	Exacta WMS	Features a host of tools to help manage returns, quality control, waving, picking, packing, and shipping. The software's modular structure allows a custom fit to business operations, so users purchase only what they currently need and can add modules later.
BluJay Solutions Holland, MI blujaysolutions.com 866-584-7280	Warehouse Management	This solution provides a straightforward toolset to manage and control all of the variables associated with operating a warehousing business.
Cadre Technologies Denver, CO cadretech.com 866-252-2373	Cadence WMS	A real-time warehouse management system that organizes inventory, orders, shipments, and workflow for distributors, 3PLs, and manufacturers. Directs and controls operations for a wide variety of complex logistics business models and product verticals.
Camelot 3PL Software Charlotte, NC 3plsoftware.com 866-3PL-SOFT	Excalibur WMS	Focuses exclusively on third-party logistics warehouses, allowing for accurate inventory control, expenses tracking, billing and reporting. Available on premise or cloud.
Core eBusiness Fairfield, NJ core-warehouse.com 201-836-8900	CoreWarehouse WMS Software	A Tier 1 SaaS cloud-based WMS system that tracks the progress of goods as they traverse through various locations in the warehouse. Provides a set of digital processes for efficiently managing warehouse inventory, space, equipment, and staff, while also reducing cost and time.
CP Tech Savage, MN distributionplus.co 800-686-6270	Distribution Plus Warehouse Management	Ensures items are where they are supposed to be in the warehouse, making it easier to fulfill orders. Uses technology to determine that orders are fulfilled correctly. Ensures that whenever a product is transferred, put away, or moved in any way, it is placed in the correct location.

[WMS BUYER'S GUIDE 2018]

COMPANY	PRODUCT	DESCRIPTION
Dassault Systèmes Long Beach, CA apriso.com 562-951-8000	Apriso Warehouse	Synchronizes manufacturing operations across the entire production process. Allows manufacturers to achieve real-time visibility and control to reduce costs and inventory, improve service, collaborate effectively, and meet quality and compliance initiatives.
Datex Clearwater, FL datexcorp.com 727-571-4159	Datex FootPrint WMS	Integration-ready, flexible, workflow-driven WMS handles high-volume operations including 3PL, e-commerce fulfillment, refrigerated warehousing, and pharmaceuticals. Includes customizable reporting, 3PL billing, e-portal, crossdocking, dock scheduler, and cartonization.
Dematic Atlanta, GA dematic.com 877-725-7500	Logistics Automation Solutions	Designs, builds, and supports warehousing solutions including receiving; storage and buffering; replenishment; case, piece and pallet picking; value-added packing; crossdocking; and shipping.
Deposco Alpharetta, GA deposco.com 877-770-1110	Bright Warehouse	Cloud-based to support inventory and distributed order management. Retailers, brands, and 3PLs can leverage single/multi-line receiving, putaway, pick and pack, shipping/returns, and cartonization for integrated omnichannel fulfillment.
Ehrhardt + Partner Group Charlotte, NC epgroupna.com 704-927-1483	LFS	Optimizes every stage of the supply chain. Reduces order picking errors, improves pick times, and has the scalability to handle 1 billion picks per day in a single warehouse. Dynamic slotting capability can improve space allocation by up to 30 percent.
Epicor Austin, TX epicor.com 800-999-1809	Prophet 21	Integrates a full range of supply chain management capabilities that enable business growth through purchase management, sourcing and procurement, inventory management, advanced material management, and warehouse management features.
EVS Boulder, CO evssw.com 303-494-1765	mobe3	Simulates warehouse workflow change and provides a report card of key efficiency metrics that can be quantified before the change is implemented in a live warehouse. Uses warehouse modeling and real-time workflow to anticipate workflow and proactively recommend optimizations.
FASCOR Cincinnati, OH fascor.com 513-421-1777	FASCOR WMS	Integrates seamlessly into ERPs, providing real-time inventory visibility and dynamic dashboards. Eliminates bottlenecks and errors; improves inventory accuracy and service; accelerates fulfillment, productivity, and throughput; and reduces freight and labor costs.
Fishbowl Orem, UT fishbowlinventory.com 800-774-7085	Fishbowl Warehouse	Generates a purchase order automatically and bills it to QuickBooks when a user orders new products. Receives products into the warehouse by scanning them in with a wireless mobile device, then stores them in their assigned place in the warehouse.
Foxfire Greenville, SC foxfiresoftware.com 864-868-5243	Warehouse Management System	A flexible and scalable system that helps users gain control of inventory, track labor expenses, minimize employee theft, avoid missed shipments and customer chargebacks, and reduce risks.

[WMS BUYER'S GUIDE 2018]

COMPANY	PRODUCT	DESCRIPTION
Foysonis Cary, NC foysonis.com 800-380-5206	Foysonis WMS	Improves efficiency and accuracy of logistics operations by using a SaaS software model. Manages receiving operations, orders and shipments, picking and replenishment, and inventory control. Generates reports for decision support.
GlobalTech SCM Solutions Miami, FL globaltechus.com 954-885-9066	Depot WMS	Provides 3PLs, distributors, and retail businesses with end-to-end traceability, starting with order receipt up to delivery process. Leverages RF technology to ensure high levels of accuracy and speed in warehouse operations.
HAL Systems Johns Creek, GA halsystems.com 770-927-0700	HAL Traxx Inventory	Manages inventory in distribution and manufacturing environments. Browser-based application for WiFi or mobile network. Configurable to specific customer requirements. Multi-language and image enabled.
HighJump Minneapolis, MN highjump.com 800-328-3271	HighJump WMS	Provides user-driven tools to enable unique business processes in a complete, out-of-the-box distribution suite. Available in the cloud or on-premise, anywhere, on any device.
Honeywell Intelligrated Mason, OH intelligratedsoftware.com 866-936-7300	Momentum Warehouse Execution	Incorporates multiple warehouse functionalities—from receiving to shipping and everything in between—into a common code base. Serves as the one system to run, manage, and coordinate fulfillment operations within the four walls of the warehouse.
IBM Armonk, NY ibm.com 914-499-1900	Sterling WMS	Provides shipment consolidation or transportation optimization, customer compliance, productivity, and space optimization. Specially tailored to manage operations in a mid-sized, finished goods distribution center.
inconso Bad Nauheim, Germany inconso.com 496-032-3480	inconsoWMS	Serves the e-commerce, automotive, retail, 3PL, manufacturing, and plastics/polymer industries. Provides company-specific control of logistics processes. Can be easily integrated into the user's IT landscape and made accessible to business partners with web services.
Infor New York, NY infor.com 866-244-5479	Infor Supply Chain	Supports multi-channel fulfillment, shapes markets using prescriptive insights and demand sensing, reduces inventory through DC bypass, dynamically allocates inbound inventory, and improves speed to market with a well-orchestrated supply chain.
IntelliTrack Sparks, MD intellitrack.net 888-583-3008	Inventory Management Solutions	Provides barcode scanning, inventory and warehouse management, package tracking, asset control, picking, receiving, and more. Maintains accurate counts instantly. Tags and tracks locations, shelves, containers, bins, and assignees. Optimizes processes and increases productivity.
Interlink Technologies Perrysburg, OH thinkinterlink.com 800-655-5465	Warehouse-LINK	Utilizes barcode and mobile computing technology to support all distribution activities. Supports complex, multi-building DC operations and single warehouse operations.

[WMS BUYER'S GUIDE 2018]

COMPANY	PRODUCT	DESCRIPTION
International Data Systems Chula Vista, CA internationaldatasystems.com 877-254-4858	Velocity WMS	Handles the movement of each process—receiving, inventory control, shipping, order fulfillment, and 3PL warehouse billing—efficiently and accurately.
Invata Intralogistics Conshohocken, PA invata.com 860-819-3200	FastTrak WMS	Coordinates and tracks the movement, storage, and processing of inventory through fulfillment centers, distribution centers, and warehouse automation systems from receiving to shipping.
Iptor Roseville, CA iptor.com 916-542-2820	Iptor WMS	Controls the movement and storage of materials within a warehouse and processes the associated transactions, including shipping, receiving, putaway, and picking. Directs and optimizes stock putaway based on real-time information about the status of bin utilization.
IQMS Paso Robles, CA iqms.com 866-367-3772	Warehouse Management System	Handles everything from basic product picking and inventory movement tracking to advanced tier-one features such as rules-based pick and putaway, work order staging, wave planning, palletizing, and more.
JDA Software Scottsdale, AZ jda.com 800-438-5301	Warehouse Management System	Helps maximize labor utilization, reduce obsolescence, and leverage available capacities while driving best-in-class customer service levels through real-time transaction processing, optimized storage and selection strategies, directed task management, and integrated labor standards.
LOG-NET Tinton Falls, NJ LOG-NET.com 732-758-6800	LOG-NET	Seamlessly integrates warehousing with documentation, finance, order management and transportation.
Logimax Jacksonville, FL e-logimax.com 855-253-8855	Logimax WMS	Complete WMS services come with modules to increase productivity. Features tracking dashboards to help measure growth and analyze efforts.
Made4net Hackensack, NJ made4net.us 201-645-4345	WarehouseExpert	Enables small to large enterprises to efficiently manage their supply chain. Available on premise and cloud.
Magaya Corporation Miami, FL magaya.com 786-845-9150	Magaya WMS	Controls and manages cargo and inventory before it arrives and in the warehouse. Tracking software defines locations and sets default receiving locations for inventory. Automates billing for storage and defines charge types for cold storage and other specialties. Provides 24/7 visibility.
Manhattan Associates Atlanta, GA manh.com 770-995-7070	WMS	Speeds the flow of goods and information for flawless execution across inventory, labor, space, and automation. Drives flexible omnichannel fulfillment including wave and waveless strategies.

[WMS BUYER'S GUIDE 2018]

COMPANY	PRODUCT	DESCRIPTION
N'ware Technologies Dover, NH lisawms.com 800-270-9420	LISA WMS	Streamlines all warehouse operations and eliminates manual operations/errors. Manages barcode scanning, system directed/optimized activities, serial number/lot tracking, e-commerce/EDI integration, and more. SAP-certified with SAP Business One.
NetSuite San Mateo, CA netsuite.com 877-638-7848	NetSuite WMS	Manages distribution operations with RF device directed putaway and picking tasks driven by customized user defined strategies and advanced capabilities such as wave management, cartonization, cycle count planning, real-time inventory updates, and integration with shipping systems.
Next View Software Orange, CA nextviewsoftware.com 714-288-0363	Next View WMS	Optimizes inventory, space, and labor across the supply chain. Provides complete visibility to raw materials, work in process, and finished goods across manufacturing, distribution, retail, and 3PL facilities.
Oracle Redwood Shores, CA oracle.com 800-633-0738	Oracle Warehouse Management Cloud	Improves material handling efficiency and labor productivity, maximizes space utilization, and enables multichannel fulfillment. Provides greater visibility into operations and workforce to help reduce labor inefficiencies, raise overall performance, and improve accuracy.
PathGuide Technologies Bothell, WA pathguide.com 888-627-9797	Latitude WMS and Latitude Manifest & Shipping System	Offers core features including receiving, putaway, picking, cycle counting, performance metrics and training, as well as advanced features such as automation, consignment inventory, cycle count planning, incident tracking, and replenishment.
proVision WMS Toronto, Ontario provisionwms.com 877-977-6967	Warehouse Management System	Keeps track of all warehouse activities in real time. User-friendly configuration tools align WMS functionality with the operation's environment. Detailed transaction records provide ample data to manipulate. Enables moving inventory logically to optimize operations.
QSSI Somerset, NJ qssi-wms.com 800-338-4420	PowerHouseWMS	Offers a comprehensive suite of capabilities—picking, putaway, replenishment, receiving, cycle counting, wave planning, labor planning, reporting, production, internet access, and 3PL billing modules right out of the box.
Robocom Farmingdale, NY robocom.com 631-753-2180	Warehouse Management System	Helps manage warehouse resources such as inventory, people, space, and equipment. Improves accuracy through high visibility. Improves customer relationships and increases warehouse and DC efficiencies.
SAP Newton Square, PA sap.com 800-872-1727	SAP Extended Warehouse Management System	Enhances storage and inventory management processes and supports goods movement by all transport modes. Provides control over high-volume warehouse operations and supply chain execution. Features on-premise deployment and manages inbound/outbound processes.
Slingshot Software Dedham, MA slingshotsoftware.com 781-329-1900	Inventory and Warehouse Management System	Provides the functionality to efficiently manage and monitor inventory for all types of products in all types of facilities. Allows users to manage inventory control and optimize efficiency by defining operational requirements at the facility level.

WMS BUYER'S GUIDE 2018

COMPANY	PRODUCT	DESCRIPTION
Softeon Reston, VA softeon.com 703-793-0005	Softeon WMS	Highly configurable, web-native, and cloud-ready system. Includes an embedded warehouse execution system, also available standalone. Serves a wide range of sectors.
SphereWMS Littleton, CO SphereWMS.com 818-678-2601	SphereWMS	Provides e-commerce fulfillment solutions and integrations. Offers all core WMS functionality to manage inventory and warehouse activities. Designed for direct shippers and 3PLs. Quick implementation.
Suntek Systems Irvine, CA suntekscm.com 949-789-0070	iFulfill	Fully scalable system provides inventory visibility, event notification, order management, multi-warehouse support, integrated barcode scanning, and GAAP-based accounting.
Supply Vision Chicago, IL supply-vision.com 847-388-0065	Warehouse Management System	Provides transparent data integration for any size business, increasing efficiency and control and allowing users to manage multiple clients across multiple warehouses. Automates warehouse fees and invoices customers quickly and correctly.
Synergy Logistics NA Broomfield, CO snapfulfil.com 720-699-0494	Snapfulfil WMS	A tier-one WMS capable of deploying in 45 days. Offers a range of deployment methods and payment options including a unique No Capex model. Improves warehouse efficiency and productivity for any company, large or small.
TAKE Supply Chain Austin, TX takesupplychain.com 800-324-5143	GeminiSeries	Integrates with existing Oracle ERPs to provide solutions for receiving, manufacturing, shipping, quality, labeling, and real-time inventory data, giving complete visibility to supply chain functions. Accessible in real time by all warehouse workers.
TECSYS Montreal, Quebec tecsys.com 800-922-8649	EliteSeries	Optimizes warehouse operations, improves performance and profitability. Scalable and adaptable to business needs. Quick on-boarding, user-friendly visual applications, real-time visibility, analytics with embedded WERC key performance indicators.
TransGroup Global Seattle, WA transgroup.com 800-444-0294	TransWarehouse	Manages multiple warehouses anywhere globally. View inbound inventory and create outbound shipments by SKU or product number, all with integrated tracking and proof of delivery.
WITRON Arlington Heights, IL witron.com 847-385-6000	WITRON Warehouse Management System	In addition to standard warehouse management functions, this system also incorporates different sub-systems and warehouse types on one platform.
Zethcon Lombard, IL zethcon.com 847-318-0800	Synapse	Includes features such as real-time tasking, labor management, and flexible RF deployment. Offers powerful billing, multi-client functionality, and customer-specific processing features built right in.

ON AIR

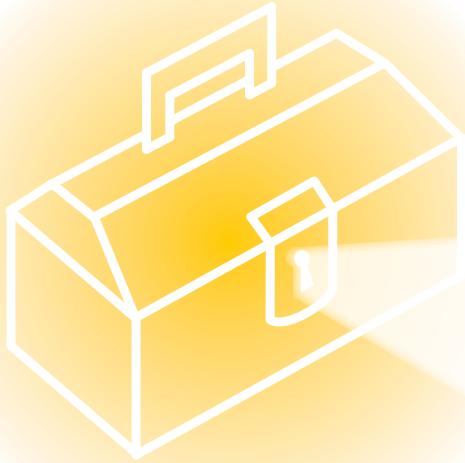


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IT Toolkit | by Jennifer Baljko

TMS Brings the Power

Electronics manufacturing services (EMS) companies run on lean margins. They face constant pressure to reduce costs, and their reputations are hinged to high-quality production, efficient supply chain and logistics operations, deep supplier visibility, on-time delivery schedules, and customer satisfaction levels.

It's a race against the clock to get bill of material components and products into global facilities, keep manufacturing lines going, and move finished goods worldwide to their original equipment manufacturer (OEM) partners or customers' customers.

Celestica Inc., a multinational electronics manufacturing services company based in Toronto, knows how this demanding, high-velocity supply chain works. To ease the burden and deliver continuous value, it added software from MercuryGate International Inc. to its toolkit.

Like many other EMS companies, Celestica takes on many of its customers' order fulfillment requirements. It's often charged with purchasing materials and electronic components, ensuring that enough product is on hand for high-volume

manufacturing runs and shipping finished goods worldwide.

The 30,000-employee company, with US\$6.1 billion in revenue in 2017, operates 30 sites across the globe. It manages thousands of SKUs and suppliers at any given time.

Not all suppliers are qualified at the same time; Celestica's supplier and customer relationships evolve as manufacturing programs start and end, new suppliers are approved and certified, and acquisitions and industry consolidation shift the landscape. Some supplier components have short lead times and are easy to replenish; other inbound materials have lead times of several weeks or months, depending on the ebb and flow of supply and demand throughout the high-tech supply chain.

Moving goods in and out of

Electronics company
Celestica plugs into
a TMS solution to cut
costs, increase visibility,
and power continuous
improvements.



Celestica's facilities—which are heavily dependent on air and small parcel—requires accuracy, flexibility, velocity, and real-time visibility, says Ryan Bloor, Celestica's director of logistics services.

Visibility, Flexibility, Automation

To help meet those demands, Celestica uses cloud-based software tools from Cary, North Carolina-based transportation management solutions provider MercuryGate. Its transportation management system (TMS) provides the visibility, flexibility, and automation Celestica needs to meet global transportation requirements, and MercuryGate's Mojo solution allows the company to model scenarios and determine optimal freight options.

With time of the essence, a valuable piece of the TMS solution is real-time, in-transit freight visibility down to the purchase order and part number level. It creates a cycle of improvement that eventually reaches Celestica's customer.

"Having visibility down to the part number and purchase order (PO) level is critical," says Bloor. "We work on a

24-hour clock managing sites in Asia, Europe, and North America. With this visibility, we now know what is coming in on every shipment. The TMS provides real-time information about where the shipment is in transit, which PO is being fulfilled, and the quantity of parts coming in.

"If we know where and how the parts are moving in real time, we can better plan and get the production lines ready quicker," he adds. "Improved production scheduling means sharing better data with our customers. Better information to the OEM leads to improved customer satisfaction."

The real-time data feed, which gives Celestica a view into any PO or shipping changes within minutes, stems from the TMS integration with Celestica's ERP system.

"Because we integrated the MercuryGate TMS directly with Celestica's Enterprise Resource Planning (ERP) system, the company has gained visibility down to the PO number," says Karen Sage, MercuryGate's chief marketing officer.

"This connectivity allows various

functional groups—warehouse, transportation, distribution—to plan strategically, and to react quickly to changing dynamics at any point in the supply chain," she adds.

The ERP-TMS integration has given Celestica greater flexibility as well, particularly on the execution side. The company uses MercuryGate's TMS for near-real-time tendering of shipments to parcel providers and to optimize shipments across different modes, such as parcel or less-than-truckload. This capability ensures that the company and its shipping partners are using the right mode at the right price point for each shipment.

"The TMS allows us to select the right transportation services," says Bloor. "We can optimize our shipping costs as well as identify problems and solve for those issues. We have real-time mode and price comparisons accessible from a single platform at our fingertips."

Connecting the Past and Future

Controlling costs was one main reason behind Celestica's 2009 decision to examine transportation management systems and consider automating its practices.

"The initial reason we looked at transportation management systems was to get a better handle on costs, and to do a better job of procuring logistics services," says Bloor. "In addition to cost, increased visibility was another key piece, and, to a lesser degree, we hoped that we would see productivity benefits from working with a single platform. We didn't want to pick up the phone to tender and book shipments. We wanted to have those comparisons easily available in one place."

In 2009, Celestica identified the problems it wanted to solve and what value it expected to see from the chosen solution. It conducted a thorough analysis of the software players and products available at the time, and rated various options against a few dozen qualitative and quantitative criteria. MercuryGate



As a global manufacturer of electronics, Celestica needed a software solution to improve visibility to products both in the warehouse and across its end-to-end supply chain.

scored high on a total cost of ownership basis and when the criteria marks were tallied, Bloor says.

Within a few months of implementation, Celestica saw noticeable gains, including double-digit improvement in how its supply base was managing shipments. The domino effect meant suppliers had access and visibility into Celestica's electronic routing guide; could make real-time, intelligent decisions about how to ship products; and could better comply with Celestica's shipping requirements.

Additionally, because the company and its suppliers were able to reduce the number of expedited orders and related premium costs, they could switch from dealing with put-out-the-fire issues to better planning.

Finding New Capabilities

Fast-forward to 2018, and Celestica continues to use MercuryGate's solutions in ways beyond the visibility and cost control aspects it initially sought.

For instance, the company uses MercuryGate's Mojo tool to evaluate logistics scenarios and optimize transportation options. This is especially important when customers want to start new manufacturing projects or see how the logistics implementation will roll out.

The tool uses data in the system to model different logistics scenarios; calculate rates and transit times with approved carriers; gauge shipping velocity; identify consolidation options and produce realistic and executable load plans. This type of deeper, analytic scenario planning moves the needle away from day-to-day tactical fulfillment toward longer-term, data-based planning and strategic relationship building with customers and suppliers.

MercuryGate Mojo also gives Celestica the ability to: optimize shipments across business units, locations, and customers; quantify cost savings with data; determine the best carrier and mode (LTL, truckload, parcel, air, rail, intermodal); model dedicated/

"If we know where and how the parts are moving in real time, we can better plan and get the production lines ready quicker."

— Ryan Bloor, director of logistics services, Celestica

private fleets using domiciles, vehicles, and drivers; and utilize transportation equipment based on provider schedules (for ocean moves).

These kinds of features and technology have helped Celestica and MercuryGate form a long-standing and well-grounded relationship.

"MercuryGate has been fortunate to have partnered with Celestica since 2009. You could say we grew up together as the transportation technology, business, and processes have matured and evolved over time," says Sage. "One thing learned from the experience is our customers' businesses inevitably change. Fortunately, our architecture was built to offer the customization and flexibility needed to support these changes."

Bloor agrees. He says the technology embedded in MercuryGate's solutions has him considering other areas that can be tapped for additional value.

One area he is keen on addressing in the coming year is fine-tuning Celestica's regional load planning practices, which could be a sweet spot to derive more value, he says.

By utilizing MercuryGate's TMS, Celestica may be able to refine regional transportation options and find additional ways to consolidate routes, bundle shipments from multiple suppliers, and lower shipping costs while improving order fulfillment.

"We are looking at different ways to drive incremental value," says Bloor. "Regional load planning may

be a road we go down. We may have a number of suppliers who will be shipping direct to one of our sites. With MercuryGate's solution, we may be able to analyze regional loads so we can optimize cost and consolidate those shipments regionally."

The company is also looking at ways to use the TMS to incrementally improve back-end financial settlement and transportation cost auditing processes, Bloor says, adding that Celestica has more automation work to do in this space, and it could build on the cost control efforts it has already established.

By extending MercuryGate's detailed side-by-side analysis, the company will have greater insight into transportation-related transactions, integrate even more with the ERP system, and improve communications about shipping costs and possible cost savings.

"The system already has these capabilities," Bloor says. "We're just looking for more ways to implement them." ■

TMS LIGHTS UP IMPROVEMENTS

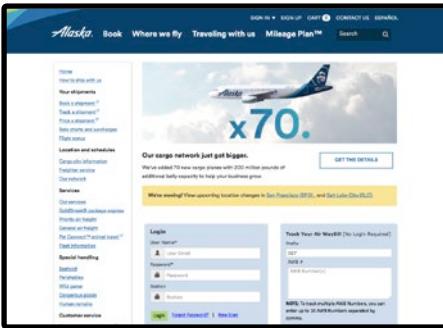
Challenge: Celestica Inc. wanted to gain more control over its global transportation costs and improve visibility across its end-to-end supply chain.

Solution: MercuryGate's TMS to improve transportation visibility and flexibility, and MercuryGate's Mojo solution to model scenarios and determine optimal freight options.

Results:

- Improved cost control
- Increased productivity
- Reduced expedited orders
- Enhanced visibility
- Delivers ongoing value

AIR CARGO



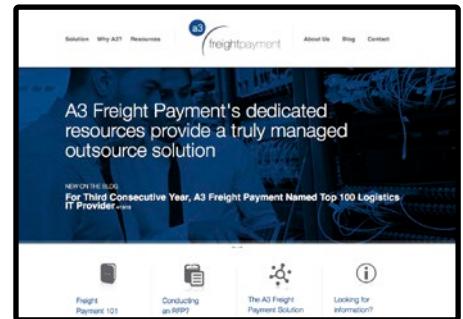
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FREIGHT PAYMENT/AUDIT SERVICES

A3 Freight Payment • www.a3freightpayment.com

A3 Freight Payment partners with large-volume shippers who are seeking a high degree of customization, exceptional customer service, reliable processing, and minimum resource involvement in managing their solution. 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 our clients.



AR Traffic Consultants • www.artraffic.com

AR Traffic has been providing shippers with advanced transportation management software and third-party logistics services since 1964. All its products and services are designed to improve your efficiency, accuracy, record-keeping, control and auditability as well as to lower your freight costs. For a free study to show how you can cut costs, improve customer service, and streamline your business, visit the website today.

CASS Information Systems • www.cassinfo.com

Cass is the nation's oldest and largest provider of freight bill payment, audit, and rating services. We offer a wide array of services for processing and paying freight bills, as well as our industry-leading Internet reporting service, CassPort. In business since 1906, and providing freight payment services since 1956, Cass continues to offer stability, security, and expertise in the freight audit, payment, and information market.



IN THIS SECTION:

Freight Payment/Audit Services



CT Logistics • www.ctlogistics.com

Since 1923, organizations have leveraged CT Logistics to provide global freight audit & payment and transportation management solutions. Partner with CT to design and implement customized supply chain and rate management solutions. CT's Business Intelligence platform provides global spend visibility and data analysis using SOCII and ISO 9001:2008 certified processes. Services also include: Shipment Execution, Bid Management, Shipment Planning and Execution Software, and Professional Services for consulting and advising.

CTSI-Global • www.ctsi-global.com

Since 1957, CTSI-Global has developed industry-leading supply chain management expertise and technology. Shippers and 3PLs manage their global supply chains through CTSI-Global's transportation management system, business intelligence solutions, 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. CTSI-Global is your link to supply chain solutions.



Data2Logistics • www.data2logistics.com

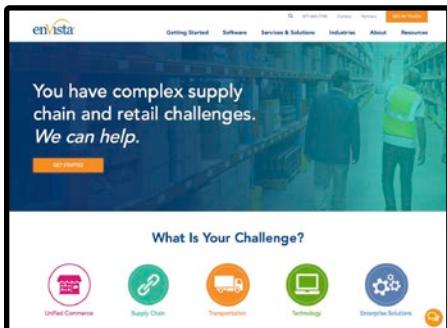


Data2Logistics provides the business intelligence you need to reduce transportation expense by 7 to 15 percent, and improve control of your freight and parcel shipments. For more than four decades, clients have relied on Data2Logistics to provide accurate pre-audit, post-audit, freight cost allocation, and robust global information. These services are provided as part of our worldwide freight bill payment capabilities. We process bills for all modes of transportation, including LTL, truckload, air, ocean, and parcel. We are a recognized source for actionable information, not just access to data. Data2Logistics has the experienced staff and global presence to service your locations in North America and around the world.

DDC FPO • www.ddcfpo.com

DDC FPO is a leading specialist in Freight Process Outsourcing (FPO): digitization and processing of freight-related documents. The company's team of experts designs and implements solutions specifically created for companies in the global freight industries. By combining onshore project management and scanning with offshore data processing capabilities, DDC FPO is able to supply fast, accurate, and economical data processing services to businesses around the world.





enVista Corporation • www.envistacorp.com

enVista is a leading global transportation spend management solutions company with experts around the globe who help clients reduce cost and improve visibility throughout their worldwide operations. enVista's audit and payment service utilizes myShipINFO®, our proprietary, transportation cost management platform, which includes unit of measure, currency conversions, multi-lingual translations, and VAT calculations to ensure carrier compliance for global shippers and 3PLs.

Fortigo • www.fortigo.com

Fortigo's team of experts specializes in logistics optimization and enterprise Web-based software. 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.



Intelligent Audit • www.intelligentaudit.com

Intelligent Audit provides its clients with a global, all-mode transportation audit, recovery, freight payment, and business intelligence reporting partner. Started in 1997, Intelligent Audit has grown from a small parcel audit solution into one of the largest freight auditors in the marketplace today. Recently named the fastest growing company in the transportation and logistics industry by Inc. Magazine, Intelligent Audit works to analyze and recover transportation costs on behalf of nearly 2,000 clients across dozens of industries.

nVision Global • www.nvisionglobal.com

nVision Global is an industry leader in providing configurable logistics services and solutions for customers around the world, enabling them to optimize their supply chain and gain access to critical data. We offer a full suite of logistics services and solutions that allow for end to end shipment and supply chain management and visibility. Our solutions include a global, multi-modal TMS application, international freight audit and payment, loss & damage/overcharge/service failure claims management, as well as industry leading logistics analysis solutions.



IN THIS SECTION:

Freight Payment/Audit Services

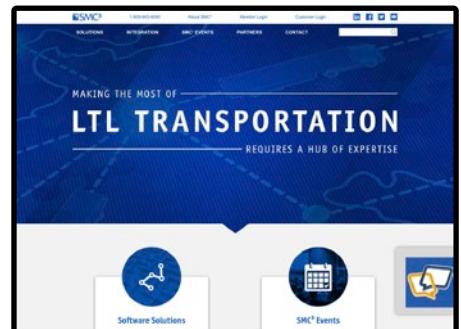


RateLinx • www.ratelinx.com

For 15 years, RateLinx has developed and implemented the only logistics management software that standardizes freight invoice, track and trace, shipment, and order/item data. This creates unparalleled visibility and Integrated Shipping IntelligenceSM to solve your freight management problems. RateLinx deploys the modules you need to integrate with any ERP/WMS. Leveraging big data to provide predictive analytics, the multi-carrier, multi-modal, multi-location software monitors performance by product line, sales channel or entity.

SMC³ • www.smc3.com

Shipping management software for companies of all sizes. Works with all carriers and modes. Use it to compare freight rates, select carriers, track shipments and audit freight bills. Provides end-to-end supply chain visibility. Use as a stand-alone application or integrate with your other software. Visit our website for more information.



Sunset Transportation • www.sunsettrans.com

Through our diversity of services and technology to our transparent and customer-focused culture, Sunset Transportation is positioned as a 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.

SwanLeap • www.swanleap.com

Forward-looking companies understand the limitations that rule-based decision making has created in best practices. SwanLeap TMS is not held back by these outdated rules—instead it gathers data across all modes to show you your options and find you the optimal shipping choice. SwanLeap's modern, intuitive TMS gives you the power and freedom to leverage your data to solve day-to-day challenges, generates transportation savings, and improves your customers' experience.





Trans Audit • www.transaudit.com

Trans Audit, the world's largest and most successful global freight and parcel post audit specialist, has performed worldwide post payment transportation audits on a contingent basis for hundreds of Fortune and Global 1000 corporations. Trans Audit's freight and parcel post audit services address all modes of global transportation and have delivered over \$1 billion of benefit to our clients' bottom line by recovering overbillings and overpayments, correcting erroneous billing, and reducing future expenses.

Trax Technologies • www.traxtech.com

Trax Technologies is transforming global logistics to help customers reduce risk, save money, and improve enterprise-wide efficiency. Unlike traditional freight audit & payment solutions, our innovative platform starts with a foundation of powerful data science. We then apply easy-to-use SaaS technologies and expert frameworks to help clients uncover valuable logistics business intelligence.



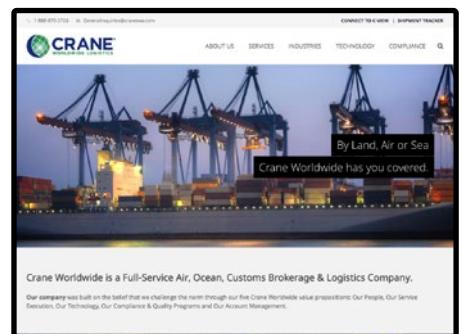
U.S. Bank Freight Payment • www.usbpayment.com

U.S. Bank Freight Payment improves control and reduces costs for shippers and carriers with a global transportation payment network that automates invoice auditing, processing and payment; integrates trade finance; and provides powerful business intelligence. Visit usbpayment.com today to learn how we can strengthen your physical and financial supply chain.

TRUCKING

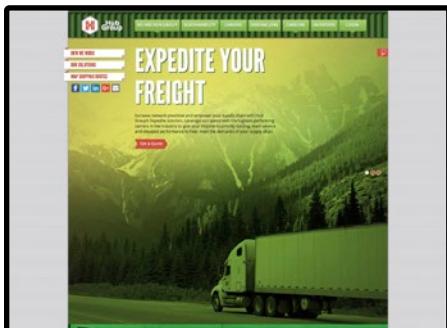
Crane Worldwide Logistics • www.craneww.com

Crane Worldwide is a full-service air, ocean, trucking, customs brokerage and logistics company built on the belief that we challenge the norm through our five Crane Worldwide value propositions: Our People, Our Service Execution, Our Information Technology, Our Compliance & Quality Programs, and Our Account Management.



IN THIS SECTION:

Trucking



Hub Group • www.hubgroup.com

Hub's extensive service network—built over many years—enables it to provide innovative transportation solutions that are versatile, flexible, and designed to deliver maximum efficiency. With this advantage, Hub Group is able to collaborate with customers daily to help them meet their transportation challenges. With intermodal, highway, and logistics transportation offerings, the Hub Network is your single source—coast to coast, border to border. Visit the website to learn what Hub can do for you.

Landstar Systems • www.landstar.com

Landstar's network of independent sales agents and transportation capacity providers offers greater flexibility and a local presence that has a global reach. The Landstar network is unmatched in the industry. With more than 1,100 independent agents, 9,000 leased owner operators, 14,000 trailers and 44,000 other available capacity providers, we have the flexibility and experience to find a solution to your transportation challenge.



Lynden • www.lynden.com

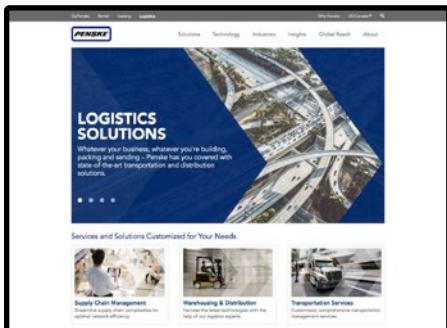
Over land, on the water, in the air—or in any combination—Lynden has been helping customers solve transportation problems for almost a century. Operating in such challenging areas as Alaska, Western Canada and Russia, as well as other areas around the globe, Lynden has built a reputation of superior service to diverse industries.



Old Dominion Freight Line • www.odfl.com

Old Dominion Freight Line is a less-than-truckload carrier providing complete nationwide service within the continental United States. Through its four product groups, OD-Domestic, OD-Expedited, OD-Global, and OD-Technology, the company offers an array of innovative products and services to, from, and between North America, Central America, South America, and the Far East. The company also offers a broad range of expedited and logistical services in both domestic and global markets.



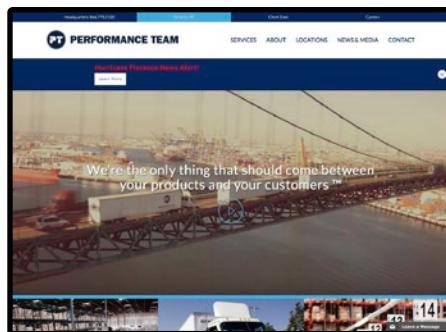


Penske Logistics • www.penskelogistics.com

Penske Logistics is an award-winning logistics services provider with operations in North America, South America, Europe, and Asia. Our products and services range from dedicated contract carriage and distribution center management to transportation management and fully customized solutions. No matter what your needs or industry, Penske Logistics engineers supply chain solutions that deliver business results like boosting productivity, improving service, and shrinking carbon footprints. Call us today at 1-800-529-6531 to learn more.

Performance Team • www.performanceteam.net

Performance Team (PT) is an industry-leading third-party logistics company with nearly 30 years of experience in warehousing, distribution, consolidation and transportation. PT has 12 domestic hubs (and nearly 7 million square feet of space) strategically located near major ports, interstate highways, and intermodal rail lines, allowing us to provide the retail and manufacturing industries with flexible B2B and B2C solutions for the movement, handling, and distribution of goods. PT also offers a full suite of retail, wholesale, e-commerce, and omni-channel distribution and transportation services.



Pilot Freight Services • www.pilotdelivers.com

Pilot Freight Services, Inc. is a full-service transportation and logistics provider with over 75 locations throughout North America and Western Europe. The company's freight forwarding services encompass every mode of transportation, including air, ground and ocean, serving all corners of the globe. Pilot's logistics programs offer a complete line of expedited and time-definite services, international shipping solutions, product warehousing, and inventory management. In addition, Pilot's online shipment navigator, CoPilot, makes online shipping fast, convenient and secure. Learn more about Pilot Freight Services at www.PilotDelivers.com.

RR Donnelley's DLS Worldwide • dlsworldwide.rrd.com

Experience the benefits that only come from working with a major, global shipper that is also a top-ranked 3PL. We offer multiple transportation modes, an established multi-carrier network, volume-leveraged rates and service levels, along with technology-enabled systems and processes. Visit our website and contact us today to see why customers have relied on us for nearly 150 years.



IN THIS SECTION:

Trucking - WMS



Ruan • www.ruan.com

With Ruan, you can take advantage of door-to-door shipping solutions without the hassles and overhead associated with owning and operating your own fleet of trucks. We have more than 5,200 employees operating, servicing and coordinating some 3,400 power units and 5,600 trailers out of more than 100 locations throughout the continental United States. But you get more than just drivers and equipment – we become an extension of your team, advocating for your bottom line. Find out why the right partner can drive costs out of your supply chain – call 866-RUAN-NOW or visit our Web site – ruan.com.

Werner Enterprises • www.werner.com

Werner Enterprises Inc. is a premier transportation and logistics company, with coverage throughout the United States, Canada, Mexico, and China. Werner maintains its global headquarters in Omaha, Neb., offering 24/7 service 365 days a year. Werner is among the five largest truckload carriers in the United States, with a portfolio of services that includes long-haul, regional and local van capacity, temperature-controlled, flatbed, dedicated, and expedited. Werner's value-added services portfolio includes import and export freight management, PO and vendor management, truck brokerage, intermodal, load/mode and network optimization, and global visibility. Internationally Werner provides freight forwarding and customs brokerage services, and is a licensed NVOCC.



WAREHOUSING



Kenco • www.kencogroup.com

Adding value to your bottom line? That's the mission of Kenco. For more than 50 years, Kenco has guided some of the most demanding supply chains in the world. Kenco's convergence approach can help you streamline your supply chain and bring a greater return on assets and investments. Kenco invites you to visit this Web site so that you might get to know its services. Then, contact Kenco so that you might truly understand its unique strategic advantages.

WMS

BluJay Solutions • www.blujaysolutions.com

When you partner with BluJay, you gain the advantage of the largest global trade network, a cloud-powered portfolio of application services, hands-free customs, real-time data analytics, and the visibility and velocity to adapt quickly. BluJay's proven, advanced technologies scale with your business. Equally important, its customer-centric team has the transportation expertise and passionate commitment to help you soar.



Supply Chain Insights

THE LATEST FREE WHITEPAPERS, VIDEOS, PODCASTS, AND MORE...

video

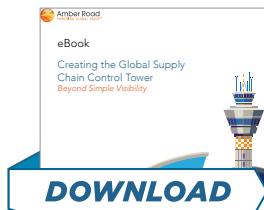
AKKA TECHNOLOGIES: A FLYING TRAIN?

bit.ly/flying_train

AKKA Technologies is shopping around its idea for an “intermodal” plane—it has wings that come off and it lands on a track. The company also envisions removing seats to turn the passenger vehicle into a cargo plane. The plane does not yet exist, but, as the video shows, the prototype is pretty cool.



e-book



DOWNLOAD

bit.ly/SC_ControlTower

Does Your Supply Chain Have a True Control Tower?

Amber Road

There are many definitions of supply chain visibility. Tracking a container from origin to destination is one. But what value does that really provide? Do you know what is in the container? To whom its contents are allocated? What import regulations apply? Which purchase order it correlates with? True global supply chain visibility is so much more. Download this e-book to learn how your company can benefit from a true digital transformation.

whitepapers



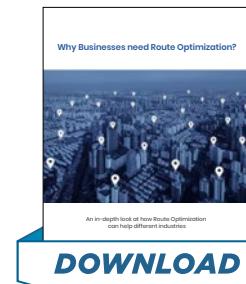
DOWNLOAD

bit.ly/ControlTowerQuiz

Take the Next Step And Gain Total Control Of Your Supply Chain

One Network

Transportation Management Systems have been around for more than 20 years, but supply chain complexity and rapidly evolving technology are driving organizations to seek the next level of logistics and supply chain performance. A real-time, network-based control tower is a proven way to achieve new levels of efficiency and performance. But how do you get from where you are to where you need to go? Find out with this quick control tower assessment.



DOWNLOAD

bit.ly/RouteOptimization

Why Businesses Need Route Optimization

Locus

Route Optimization (RO) is the process of determining the most cost-effective route from point A to point B. However, it is not equivalent to finding the shortest distance between the two points. The best routes for business depend on a lot of different factors. Download this free guide for a comprehensive look at how RO software can take these factors into account and provide businesses with various benefits.

Supply Chain Insights

whitepapers



bit.ly/enVista_TransportMgmt

The Do's and Don'ts of TMS Selection and Implementation

enVista Corporation

Transportation is often the largest supply chain cost for a company. A TMS can yield 6-8 percent savings on transport costs, yet only a fraction of companies take advantage of one. Download this whitepaper to learn how to select and effectively implement the right TMS for your company to realize transportation savings and improve your operations.



bit.ly/ConstantlyConnected

How Cellular is Enabling The Digital Supply Chain

Tive

Supply chains grow more complex every day. Although there are many technology options when it comes to building a digital supply chain, one stands out as the most reliable and cost-effective: cellular. Cellular tools are the foundation of an effective digital supply chain, and the key to keeping managers constantly connected to their in-transit goods—from end to end. Download this whitepaper to learn more.



bit.ly/past_the_click

Everything Past the Click

Evans Distribution

When establishing your e-commerce store, it may be difficult to find time to do all the tasks that are most important—such as providing customer service, marketing, packaging, shipping, order fulfillment, and other store elements. In this whitepaper, you'll learn how to optimize your online presence, find time for shipping and fulfillment, and most importantly, how a 3PL can help you to amplify your sales.

podcast



Haroon Syed

The Not-so-Obvious Reasons Shippers are Turning to Dedicated Trucking

GUEST: HAROON SYED

Vice President of Sales and Marketing, Van Truckload Division, Schneider

The main concern for shippers today is capacity, or more specifically, the lack of it. This capacity crunch is forcing some companies to explore different transportation options to keep their supply chains on track. One option to consider is a move to a dedicated trucking solution. Here's what to look for.



//Transportation//

Southwest Airlines Cargo started shipping internationally with the launch of cargo services between the United States and Mexico City. The carrier also offers routes between the United States and Cancun, Puerto Vallarta, and Cabo San Lucas/Los Cabos.

Kerry Logistics kicked off new cross-border rail and trucking services from China through Kazakhstan to Caucasus and Turkey. Starting from Lianyungang, China, the new westbound rail freight service brings shipments across Kazakhstan and the Caspian Sea to multiple destinations in Turkey through a newly built railway.



◀ Shippers in the pharmaceutical and clinical research sectors can now send urgent shipments between Mexico and the United States via DHL Medical Express (WMX), an expedited service from **DHL Express**. The WMX solution meets temperature specifications and handles export and regulatory requirements. Shipments move from several major cities in Mexico—including Mexico City, Guadalajara, and Monterrey—to most U.S. destinations in less than 24 hours.

Ocean shippers can expect faster transit times and a wider range of direct calls in Asia and the U.S. East Coast thanks to a new cooperation between **ZIM Integrated Shipping Services** and

the members of the 2M Alliance, **Maersk Line** and **Mediterranean Shipping Company**. Together, the carriers now operate five loops between Asia and the U.S. East Coast.



▲ Logistics solutions provider **Sonwil Distribution** opened a warehouse in Covington, Georgia. The registered Food Grade/FDA facility in the greater Atlanta metro area includes 300,000 square feet of operational, office, and ambient storage space, as well as multiple overhead dock doors.

To provide better coverage in Southeast Asia and Australia, shipping line **OOCL** added a new loop that covers major ports in Australia, commencing from Laem Chabang, Thailand. It also makes a stop in Singapore.

Airfreight shippers can now book **Brussels Airlines'** cargo capacities through **Lufthansa Cargo**. The cooperation gives Brussels Airlines Cargo customers access to Lufthansa Cargo's worldwide route network of approximately 300 destinations in more than 100 countries.

Electronic logging device and fleet management solution provider **KeepTruckin** unveiled Smart Dashcam, a road-facing camera that works with the KeepTruckin ELD. The approximately 2-inch x 2-inch x 1-inch camera offers plug-and-play installation and is integrated with the KeepTruckin ELD, allowing users to upload video of any incidents on the road.



//Technology//

Here's a new platform where e-commerce retailers and fulfillment companies can connect. ShipHero Marketplace, from cloud-based warehouse management and shipping platform provider **ShipHero**, helps retailers search warehouses and the services they offer, view videos of the facilities, and access customer reviews.

Warehouse management software provider **EVS** partnered with **MercuryGate International**, a provider of transportation management solutions, for a WMS and TMS integration. The combined *mobe3 Cloud* WMS and the cloud-based MercuryGate TMS links the planning and execution of inventory movement throughout the supply chain to allow for more precise order fulfillment.

A new mobile app is helping ease ELD time pressures on truck drivers. **4RoadService.com** helps minimize the time it takes to find the best person to repair a truck so drivers can get rolling again. The app features a directory of

more than 30,000 providers, and lets drivers quickly locate service providers in their travel area for rest stops and truck maintenance.

Small fleets and owner/operators can now give shippers and other shipment stakeholders automated, real-time status updates with the *eCapital Visibility* tool from

eCapital, a transportation payment process solutions provider, which partnered with supply chain visibility solutions provider **10-4 Systems**, a Trimble brand. Delivering tracking and status information on drivers and loads, the tool eliminates the need for check calls to determine physical location of fleets and goods.

An advertisement for ULINE featuring three large rolls of industrial straps in yellow, white, and black. A metal buckle is shown on a black strap. The background is blue with white text. The ULINE logo is in a black box. The slogan 'STRAP IT, SECURE IT!' is in white. A yellow box contains the text 'ORDER BY 6 PM FOR SAME DAY SHIPPING'. At the bottom right, it says 'COMPLETE CATALOG 1-800-295-5510 uline.com'.

Companies can speed supply chain digital transformation with new Software-as-a-Service solutions from **Gravity Supply Chain**, which is partnering with **Microsoft**. Gravity's software connects an organization's global end-to-end operations, supplier base, and logistics networks, and is available on Microsoft's **Azure** cloud platform.

TMS provider **Kuebix** launched Community Load Match, which lets shippers leverage a community of Kuebix-approved brokers. Shippers post the specifics of their truckload shipment to Community Load Match. Within minutes, they receive truckload rates and can book and manage shipments directly within Kuebix.



▲ The TS-5000 Trailer Stabilizer from **Rite-Hite** decreases the risk of trailer landing gear collapsing at loading docks, reducing accidents that can happen when loading or unloading spotted trailers. The Trailer Stabilizer comes with an extra-wide top plate (12 inches by 66 inches) and covers up to 65 percent of a trailer's width.



▲ Supply chain management company **SBS Group** increased its service area offerings by acquiring a new 440,000-square-foot distribution center in the IPT Tacoma Logistics Center serving the ports of Seattle/Tacoma, Washington. SBS will begin a dedicated line-haul service from Seattle to Minneapolis and Chicago to service shippers off the ports.

//Products//

Cold chain management and temperature monitoring solutions provider **DeltaTrak** introduced FlashTrak PreCool Prime, an automated wireless solution that monitors and records temperature of produce after it's removed from the field. It alerts cooler operators when correct internal produce temperature is reached, allowing them to remove pallets from the cooling tunnel just in time.

Designed to help warehouse operators reduce falls from loading docks, the new Dual Chain from **APS Resource** consists of two high-visibility yellow security chains made of powder-coated steel. The Dual Chain is anchored in aluminum rings from opposite sides of the loading dock doorframe. The product comes in lengths that accommodate door sizes of 8, 9, and 10 feet.

Tive, which provides a cloud-integrated tracking solution for visibility into in-transit goods, upgraded its multi-sensor tracker for longer battery life and more accurate WiFi-powered location tracking. The enhancements let supply chain managers track and analyze the location and condition of their shipments in real time.

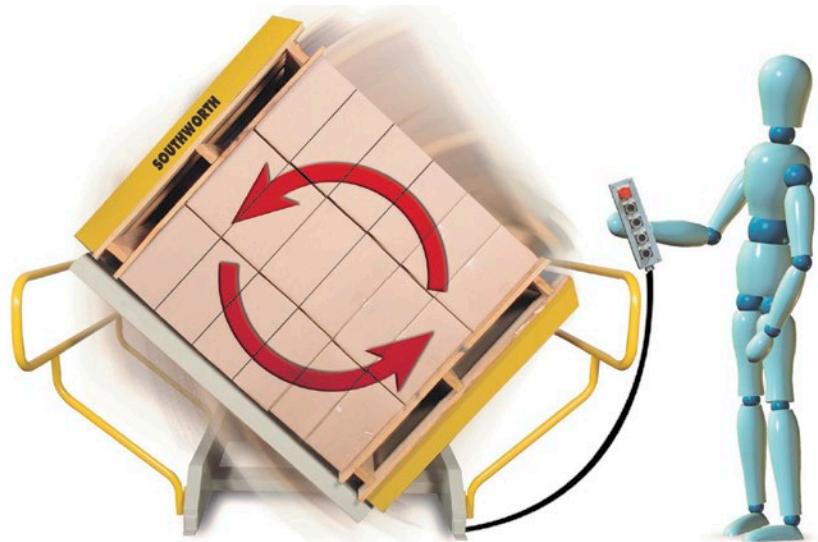
//Services//

Small and mid-sized companies can now get their e-commerce shipments to customers within two days through **UPS's** new technology company and digital platform, Ware2Go, which creates an on-demand U.S. fulfillment network. The platform matches available warehouse space and fulfillment services with e-commerce shippers.

Yusen Logistics UK expanded its fulfillment services to the e-commerce sector by opening dedicated e-fulfillment centers in the UK. The sites are located close to major parcel delivery hubs to provide nationwide next-day service with late cut-off times.

A. Duie Pyle, a provider of asset- and non-asset-based transportation and supply chain solutions, opened a service center and started construction on its newest integrated logistics center in Hagerstown, Maryland. The new facilities expand the provider's Northeast network and allow it to provide additional capacity for shippers in the region.

3PL **Weber Logistics** opened three distribution centers to support the growth of its shipper customers, bringing its total to 11 dedicated and shared-space warehouses across Southern and Northern California. The three new locations include Eastvale, Long Beach, and Union City, California.



▲ The PalletPal Rotator Inverter from **Southworth Products** inverts a fully loaded pallet without the need for manual restacking. The most common use of the PalletPal Rotator Inverter is for switching loads from in-house pallets to shipping pallets or slip sheets. Shippers can also use it to turn inventory for mixing or to replace broken pallets, damaged boxes, or bags at the bottom of the load.

Wen-Parker Logistics, a freight forwarder and supply chain solutions provider, opened a warehouse facility in Columbus, Ohio. The new facility offers more than 44,000 square feet of warehouse space.

Taggart International and subsidiary **Customs and Trade Services** now offer warehouse and warehouse-supported import/export consolidation operations in the Midwest. The warehouse is in the process of gaining Customs Consolidated Freight Station status.



◀ Shippers can now book all **Delta Cargo** services, including Pharma, on the newly enhanced DeltaCargo.com. Other improvements include updated shipment tracking tools and an enhanced flight search, which lets shippers sort and filter cargo-specific flight schedules with visibility to available capacity.

Shippers in Cleveland using flexitanks to transport non-hazardous liquids can expect expanded support from **World Distribution Services (WDS)**, the warehousing arm of freight forwarder and NVO carrier, UWL. WDS now offers full-service flexitank fitting and bulk liquid drayage for shippers moving large quantities of liquid freight, such as food oils, pharmaceuticals, and chemicals.

OCT
16

The International Air Cargo Association (TIACA)

Air Cargo Forum and Exhibition 2018

tiacaevent.org | Toronto, Canada | OCT 16-18, 2018

AUDIENCE: Air cargo supply chain stakeholders

FOCUS: Digital transformation of air cargo operations; global trends and outlooks in air cargo; building a transparent and quality-driven air cargo supply chain; the power of blockchain and big data for air cargo; air cargo's value proposition

JAN 21-25, 2019 ChampionsGate, Fla.

PEX Network

OPEX Week: Business Transformation World Summit 2019

opexweek.com

AUDIENCE: Operational excellence and business transformation executives

FOCUS: Aligning transformation strategy, OPEX, and process architecture; 3M's value-driven global transformation; harnessing intelligent technology solutions and process reengineering

FEB 3-5, 2019 Sea Island, Ga.

Georgia Ports Authority

Georgia Foreign Trade Conference

gaforeigntrade.com

AUDIENCE: Senior-level shippers, maritime executives, senior managers, and decision-makers

FOCUS: Current and future market conditions and growth opportunities; challenges facing shippers, carriers, ports, terminals, and the maritime community; changing legislation and new technologies impacting global trade

FEB 24-27, 2019 Orlando, Fla.

Retail Industry Leaders Association (RILA)

Retail Supply Chain Conference 2019

bit.ly/RILA2019

AUDIENCE: Stakeholders in the retail supply chain

FOCUS: Best practices in a changing retail landscape; the supply chain's key role in serving customers; leveraging analytics for supply chain advantage

SEMINARS & WORKSHOPS

NOV 15-16 Cambridge, Mass.

MIT Sloan Executive Education

Supply Chain Strategy and Management

bit.ly/MITsupplychainstrategy

AUDIENCE: Logistics and supply chain professionals

FOCUS: The next big trend in supply chain strategy and the key skills required to be successful; guidelines for making strategic sourcing and make-buy decisions

CONFERENCES

OCT 2-4 Houston, Texas

Breakbulk Events & Media

Breakbulk Americas

bit.ly/breakbulk2018

AUDIENCE: Project cargo and breakbulk transportation professionals

FOCUS: 2018 breakbulk outlook, market trends, and future opportunities; managing trade compliance in a complex global environment; project freight management from the shipper's perspective; connectivity in the transportation industry; everyday innovation in breakbulk and project cargo

OCT 16-18 Toronto, Canada

Clarion Events/Urban Expositions

Multimodal Americas

multimodalamericas.com

AUDIENCE: Stakeholders in the North American supply chain, logistics, and transportation sector

FOCUS: How blockchain will deliver smart and secure supply chains; how warehouse robotics have changed the face of retail and how retailers can adapt; exploring the possibility of a fifth industrial revolution

OCT 22-24 Nashville, Tenn.

Worldwide Business Research

Consumer Returns

consumerreturns.wbresearch.com

AUDIENCE: Reverse logistics and returns management professionals

FOCUS: Return reduction strategies and optimizing the reverse supply chain; partnering pre-sale to reduce returns; tackling the omnichannel retailing challenge; managing online purchases and returns through the physical store

NOV 6-7 Princeton, N.J.

Worldwide Business Research

LogiChem 2018

logichemus.wbresearch.com

AUDIENCE: Supply chain, logistics, and transportation management executives in the chemical manufacturing sector

FOCUS: Chemical industry trends; chemical logistics, transportation, and distribution challenges; accelerating the digitalization of the chemical supply chain; how to optimize planning, forecasting, and risk mitigation strategies

NOV 29-30 New York, N.Y.

Progressive Railroading

RailTrends 2018

railtrends.com

AUDIENCE: Rail industry professionals

FOCUS: State of the industry—today's economic operations and directions in rail; achieving growth at lower costs; rail vs. truck—missed opportunities; Federal Railroad Administration viewpoint; perspectives and insights from multiple industry stakeholders; short lines' competitive advantage

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2019 Transportation Summit

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AUDIENCE: Logistics professionals

FOCUS: Highway transportation update; trends in rail and ocean transportation; navigating the intergenerational workforce; rail, ocean, and highway freight transportation challenges; energy trends and outlook

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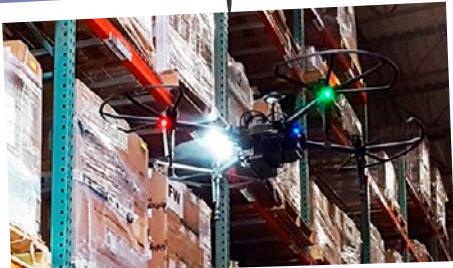
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DRONES: *Most Likely to Succeed*

A new class of drones can speed inventory counts, administer life-saving medicine, anticipate your caffeine needs, and keep golfers on course.



Take it Indoors

Aerial robots hover around warehouses and take inventory faster and more accurately than human counterparts.

Wow Factor: Flying inventory robots, such as PINC Air drones, use optical sensors and machine learning technology to master inventory labeling conventions.

Status: Test phase complete. Two years after Walmart's 2016 pilot project testing aerial inventory technology, indoor drones are transitioning to a production environment.

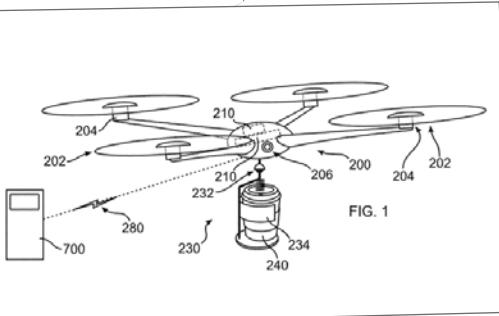


Administering Meds

This drone aims to deliver temperature-sensitive medicines to areas affected by natural disasters.

Wow Factor: IoT technology tracks the thermal-insulated packaging system, sending alerts when the temperature veers out of range or the drone travels outside geofencing parameters.

Status: Softbox, which designed the packaging, completed demonstration flights in Puerto Rico, along with project partners AT&T and pharmaceutical company Merck.



Caffeine Buzz

IBM's coffee delivery drones will deliver caffeinated drinks to individuals who gesture for them.

Wow Factor: The drones could be flagged or could sense when a person needs coffee, through a wearable device such as a Fitbit or calendar information such as an upcoming meeting.

Status: In development. IBM filed a U.S. patent in August 2018.



Straight to the Greens

Drones at North Dakota's King's Walk Golf Course deliver food and beverages to golfers on the green, lowering the items directly to them.

Wow Factor: On demand and on command. The test drone arrived at the drop-off point and remained airborne, awaiting confirmation from the golfer via phone app, before lowering the order by wire to the ground.

Status: Drone logistics company Flytrex completed a test run.



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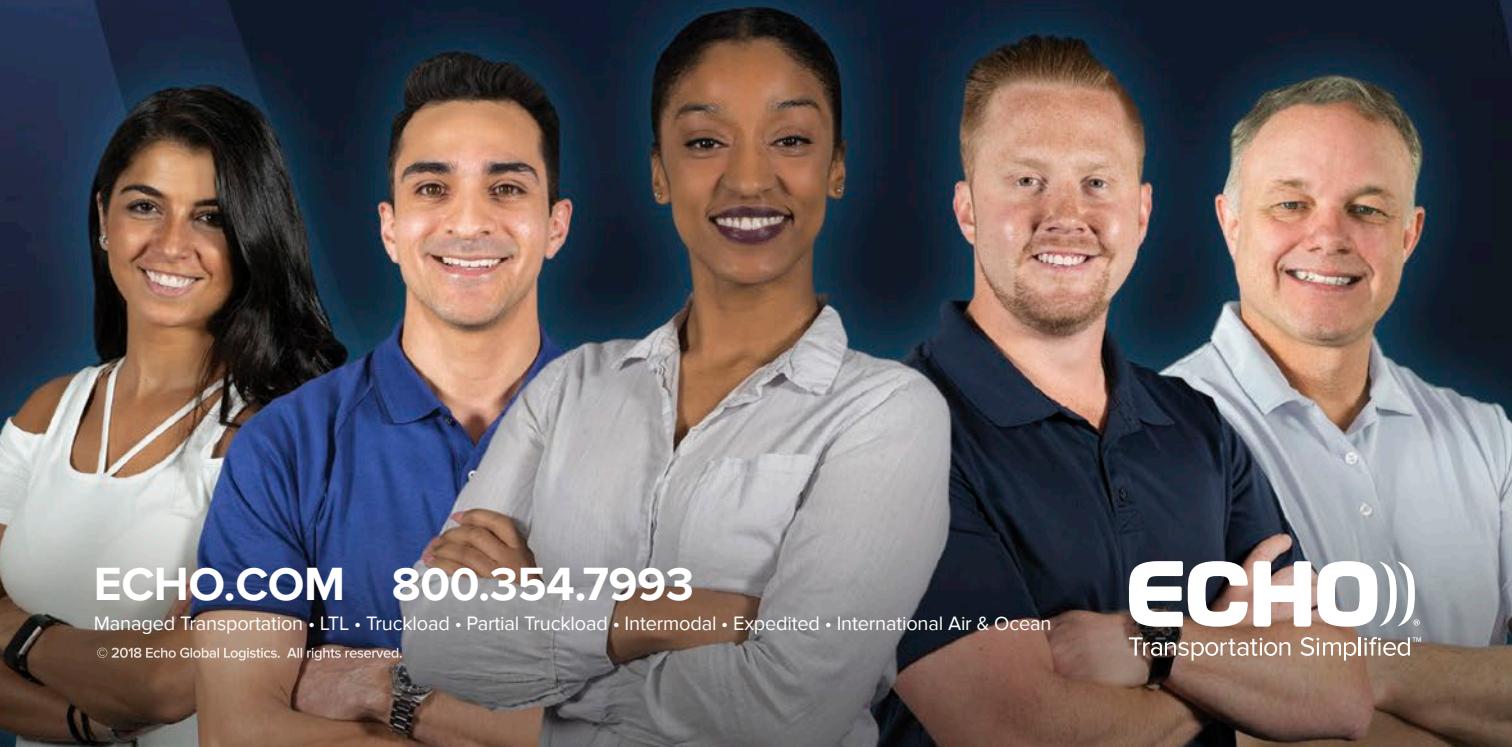
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