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THE MAGAZINE FOR DEMAND-DRIVEN LOGISTICS • APRIL 2008



ANNUAL  
TECHNOLOGY  
ISSUE

## HIGH-TECH HIGH-WIRE ACT

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**BALANCING ACT**  
page 40

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THE MAGAZINE FOR DEMAND DRIVEN LOGISTICS

April 2008 • Vol. 28 • No. 4

## INSIGHT

- 6 CHECKING IN**  
*Logistics information technologies help businesses maintain balance.*
- 14 DIALOG**  
*Reader input and questions on green logistics and spreading the inbound word.*
- 16 SC PERSPECTIVES**  
*U.S. infrastructure lies before us as a series of wounded systems, bleeding at every intersection, gate, and runway. What do we treat first?*
- 28 IT MATTERS**  
*Choosing the right system for your warehouse operation can be a challenge, but knowing which features to look for will help you make the best choice.*
- 32 RISKS & REWARDS**  
*Why one-off transactions are so difficult to insure.*
- 34 VIEWPOINT**  
*The complexities of an extended supply chain make the odds against fulfilling a perfect order overwhelming.*
- 38 3PL LINE**  
*Make sure your 3PL's safety practices live up to your own.*

**DC SOLUTIONS:**  
page 93

## INPRACTICE

- 12 READER PROFILE Barry Schaps Pumps It Up**  
As senior vice president of logistics at one of the nation's largest ethanol manufacturers, VeraSun Energy in Brookings, S.D., Barry Schaps chooses the best routes for just-in-time fuel delivery.
- 93 DC SOLUTIONS Retreading the Warehouse**  
A new WMS installed to cope with rapid growth put Pennsylvania's Jack Williams Tire Co. on the road to success.
- 97 LIT TOOLKIT Welch's Juices Up Logistics Data**  
An analysis tool helps Welch's extract better supply chain intelligence from its information systems and put the squeeze on transportation costs.

## INDEPTH

- 40 Balancing Act: Matching Supply to Demand**  
Three companies at different stages of demand-driven sophistication use greater visibility, automated data flow, and real-time alerts to preserve the delicate balance between suppliers and customers.
- 48 TMS Under the Microscope**  
Companies take a closer look at technology solutions to discover the secret of optimizing transportation operations.



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# inbound logistics

THE MAGAZINE FOR DEMAND DRIVEN LOGISTICS

**SNAPSHOT:  
BEVERAGES**  
page 82

April 2008 • Vol. 28 • No. 4

## INBRIEF

- 8 10 TIPS**  
*Documenting import compliance.*
- 18 TRENDS**  
*Playing the green card...ports secure funding.*
- 24 GLOBAL LOGISTICS**  
*New tax treaty raises U.S. stakes in Belgium... China losing its competitive advantage...MIT sizes up Global SCALE Network...UK freight forwarders shift into reverse.*
- 100 TECH UPDATE**
- 102 NEW SERVICES**
- 160 LAST MILE: POLES APART**

## INFO

- 105 SPECIAL ANNUAL DIRECTORY:  
WEB\_CITE CITY**  
*This comprehensive listing of leading transportation and technology sites makes searching the Web for logistics solutions a snap.*
- 150 CALENDAR**
  - 152 CLASSIFIED**
  - 155 RESOURCE CENTER**

## INDEPTH

- 57 IL EXCLUSIVE RESEARCH:  
IT Perspectives 2008**  
Supply chains are only as flexible as the technology that exists to support them – and thanks to an emerging class of logistics IT providers, and a new breed of sophisticated solutions, there are plenty of options to help enterprises respond more quickly and efficiently to shifting market dynamics.
- 66 Top 100 Logistics IT Providers**  
IL's list of the Top 100 Logistics IT Providers offers the decision support you need to find IT vendors and solutions that best meet your needs.
- 76 Standing on the  
Shoulders of Giants**  
Small businesses level the playing field by getting a boost from big service providers.
- 82 SNAPSHOT: BEVERAGES  
Beverage Companies Thirst  
For Supply Chain Efficiency**  
Beverage makers drink a toast to forecasting, TMS, and WMS solutions, which help them keep shelves full when customers' glasses are half-empty.



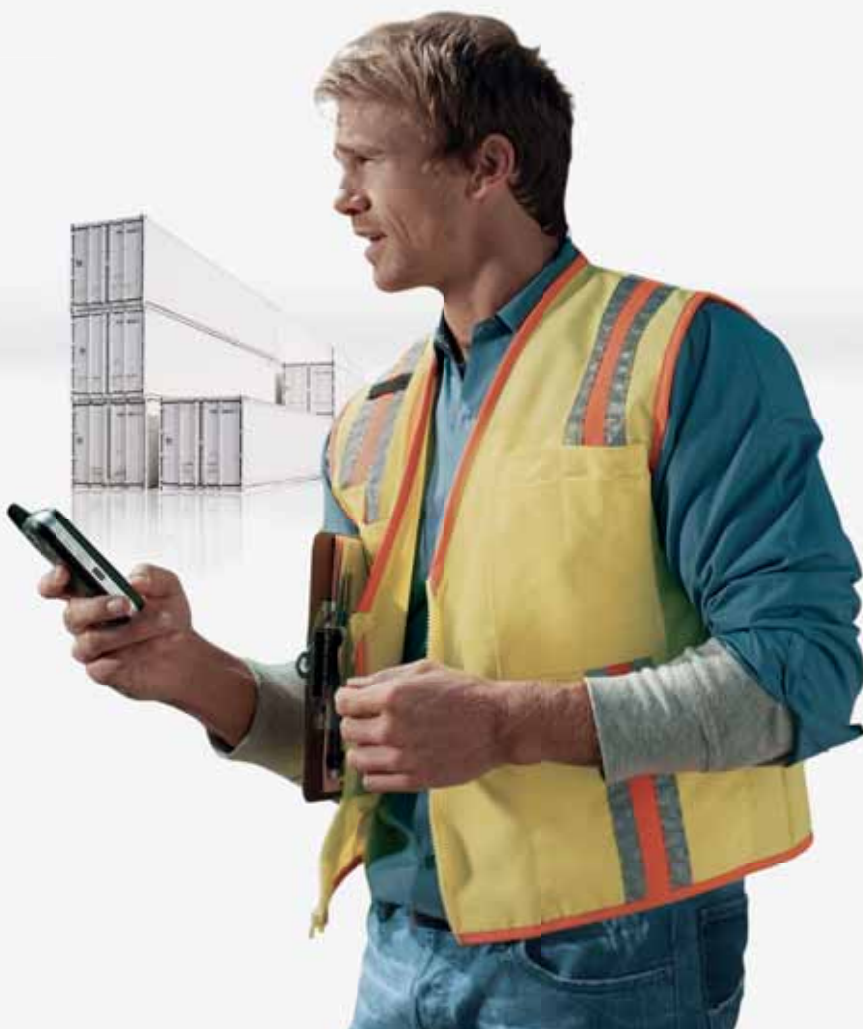




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# CHECKING IN

*Felecia Stratton*

by Felecia Stratton | **Editor**



## Hanging in the Balance

**I**f one theme threads its way throughout this issue—from cover illustration to featured articles to the logistics solution providers we have selected for our annual *Top 100 Logistics IT Providers* list—it's balance.

Businesses today routinely balance on the brink between too much and too little—whether it's forecasting demand, carrying safety inventory, filling truckloads, diversifying suppliers, or countless other tightrope-quivering decisions that otherwise discriminate between foresight and hindsight.

In many ways, logistics information technologies help slacken this precarious line, giving businesses greater visibility into supply chain exceptions before they occur; and when problems do arise, greater bounce in overcoming hurdles without compromising customer service and loyalty.

Take today's economic predicament as an example. As transportation and fuel prices continue to rise, and raw material costs spike as the result of a dropping U.S. dollar, the challenge of reducing and optimizing logistics spend without impacting service and timeliness has become a supply chain circus act if ever there was one. Fortunately, TMS providers are casting an IT support net as deep as it is wide. From building loads to auditing and reconciling freight payments, Lisa Harrington's article, *TMS Under the Microscope* (p. 48), demonstrates how shippers are exploiting transportation management solutions to aggressively micro-manage freight expenditures and still meet their customers' ever-growing demands.

While some businesses use tactical means to tame emerging and recurring bullwhips, others invest in IT solutions that more strategically and accurately capture customer demand. In *Balancing Act: Matching Supply to Demand* (p. 40) Merrill Douglas tracks the progress of three companies at different stages in their demand-driven transformations. From implementing a vertical-specific global distribution solution to rolling out a legacy ERP system, these enterprises are learning how to nimbly tow the line by better scaling inventory across their respective supply chains.

As logistics technology offerings continue to expand, shippers have greater flexibility and responsibility for finding IT partners and solutions that match their specific requirements. Our *2008 IT Perspectives* (p. 57) and *Top 100 Logistics IT Providers* list (p. 66) present a comprehensive overview of IT market and technology trends, with equal measures of exclusive market research and detailed listings of IT leaders capable of delivering value to meet end-user needs.

Finding that perfect equilibrium is by no means an easy task, especially with numerous obstacles threatening to topple even the best-prepared, well-informed, risk-averse supply chains. Still, businesses that successfully tread the fine line between too much and too little invariably leave competitors hanging by their own precarious balance sheets. ■

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# 10TIPS

## STEP-BY-STEP SOLUTIONS

by Deborah Catalano Ruriani



## Generating Accurate Global Documentation

**I**nternational documents are key components of a flawless inbound supply chain. Improper documentation can stop import shipments dead in their tracks and you may not even know they are stuck. Beth Peterson, president of BPE Global, offers advice for achieving fast, reliable customs clearance.

**1 Know what documents each country requires.** Provide suppliers with a document guide based on each shipment's destination. Many order management systems allow suppliers to interface with their orders and print documents generated by your system. Leaving document preparation to your service providers increases costs and results in shipment delays.

**2 Develop documents for each supply chain.** Even though the documents you require may be the same for each of your supply chains—orders, returns, raw materials, and capital equipment, for example—the source of the data and the systems that create those documents may be different. Create a system to verify accuracy.

**3 Know your government agencies.** Some imports are subject to specific government agency requirements. In most countries, each agency establishes its own import regulations. In almost

every case, customs will not release your shipment until you fulfill all government agency requirements. Make sure you submit that information with your customs entry.

**4 Provide correct information.** Get comfortable with global trade terminology and provide the correct information including harmonized tariff numbers, export commodity control numbers, country of origin, Incoterms, and units of measure. Supplying your customs broker with correct data increases the likelihood of an accurate customs declaration.

**5 Localize your documents.** Creating documents in the importing country's language significantly helps customs brokers and local customs authorities review and accept your documentation. In addition to language translation, localization includes the use of local currency and units of measure. Localizing your documents also helps avoid transaction or currency errors.

**6 Train your team to generate accurate documents.** A document is only accurate and complete if it is generated correctly. This includes understanding each element of the document, including the legal basis for its inclusion in the document.

**7 Use electronic communication.** Communicate your documents electronically over the Internet using EDI or XML. This delivery method allows supply chain partners to integrate your documentation data with their systems, eliminating manual data entry errors and delays.

**8 Confirm document receipt.** Once you've created and communicated your documents, confirm their receipt so you can correct a missing document situation before an actual shipment is delayed.

**9 Audit your documents.** Implement a program for routinely editing your customs brokers' entries. Make sure brokers are complying with your policies and accurately using your documents and their content. You can also measure cycle time to ensure brokers are processing your documents quickly and efficiently.

**10 Become an Automated Commercial Environment (ACE) portal account.** This enables you to run your own reports and verify classification, valuation, country of origin, and manufacturer's identification number. An ACE account also provides access to your customs compliance measurement results and exam rates. ■



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BUCKLE UP

# READER PROFILE

by Merrill Douglas



## FUEL FOR THOUGHT

**NAME:** Barry Schaps

**TITLE:** Senior vice president of logistics

**COMPANY:** VeraSun Energy Corporation

**PREVIOUS EXPERIENCE:** Numerous positions with businesses belonging to Royal Dutch Shell, including: manager of logistics and marine services, Scallop Petroleum Company; trading specialist, Shell Oil Company; manager, risk management, futures and options trading, Shell Oil Products Company; manager, retail logistics and supply, Shell Oil Products US; assistant to the CEO, Motiva Enterprises (joint venture owned by affiliates of Shell Oil and Saudi Aramco).

**EDUCATION:** BBA, accounting, Bernard Baruch College, City University of New York, 1975; MBA, finance, Long Island University, 1980

## Barry Schaps Pumps It Up

**T**he United States is expected to produce 13 billion gallons of ethanol in 2008, according to the Renewable Fuels Association. Barry Schaps, senior vice president of logistics at VeraSun Energy in Brookings, S.D., moves most of that supply.

By the end of this year, when it completes a merger with U.S. BioEnergy and opens some new plants, VeraSun expects to be the nation's largest ethanol manufacturer. It already plays a major role in helping oil companies meet federal and state mandates to blend alternative fuels into their gasoline.

Schaps leads VeraSun activities outside the walls of its manufacturing plants—from procuring corn, selling ethanol and distillers grain (an ethanol by-product) and managing risk, to handling inbound and outbound logistics.

Schaps started his career as a planning analyst with Royal Dutch Shell in New York. Working in that and other financial positions, he soon realized that paying attention to logistics could reap major benefits.

Back in the days of cheap oil, Schaps says, no one worried about moving and storage costs. "I began to realize how inefficient the systems were," he recalls. "I am a puzzle solver and the challenge attracted me." So he started digging for opportunities to save.

Later, while working in a marketing position at Shell, Schaps tackled another puzzle—how to optimize the delivery of fuel to service stations. "By cutting just

fractions of cents on billions of gallons of gasoline delivered," he says, "very small savings suddenly turn into very large dollars."

Route optimization programs were practically non-existent, so Schaps worked with software engineers to

## The Big Questions

### What do you do when you're not at work?

You will find me on a beach in the Caribbean or Mexico, sipping a piña colada.

### Ideal dinner companion?

Ernest Shackleton, the arctic explorer. When his ship was wrecked on the ice, he and his crew were stranded for more than two years under ungodly conditions - yet not one crew member was lost.

### What's in your briefcase?

My laptop, airline schedules, plane tickets, noise-canceling headphones, and a good book.

### Technology you couldn't live without?

Optimization and linear programming tools for complicated transportation models.

### If you didn't work in supply chain management, what would be your dream job?

Water sports director at a Caribbean beach resort. You can walk to work, you need a minimal wardrobe, and you don't have to work when it rains.

develop a proprietary solution. A variety of factors came into play, including highway weight limitations that change with the seasons, federal restrictions on drivers' hours, and traffic patterns.

"It was fascinating to address the individual constraints and develop a model that would optimize the cost of delivery," he says.

In 2005, when Hurricanes Katrina and Rita damaged several Shell facilities on the Gulf coast, Schaps and his colleagues wrestled with how to supply

gasoline and diesel to rescue workers and consumers, including thousands of drivers who jammed evacuation routes.

Short on tanker trucks in the region, Shell called in vehicles and drivers from other parts of the country to help move fuel from terminals to gas stations. "We had either police or military escorts, using the shoulder of the road or contra-flow lanes, if necessary, to get the supply where it was needed," Schaps says.

At VeraSun, Schaps and his team still labor to ensure that their product reaches

customers when they need it. That's tough when customers—the nation's major oil companies—require just-in-time delivery, and shipments depend on railroads for transportation.

Foul weather and rail congestion pose obstacles, but they don't stop VeraSun. "If a blockage or delay occurs, we have to secure product some other way," Schaps says. That often means buying ethanol from a competitor. "Cost at that point is not the major objective—it's customer satisfaction that matters," he adds. ■

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# DIALOG

## LETTERS TO THE EDITOR



### Spreading the Inbound Word

I would like to request permission to reproduce Lisa Harrington's *West Meets East* article published in your January 2008 issue.

I am a member of the international staff of Serving In Mission (SIM), a Christian charitable organization operating in more than 40 countries around the world. I have some responsibility for providing advice to staff members who visit China from time to time.

Lisa Harrington's observations and advice are very helpful, and I would really like our people to benefit from her insight. The article will go to those who have a valid reason for improving their understanding of how business operates in China.

**Graeme Kent**, director of administration,  
SIM International

**Editor's Reply:** We encourage *Inbound Logistics* readers to share and reproduce articles that appear in the magazine or on our Web site for their intra-enterprise newsletters and correspondence. Our mission as a trade publication is to enrich the understanding of logistics and supply chain management best practices, as well as to provide an educational forum for shippers, consignees, and service providers alike. In addition to our print publication, you can subscribe to our monthly newsletter and download digital editions online at: [www.inboundlogistics.com/digital](http://www.inboundlogistics.com/digital)

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### Planner Imprimatur

I am writing to let you know how much I appreciate reading your publication. As a professional relatively new to the logistics industry, I find your articles very helpful and informative. Specifically, the latest edition of the *Logistics Planner* (January 2008) was an excellent primer for learning more about the past as well as getting a look into the future of this business. Keep up the good work.

**Michael L. Morris**, sales and business  
development, Bonded Logistics

### Green Thumbs Up

I really enjoyed the article *Green is the New Black* in the January issue of *Inbound Logistics*. Along with two coworkers, I recently started a recycling and energy savings program at our company that has been quite successful. We're beginning to work with our vendors to reconsider the kind of packaging they use, and how we can get them to reduce those materials and/or use more eco-friendly alternatives. I know going green can be an uphill battle but, like the article implied, we might as well start now before regulations force us to.

Thanks again for the great article. I'm looking forward to reading more about efforts to be green.

**Ingrid M. Walker**,  
lean manufacturing coordinator,  
Borisch Manufacturing Corporation

**Editor's Reply:** Companies across the world, and the supply chain, are beginning to act on the business case for "going green" as your team has. Recently, *Inbound Logistics* editors had the privilege of attending the Green Supply Chain Forum, co-hosted by Florida International University and Ryder System on the school's campus in Miami, Fla. Transportation and logistics professionals in attendance heard firsthand from service providers, carriers, government officials, universities, and manufacturers that are taking it upon themselves to steer U.S. industry toward a greener future.

The opportunities for integrating sustainable development standards across countless functional silos of the supply chain are considerable, and many enterprises are beginning to cross this threshold. Still, there are many obstacles to creating a "sustainable" green footprint.

Continuing our editorial coverage of environmental trends, this month's *TrendTracker* report (p. 18) exposes some of these challenges, recounts firsthand observations from the Green Supply Chain Forum, and shares the story of how one dairy products company is making a name for itself by pairing supply chain and sustainability strategies.



## Whole Foods says the nicest things about the company named after Mom

*“I wanted to thank you and make you aware that the entire Lily team provided Whole Foods with outstanding service during Thanksgiving, our busiest time of the year. It is really a credit to your people that made this happen. Whole Foods broke records in product movement through the Cheshire DC each progressive day this week. We service 34 stores from Maine to NJ that get multiple deliveries around the clock.*

*Again, thanks for a job well done from all of us at Whole Foods Market, North Atlantic Region from David Doctorow, Matt Grossi, Jim Doyle, Ralph DiVito, and all of our team leaders and team members.”*

Rick Ballard, Associate Facility Team Leader, Whole Foods Market, North Atlantic Region, Cheshire, CT



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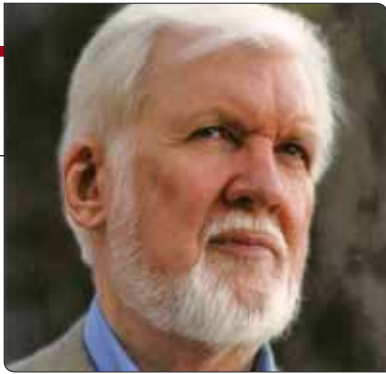
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## [SCPERSPECTIVES]

BY ROBERT A. MALONE

Contributing Editor, Inbound Logistics  
RMalone@inboundlogistics.com

### Infrastructure Triage 101

U.S. infrastructure lies before us as a series of wounded systems, bleeding at every intersection, tunnel, bridge, and runway. What do we treat first?

**T**he U.S. logistics system is the nation's life and supply line and deserves our highest attention. A sobering assessment of our regard for America's infrastructure is found in the American Society of Civil Engineers' (ASCE) most recent report card. Here are the grades. Rail: *C-*; Aviation: *D+*; Roads: *D*; Bridges: *C*; and Navigable Waterways: *D-*. It's a *D+* average; not a stellar performance.

We appear to bleed at every intersection, gate, and runway, and there is more to fix than there are resources. Our logistics infrastructure—highways, bridges, tunnels, seaports, airports, railways, and all points in between—lies before us as a series of wounded systems. How do we choose what to fix?

During World War I, the concept of triage—a strategy for saving as many lives as possible—was developed. We might now apply it to our wounded infrastructure. In its classic sense, triage separates the wounded into three categories:

1. Those who can recover without treatment.
2. Those who can recover with immediate treatment.
3. Those who will not recover, regardless of treatment.

The objective is to treat the #2 wounded, leave the #1 wounded to take care of themselves, and let all the #3 go.

In this context, consider an example of outsourcing management

strategy practiced by the Toyoda Company, a leading mechatronic and machine tool builder. The company employs the following three levels or conditions for handling problems at factories outside Japan:

1. Problems that can be resolved by local management.
2. Problems that need an assist from Japanese management.
3. Problems that must be handled by Japanese management.

Contemplate this strategy for a moment and it becomes clear that it is a variation of the three levels of triage—and perhaps a solution for treating our wounded infrastructure.

Don't we need to see the system parts, measure their condition, and evaluate what has to be done locally, what may need help from farther up, and what will have to be designed and applied from above?

Of course, we may choose to ignore triage and give individual parts less than they need even if the system as a whole suffers; or selectively, give them

more than they need and let other parts of the system suffer.

The late management consultant and writer Peter Drucker suggested the following course of action when approaching problems: define the problem; analyze the problem; develop alternate solutions; decide upon the best solution; and convert the decision into effective action.

As infrastructure triage 'doctors' we might do well to follow Drucker's advice. But who will play doctor?

A new lobby—the National Surface Transportation Infrastructure Financing Commission—is charged with analyzing future highway and transit needs and recommending funding sources. It recently completed an interim report documenting the status of the U.S. infrastructure system. It's too soon to tell whether this commission can adequately address our need for engineering, environmental, and logistics knowledge, but it appears to be a step in the right direction.

The ASCE also keeps a running scorecard of America's infrastructure on its Web site, with a blow-by-blow description of what Congress has done to staunch the bleeding (very little) and what it needs to do to improve the score (a great deal).

Time is running out, and time and tide wait for no nation, not even a so-called super power. ■



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# TRENDS



➔ TRENDTRACKER

by Joseph O'Reilly

## Playing the Green Card

Flipping through *Backpacker's* 2008 Gear Guide recently, I happened upon the magazine's Zero Impact Challenge—a call to action for outdoor equipment manufacturers to design backpacks with “greener” footprints. In the spirit of environmental awareness, the magazine featured five brands in the process of developing new packs that are lighter, simpler in design, made of recyclable or biodegradable materials, and reduce overall carbon output. Mind you, only one of these new-age packs is currently on the market. Their hype is receiving some play, with the expectation that consumers will put down some green of their own.

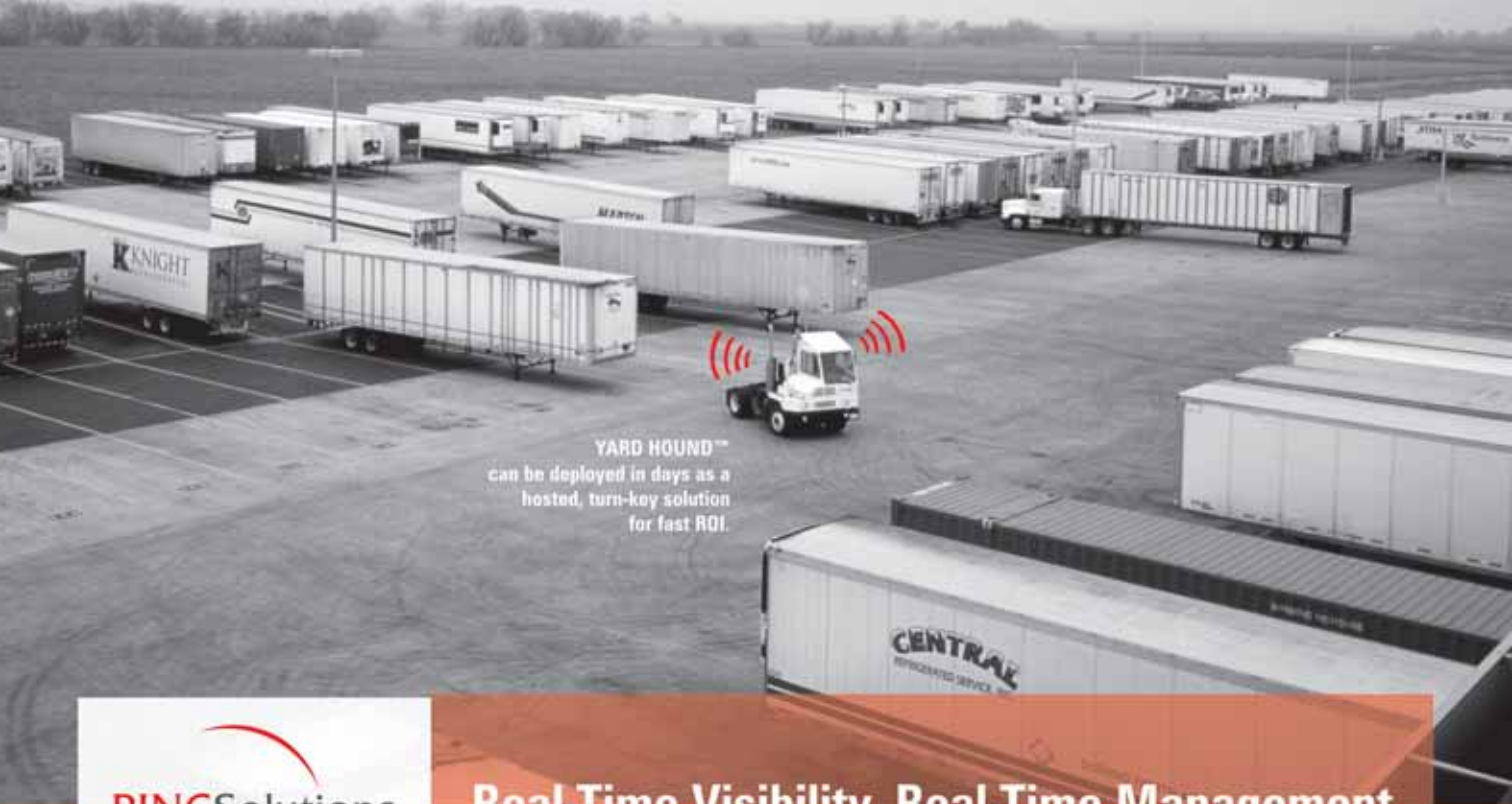
Because sustainable manufacturing standards are still developing, *Backpacker* doesn't rate products by carbon footprint yet—but all indications are that it intends to do so soon. This means consumers will have to weigh whether purchasing a “green” backpack, arguably less durable than standard designs, is worth the \$200 price tag. The marketing spin is clear; less apparent is where this demand is actually coming from

and whether it is indeed sustainable.

Is the demand for carbon-light backpacks and sundry other consumer goods coming from the environmentally conscious, economically liberal buyer? Is it marketing and sales spin? Or is it a result of cost-wary manufacturers looking to use less and/or more recyclable supplies, reduce carbon emissions, eliminate waste, and become good corporate citizens—all while padding the



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# TRENDS

CONTINUED FROM PAGE 18

bottom line and towing the green one?

Walfried Lassar, Ryder professor and director of the Ryder Center at Florida International University (FIU) raised this question at the Green Supply Chain Forum this past February in Miami, Fla., co-hosted by FIU and Ryder System. Playing devil's advocate to a group of more than 100 transportation and logistics professionals, Lassar pondered, then provoked a panel of experts to consider whether the green consumer phenomenon might be nothing more than a fad.

If, as he suggested, the buying public is drawn to products that are environmentally sensitive, recycled, or carbon neutral, and willing to pay more for them, does that not suppose tastes could also change? Extrapolate this thought one step further: In a down economy, will consumers still pay more for carbon-friendly products?

Responding to Lassar's query, Adrian Gonzalez, director, ARC Advisory Group and a forum panelist posed some questions of his own: "What does it mean to go green? Is reducing cargo emissions and global warming enough? Will consumers pay 10 to 30 percent more for

## SOUNDBITE

**// Global supply chain customers expect a lot more from the transport industry as the old rules of thumb change. Air cargo interests need to focus on more than just moving cargo from point A to point B. Carriers, forwarders, and shippers must collaborate to design and deliver new products tailored to the customer's supply chain needs. //**

— **GENE TYNDALL**, executive vice president, global supply chain services, Tompkins Associates

green? This hasn't borne out yet."

Instead, Gonzalez argued that green awareness and compliance will ultimately fall somewhere between the supply/demand divide. "Regulations and mandates, rather than corporate goodwill or consumer demand, will drive acceptance," he said.

Diane Mollenkopf, assistant professor in the department of marketing and logistics at the University of Tennessee, offered a counter argument, reporting that as businesses weigh profitability against sustainability, awareness assumes

many forms—from stakeholder accountability and corporate social responsibility to sustainable development.

"Businesses must understand the tradeoffs. How does green compliance impact upstream suppliers and downstream customers?" she said.

In this regard, environmental efforts are very much driven by the corporation as it calculates "how much mileage it can get with a customer via green initiatives," Mollenkopf suggested.

In the end, it may depend on the company. Consumer brands are ultimately driven by demand, noted Jay Falk, president of SRI World Group, a corporate social responsibility consultant.

The answers to these questions may be "all of the above," as companies respond to consumer demand, economies of supply, and government oversight in their own unique ways. Some are privately building the foundations for creating a leaner and greener supply chain footprint; many are building civic goodwill with much-publicized environmental efforts; others have no choice.

In terms of mandated requirements, European environmental regulations, notably the EU's Waste Electrical and Electronic Equipment Directive (WEEE) effort, have pushed the envelope by legislating corporate commitment to designing, manufacturing, and recycling products with sustainability in mind.

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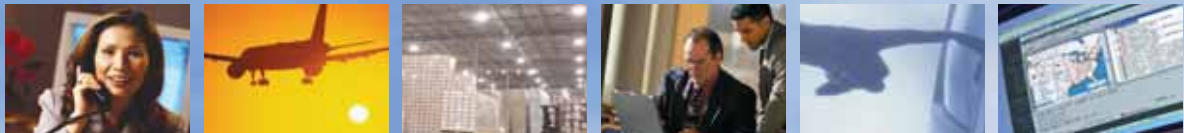
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# TRENDS

◀ CONTINUED FROM PAGE 20

the WEEE mandate has forced companies to holistically reconsider product lifecycle management. In turn, this places greater emphasis on driving visibility and creating scalability both upstream and downstream in the supply chain, from front-end R&D and procurement processes to aftermarket support and reverse logistics responsibilities.

By necessity, these companies are regulated to the point where they not only have to become environmental vanguards but supply chain leaders as well.

Where environmental manufacturing regulations have yet to be broadly enforced—in the United States, for example—many businesses are proactively creating better processes and benchmarks for reducing carbon footprints, manufacturing waste, excess packaging, idling times, and transportation routings. It's not simply a matter of creating good to consumers; it needs to look good to corporate investors as well. This requires a sea-change vision that begins



**In 1994, Stonyfield Farm, an organic yogurt and dairy producer, became the first U.S. manufacturer to entirely offset its CO2 emissions. Today, its corporate sustainability model serves as moo-tivation for industries worldwide.**

at the top and trickles down.

Embracing supply chain sustainability therefore requires embracing green's inconvenient truths, observed ARC's Gonzalez. "We are currently treating the symptoms of non-sustainability—supply chains that weren't designed with environmental compliance in mind," he said.

To that point, supply chain green

initiatives will be costly. "Green is good for business, but at what cost? We need to transform the DNA of supply chains and reshape consumer expectations," Gonzalez said.

Stonyfield Farm is a perfect example of this new wave of thinking. Gary Hirshberg, chairman, president, and CE-Yo of the Londonderry, N.H.-based



## U.S. Ports Secure Funding

**T**he Department of Homeland Security's (DHS) recent allocation of \$389 million in Infrastructure Protection Program funds to eligible U.S. port authorities—under the auspices of the federal Port Security Grant Program (PSGP)—provides a much-needed and anticipated capital infusion as efforts to secure global trade at home continue.

The decision fulfills a stipulation included in the SAFE Port Act that specifically authorized \$400 million a year in grants for the program. This is the first year that the total allocation, less money for administrative purposes, has matched the mandated level.

The PSGP provides grant funding to port areas to protect critical infrastructure from terrorism. It is primarily intended to assist ports in training; enhancing risk management capabilities; domain awareness; and capabilities to prevent, detect, respond to, and recover from attacks.

As with the last round of port security grants in 2007, DHS has again pre-assigned funds to Tier I (L.A./Long Beach) and Tier II port areas (◀ Savannah), where only the fiduciary agent of those port areas can apply for award grants. The funds are then distributed to implement port area-wide risk management and mitigation projects, as well as continuity of operations plans. Tier III (Port Everglades) and all other eligible entities may apply directly for the funds.



organic yogurt and dairy producer calls it "inventing the future." At the Green Supply Chain Forum he traced Stonyfield Farm's organic legacy, while specifically detailing how it has achieved status as a green leader by targeting logistics and supply chain management efforts.

In 1994 it became the first U.S. manufacturer to entirely offset its CO<sub>2</sub> emissions. Over the past 10 years, by improving efficiency at its New Hampshire yogurt-making facility, Stonyfield Farm has saved more than \$1.7 million and 46 million kilowatt hours of energy—savings that represent enough energy to power 4,500 homes for one year, and prevent more than 15,400 tons of CO<sub>2</sub> from entering the atmosphere.

While streamlining energy use (heat and electricity) has contributed significantly to these savings, Hirshberg acknowledged that supply chain costs contribute up to 90 percent of total carbon emissions. Perhaps the only thing more remarkable than Stonyfield Farm's success in reducing its global carbon footprint, then offsetting it, is that it has woven these sustainability strands into the helix of its supply chain.

"We reduced our logistics footprint by 40 percent by measuring carbon emissions, reducing LTL movements, and using more truckload transportation. My logistics people are my venture capitalist," Hirshberg quipped.

As Gonzalez observed, Stonyfield Farm is reshaping consumer expectations, while showing businesses how far they can raise the green bar to accommodate a strategic corporate vision that delivers on the forward line and to the bottom line.

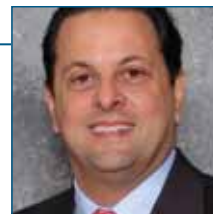
Spinning "greenism" to a certain consumer demographic is only part of the equation—embracing sustainable product development, and making it a core value chain component means converting the masses: consumers, supply chain partners, corporate shareholders, and employees.

These sustainability questions aren't exclusive to any one industry—they are increasingly ubiquitous as green

## ↑ UP THE CHAIN

### PEOPLE ON THE MOVE

**Schenck Company**, a U.S. beverage distributor for international brands such as Miller, Coors, Corona, and Heineken has promoted **Joe Puglia** ▶ to vice president of operations. Since joining the company in 1999, Puglia has served as the company's director of operations, with responsibilities including delivery services, warehouse operations, facilities, and inventory. Prior to joining Schenck Co., he spent three years working for Cutrale Citrus Juices USA as director of operations. ➤ **Advance Auto Parts**, a leading automotive aftermarket retailer of parts, batteries, accessories, and maintenance items, recently named **Kevin Freeland** executive vice president, supply chain and information technology. In his new position he will join Advance's executive committee. Most recently Freeland was the president and founder of Optimal Advantage, a boutique retail consulting firm. ➤ **Trex Company**, a manufacturer of composite decking, railing, and fencing, has appointed **F. Timothy Reese** to the newly created position of vice president of operations. In his new position, Reese will be responsible for logistics, manufacturing, and engineering. He joins Trex after 28 years with DuPont, where he served as operations director/Americas for DuPont Teijin Films. Prior to joining DuPont in 1979, Reese was a submarine officer in the U.S. Navy.



awareness penetrates the global marketplace and supply chain. As businesses look to better match supply to demand and streamline transport and inventory carrying costs, sustainability efforts present an opportunity and a challenge.

For now, consumers will determine whether upgrading to a less durable, more expensive biodegradable backpack

is a better gamble than a fix-it-yourself roll of duct tape. Manufacturers and retailers will decide for themselves whether marketing to demand trumps a sustainable grassroots supply chain. In time, government regulation may very well force the issue. Then companies and their customers will have no choice but to play and buy the green card. ■

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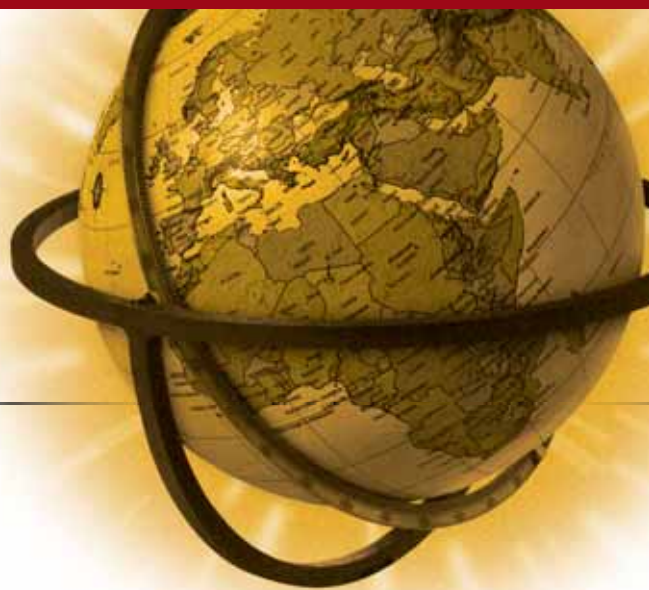


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# TMSi

# GLOBAL LOGISTICS

by Joseph O'Reilly



## New Tax Treaty Raises U.S. Stakes in Belgium's Lowlands

**G**iven Belgium's proximity to mainland European markets; well-developed, multimodal transportation infrastructure; and highly skilled labor force, its potential as an offshore manufacturing, research and development (R&D), and distribution location far exceeds its geographical size. The Port of Antwerp, together with Liege and Brussels airports, places Belgium squarely among Europe's top-tier cargo crossroads, inciting U.S. businesses such as 3M, Tenneco, Donaldson Filtration Systems, and Pfizer to set up operations there. In 2007 alone, more than 1,200 U.S. companies contributed \$52 billion in foreign direct investment within the country.

Despite its trade advantages, Belgium's economy has been somewhat constrained by its exclusive dependence on the services sector and limited local market growth. As a result of the country's relatively small area, and lack of readily available natural resources, it has historically relied on regional trade to drive its refinished goods export market. Nearly 75 percent of Belgium's import and export volume is with European partners such as the Netherlands, Germany, France, and the United

Kingdom, making it highly susceptible to global market shifts and economic fluctuations.

To counter these concerns, Belgium's government has been strategically angling to expand foreign trade partnerships beyond the continent and leverage transportation infrastructure



and capabilities to diversify and drive its economic engine. Thus far, efforts appear to be gaining traction.

The U.S.-Belgian Double Taxation Treaty, which went into effect Dec. 28, 2007, reduces double taxation of income, eliminates barriers to trade and investment, and facilitates cross-border capital

movement—incentives that will go a long way toward stratifying Belgium's economy, while similarly giving U.S. companies greater reason to locate operations there.

Taken in the context of Belgium's evolving economic strategy, the new tax treaty is one more step in a series of measures the government has taken recently to increase the country's attractiveness to foreign investors. Since 2006, Belgium has allowed a deemed interest deduction for equity invested in a Belgian company or branch, which ultimately alleviates some tax burdens.

A recently enacted "Patent Income Deduction" similarly reduces tax rates for patent income to a maximum 6.8 percent, a rate substantially lower than those available in most other European countries. This break significantly improves prospects for patent development and holding companies that locate in Belgium or license patents to U.S. affiliates. In turn, this will likely draw interest from U.S. pharmaceutical, chemical, and automotive businesses looking to site R&D facilities.

Additionally, a new tax regime for pension funds went into effect last year, making Belgium the first European



**The Port of Antwerp, Belgium's gateway to the world, plays a critical role in the country's long-term economic development plans. In 2007, container volumes increased 16 percent to more than eight million TEUs - a factor that will further fuel U.S. interests in Belgium.**

country to offer multinationals a complete and comprehensive framework for both pan-European and international pension funds—a measure that provides additional impetus for stateside companies looking to locate operations and employees abroad.

The U.S.-Belgian Double Taxation Treaty also contains five features that specifically target U.S. companies with business interests in Europe:

**1.** It introduces a 0 percent withholding tax on dividend payments from a U.S. company in Belgium to its U.S. parent company, provided the U.S. entity in Belgium owns 10 percent or more of the Belgian company. This 10-percent ownership threshold is significantly lower than

the threshold in other treaties recently concluded by the United States.

**2.** It introduces a 0 percent withholding tax on interest. Together with the Notional Interest Deduction, this makes direct loans between the United States and Belgian-affiliated companies more attractive, and increases possibilities for companies in Belgium to finance U.S. affiliates.

**3.** It is the first income tax treaty concluded by the United States to contain a binding arbitration procedure with a foreign country. The United States and Belgium have two years to resolve a tax dispute before arbitration starts, unless the two countries decide that the provision is not suitable for arbitration. An

arbitration panel will decide one of two final offers by both governments. It gives taxpayers the prospect of finality to a tax dispute within a specific timeframe.

**4.** Anti-abuse provisions designed to deny inappropriate use of the treaty were strengthened to bring them into closer conformity with current U.S. treaty policy. On the other hand, new categories of taxpayers, such as qualified charities or pension trusts, will now be able to claim benefits.

**5.** It extends the benefits of the treaty to companies owned by so-called “equivalent beneficiaries,” which may provide opportunities for multinational groups that are based in the EU, Switzerland, or NAFTA.



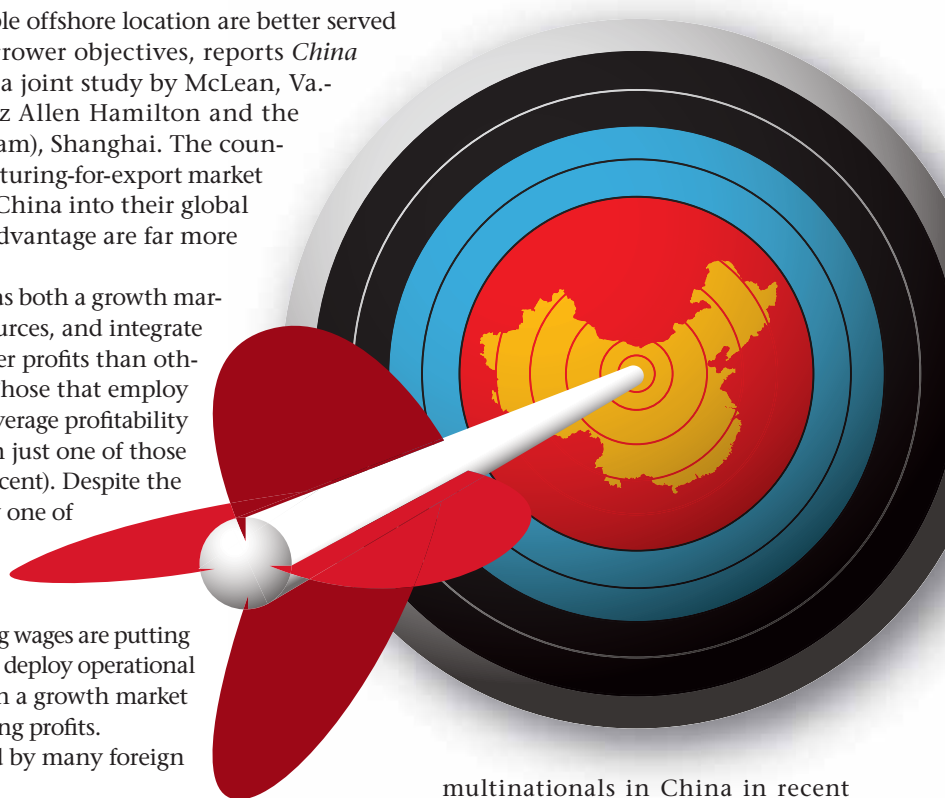
## In China, Bigger Bull's-eye Better

**B**usinesses considering China as a possible offshore location are better served by thinking “big” than pursuing narrower objectives, reports *China Manufacturing Competitiveness 2007-2008*, a joint study by McLean, Va.-based management consulting firm Booz Allen Hamilton and the American Chamber of Commerce (AmCham), Shanghai. The country’s advantage solely as a low-cost, manufacturing-for-export market is diminishing. Companies that integrate China into their global supply chains as a source of competitive advantage are far more successful.

Specifically, businesses that pursue China as both a growth market and a market for lower-cost labor and sources, and integrate these operationally, enjoy significantly higher profits than others pursuing only one of these objectives. Those that employ dual sourcing and sales strategies report an average profitability rate two-thirds higher than those focused on just one of those targets (29.6 percent compared with 17.8 percent). Despite the returns that this approach can generate, only one of four companies is able to combine a strong in-country market growth effort with manufacturing and sourcing operations.

While a stronger Chinese currency and rising wages are putting pressure on manufacturing margins, failure to deploy operational best practices and fully leverage China as both a growth market and source of labor and products is also limiting profits.

“The manufacturing philosophy employed by many foreign



multinationals in China in recent decades needs an overhaul,” says Ronald Haddock, vice president, Booz Allen. “China’s changing cost and currency structure have shifted, forcing companies to rethink how they develop their Chinese operations and how they perceive China in their overall global strategy.

“At the same time, China is increasingly a major source of product and business model innovation. We’re seeing globalization at work and China’s role has changed,” he says.

More than half of the surveyed foreign-owned or foreign-invested companies manufacturing products in China believe that the country is losing its competitive edge in manufacturing to other low-cost nations. As a result, nearly one in five manufacturers surveyed has concrete plans to relocate or expand China operations to other countries, with Vietnam and India seen as top alternatives.

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## MIT Sizes Up Global SCALE Network

**T**he Massachusetts Institute of Technology's Center for Transportation and Logistics (MIT-CTL) is taking educational outreach beyond the four walls of the classroom to all corners of the globe. The center recently debuted the MIT Global SCALE (Supply Chain and Logistics Excellence) Network, an international alliance of research centers dedicated to developing supply chain and logistics excellence through innovation.

The Global SCALE Network spans North America, Latin America, and Europe, with plans to expand into Asia and Africa. Currently it includes: the MIT Center for Transportation and Logistics in Cambridge, Mass.; the Zaragoza Logistics Center in Zaragoza, Spain; and the Center for Latin-American Logistics Innovation in Bogotá, Colombia.

The Network allows faculty, researchers, students, and affiliated companies from all three centers to pool their expertise and collaborate on projects.

"Today's supply chains stretch around the world and back again, requiring successful organizations to have an on-the-ground understanding of the logistics, supply chain, and general business challenges and opportunities in every region. The Global SCALE Network will provide that global context through research projects that will literally be taking place around the world," says MIT-CTL Director Yossi Sheffi, a professor of engineering systems at MIT and director of the Engineering Systems Division.

The Network will also enhance supply chain and logistics education at each center. Graduate students can benefit from the shared knowledge created through this collaboration, as well as take part in educational exchanges and learn alongside other students. ■

## UK Freight Forwarders Shift Into Reverse

**T**he recurring threat of a global economic downturn and increasing trade liberalization within Europe are having a negative impact on the UK freight forwarding sector, according to Dublin, Ireland-based Research and Markets' *Freight Forwarding Market Report 2008*. In 2006, the UK international freight services market totaled US \$37 billion, of which US \$28 billion was attributed to cargo forwarding activity. The total represented a significant reduction of 7.4 percent in activity compared with the previous year, largely due to a 9.2 percent decrease in turnover in the freight forwarding sector.

One factor contributing to this weakening is the accession of several Central and Eastern European countries (CEE) into the European Union, which took place in 2004 and 2007. As these nations are now part of the Single European Market (SEM), customs regulations that formerly governed the movement of goods between outside countries and existing EU member states no longer apply. Consequently, exporters and importers trading between the United Kingdom and these new CEE EU members no longer require the expertise that freight forwarders provide.

Another important development was the decision by EU government ministers late in 2006 to repeal the block exemption from restrictive trading practices enjoyed by container shipping lines. This decision emerged as governments sought to bring carriers in line with rules that apply to the majority of the EU transport industry.

Of continuing concern for many smaller firms in the UK freight forwarding sector is the burden of regulation, particularly in the field of employment and health and safety legislation, covering matters such as unfair dismissal, equal opportunities, flexible work hours, the hiring of illegal immigrant workers, and illegal mobile telephone use by drivers. Despite some signs of a slowdown in the global economy, and the risk that developments such as further trade liberalization and the removal of certain trade barriers might reduce the need for forwarding expertise, the macro-economic environment is generally favorable for the continued growth of UK international freight services.



Trade liberalization among EU countries, which has standardized customs regulations and reduced barriers to trade, is negatively impacting the UK freight forwarding sector.

Joe Caston is chief executive officer and president of Cadre Technologies. 866-252-2373 • [info@cadretech.com](mailto:info@cadretech.com)



# IT MATTERS

by Joe Caston

## Selecting the Right Warehouse Management System

**T**he typical warehouse buzzes with activity every day. Products arrive at the loading docks, forklift drivers shift pallets around the floor, automated retrieval systems pull goods for shipment. Warehouse management systems (WMS) provide tools for keeping track of all that action.

Today, dozens of technology vendors—from well-established to relatively new—offer warehouse management technology of varying sophistication. Choosing the right system for your warehouse operation can be a challenge, but knowing which features to look for will help you make the best choice.

### DO YOUR HOMEWORK

Your company's size, distribution output, and services you'd like to provide customers are just a few factors that will determine the type of WMS you select.

Familiarize yourself with the specific goals you'd like to accomplish through adopting a WMS. Do your customers demand more supply chain visibility? Does your company need a more up-to-date accounting system? Once you determine what your company is hoping

to accomplish by implementing a WMS, you're ready to start shopping.

Ask other business owners which systems they use successfully. Also, attend conventions and trade shows to learn about the wide range of systems available, and ask plenty of questions to discover how the product offerings can meet your warehouse's unique challenges.

Another helpful way to get the best response to your needs is to put together a request for proposal (RFP). An RFP serves two important purposes. First, it ensures that qualified WMS providers have the opportunity to compete for your business. Second, outlining your WMS expectations and goals helps avoid confusion during the implementation process.

### ASK THE RIGHT QUESTIONS

To prevent information overload, focus your WMS search by asking these key questions:

- What can you expect during the installation process, and what resources will your company be required to provide to support a smooth implementation?

- What tools are available within the WMS to help you gain new business and

add value to the products and/or services your current clients offer?

- Is the system flexible enough to grow as your business expands?

- Does the WMS provider use the latest technology? What new products or services does the company expect to offer in the coming months and years?

- Does the WMS provider plan to visit your company to fully understand how you operate? Can it provide a list of sites you can visit to see the system in action?

### KNOWLEDGE IS POWER

The answers to these questions may not be obvious. To start, the implementation process can either be lengthy or simple, depending on the system's sophistication.

Technical support from the provider is extremely important during implementation, but a surprising number of companies never ask what they have to do to achieve a smooth transition. Knowing how your company's resources will be affected during implementation can help employees and management set realistic expectations.

Your WMS should also raise your





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## **WMS vendors offer solutions of varying sophistication. Choosing the right system for your warehouse operation can be a challenge, but knowing which features to look for will help you make the best choice.**

business to new competitive heights. Value-added services such as bulk packaging and accepting returns are becoming standard practices for third-party logistics companies. A WMS can help your company impress potential clients and provide the best possible service and support to existing ones. It should also have maximum flexibility to adapt to the changing third-party logistics landscape.

Finally, if the system you're considering won't grow with your business, your competitiveness will suffer. Your clients'

needs and desires will change; your company may need to implement the latest technology – such as RF and hand-held scanners, voice technology, and advanced picking and packing capabilities – to stay ahead of the competition.

### **THE SELECTION LOWDOWN**

Once you've narrowed your list to a handful of WMS providers, the small details take on added importance. Will you have a specific point person at the software vendor to answer your questions, rather than having to explain your

situation to a new person every time you call? Will technical support be available during non-traditional business hours? Your company's operations are complex, so carefully consider how its technology will be supported.

Meeting with the WMS provider, observing the system in action, and asking questions will help you choose the best WMS for your business. Investing money and resources in a WMS is a significant decision, but choosing the right system creates opportunities you can only dream about now. ■

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# RISKS & REWARDS

## ISSUES AFFECTING LIABILITY MANAGEMENT

by C. Daniel Negron

### Taking on One-Offs

**Q:** I operate a marine terminal, and I have an insurance policy with a \$1-million limit to cover loading and discharge operations. A customer wanted me to discharge a heavy piece of machinery valued at \$75 million. When I asked my insurance company to increase its limit just for this one operation, it refused to provide the cover. Why would it refuse? What can I do?

**A:** Your situation is an example of what is typically referred to as a "one-off" transaction. One-off transactions can take many different forms.

A typical one-off transaction might involve a customer's request for insurance on a single shipment of items with a high risk of pilferage, such as electronics. It may involve a shipment that requires temporary warehousing. Or it may involve a request for a very high insurance limit to cover a single location for an isolated service or shipment, such as in your case. More often than not, one-off transactions such as these are difficult to insure.

In one recent case, an operator with a warehouse in the Dominican Republic entered into an agreement with a computer manufacturer to store computers

and computer parts at his facility. Under the terms of the agreement, the operator would be responsible for all losses to the goods—no matter what the cause—while they were in his possession. The manufacturer required the warehouseman to insure the goods to a limit of \$25 million. The operator had a hard time obtaining insurance for this single contract.

#### SPREADING THE RISK

One-off transactions are difficult to insure. When an insurer takes any risk, it tries to make sure that it has a sufficient "spread" of risk in its portfolio—it does not want to concentrate its exposure on one transaction.

A good example of this is hurricane risk. In one case, a terminal operator purchased \$20 million of hurricane insurance before Hurricanes Katrina and Wilma struck. He paid \$80,000 for his insurance, but recovered \$10 million in hurricane losses.

To avoid a concentration of risk, the insurer either spreads it over many transactions, or transfers a part of it to another insurer by obtaining reinsurance. The insurer does this because the premium it receives on an isolated transaction will never be sufficient to cover a payout on a large claim. This

might be the reason why your insurer refused your request.

If you need to insure a one-off risk, you can approach insurers in the market that specialize in unique and hard-to-place cover. Because they are specialists in this area, these insurers have the capacity to address most problematic risks. But the cost for this cover can be significant, and the insurer might impose special conditions before agreeing to take the risk.

#### PLAN AHEAD

Perhaps the best way to address one-off transactions is to anticipate them. If you believe that you might receive a request for a high limit of insurance during the year, purchase excess or umbrella insurance.

Although you will pay more for continuous cover, the insurance will be available if you need it. Also, if a particular transaction requires even higher limits, it will be easier for you to purchase additional limits when you already have an excess cover in place.

No matter what type of insurance you may be required to obtain, try to avoid having to seek it at the last minute. This puts you in a better position to satisfy your requirements, and helps you avoid disappointments. ■



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# VIEWPOINT

by Kari Dwyer

## Perfect Order Fulfillment: Getting it All Right

**T**he journey through the supply chain is filled with constant movement and activity, and each step holds the potential for delays, wasted money, and errors. The complexities of an extended supply chain make the odds against fulfilling a perfect order overwhelming.

The Supply Chain Council describes perfect order fulfillment as a discrete measurement defined as the percentage of orders delivered to the right place, with the right product, at the right time, in the right condition, in the right package, in the right quantity, with the right documentation, to the right customer, with the correct invoice. Failure to meet any of these conditions results in a less than perfect order.

The requirements for a perfect order can be daunting; yet despite the challenges, companies can achieve high perfect order rates. The perfect order rate has become an important indicator in measuring supply chain performance.

Companies that boast some of the highest perfect order rates carry less inventory, experience shorter cash-to-cash cycle times, and have significantly

fewer stock-outs than their competitors. Imperfect orders lead to increased labor costs for shipping, the need to provide replacement product, and lower revenue due to lost sales and customers. By minimizing imperfect orders, companies can achieve greater efficiencies and increase customer satisfaction.

### EASY AS 1-2-3

The good news is that companies can increase the odds of achieving a perfect order through extended visibility across the supply chain. Visibility applications can provide a comprehensive view of supply chain performance through integration across disparate systems.

Supply chain visibility applications can contribute to higher perfect order rates in three ways:

- 1. Measuring current conditions.** What gets measured gets action. Measuring performance across various areas of the supply chain is critical to understanding where to make the most dramatic improvements. Using supply chain visibility applications to isolate problem areas initiates process, technology, or operational improvements necessary to

increase performance.

Many supply chains are comprised of disparate systems that are not fully integrated. Supply chain visibility applications bring cohesion to disparate systems by analyzing data from multiple sources to identify specific points in the process that may require attention. Whether problem areas are isolated to a particular region, a specific process, or even an individual location, supply chain visibility applications can deliver vital information to help companies make the most effective decisions.

Visibility solutions also provide powerful abilities to drill down to the detailed information that comprises high-level metrics. Viewing the detailed data behind the metrics provides compelling information that can help companies identify improvements to increase perfect order rates.

For example, if on-time delivery performance has slipped, the ability to view the vendors with the lowest on-time performance can lead to understanding root cause relationships. Identifying the factors that contribute to performance measurements are key to



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prioritizing the actions to take for continual improvements.

**2. Monitoring improvements.** Once the key metrics are measured, companies can design effective implementation strategies to target the areas that most need improvement. As soon as companies act to improve their problem areas, they can monitor the supply chain through visibility applications to track the progress of improvement initiatives. Whether in the form of a dashboard, email, or mobile devices, information is readily available to capture current supply chain performance and trends over time.

Company executives can monitor their supply chains more strategically by viewing end-to-end processes and overall performance. Visibility solutions display one version of the truth by incorporating data from multiple sources. As a holistic view of the supply

chain expands, so does the opportunity to make mid-course corrections that can improve perfect order rates.

**3. Maintaining supply chain performance.** By spanning the extended supply chain, visibility applications can become a valuable asset in maintaining perfect order rate improvements. Whether through real-time alerting to conditions that may result in a less than perfect order to displaying orders at risk of out-of-stocks, companies can maintain performance levels by acting on issues as they occur. Alerting through dashboards and mobile devices accelerates the ability to address issues that could negatively impact perfect order rates.

Visibility applications can be enhanced over time to accommodate the ever-changing demands of the supply chain. As companies continue to refine their perfect order rate goals, visibility applications can adapt and help

maintain perfect order improvements.

Supply chain visibility applications can increase perfect order rates without significant financial impact. Achieving a balance between the cost of improvement and the cost of imperfect orders can be challenging.

### A HEALTHY BALANCE

Companies can reach a healthy balance when setting perfect order goals by taking on manageable projects that yield noticeable improvements without tipping the scale on implementation costs. As problem areas are isolated, targeted improvements can bolster the return on investment to offset the cost of implementing change.

Achieving perfect orders is a lofty goal. As companies continue to adapt and improve supply chain performance through extended visibility, the goal becomes more attainable. ■



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# 3PLLINE

by Jesse Bowen

## Choosing a 3PL: Safety First

**W**hen negotiating transportation services with a third-party logistics provider (3PL), you may find that they emphasize efficiency, customer service, competitive pricing, and timeliness. Safety is rarely a selling point and may go unmentioned during discussions. When shopping for 3PL services, however, a good safety record should be at the top of your checklist.

Contracting with a safety-focused 3PL ensures that your company is covered if products or goods are stolen or lost, or if the carrier is involved in an accident that damages your cargo.

### WHAT TO ASK

Informed outsourcers will ensure that the 3PL they choose has complete confidence in its carrier base. Here are four questions to ask your potential 3PL regarding its carrier selection guidelines and requirements.

**1. Are service agreements in place?** The 3PL should have a process in place to guarantee your freight's safety. Not only should the 3PL have a service agreement with your company, it should also have a signed contract with the carriers it selects to handle your freight.

**2. Is insurance coverage current?** Can the 3PL verify that its chosen

carriers' insurance is up to date and sufficient? If it is not, how does that affect your freight? In most cases, if a carrier's insurance is out of date, you are not covered for loss and damage to your freight. Insurance coverage can change daily and should be checked every time the 3PL uses the carrier.

**3. What are the carrier safety ratings requirements?** What are the 3PL's requirements for carrier safety ratings? Several factors affect these ratings, which fall into the following categories.

■ **Not rated**—assigned to all new commercial motor carriers that have not had a Federal Motor Carrier Safety Administration (FMCSA) compliance review.

■ **Conditional**—assigned when a motor carrier is out of compliance with one or more safety requirements.

■ **Satisfactory**—assigned when a carrier passes an FMCSA compliance review with no evidence of substantial non-compliance with safety requirements.

■ **Unsatisfactory**—assigned when a carrier's records indicate substantial non-compliance with safety requirements during a compliance review.

The 3PL should be aware of these ratings and have strict guidelines in place to ensure that it uses only reputable

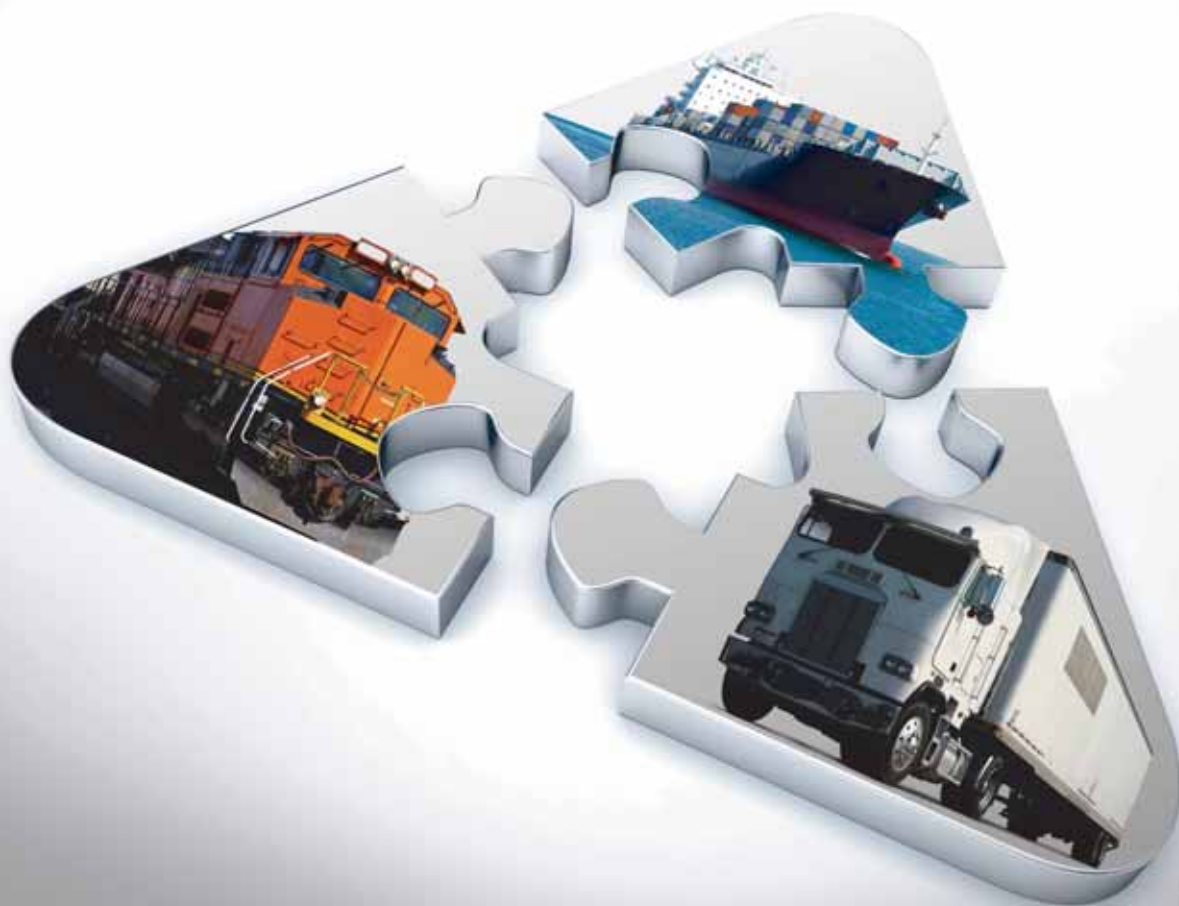
and safe carriers to haul your freight. Poor safety ratings could indicate that the carrier has neglected issues—using out-of-service drivers or hazardous equipment, for example. If carrier scores drop, the 3PL should investigate the effect these ratings violations might have on your freight's safety.

**4. Does the carrier have active authority?** A reputable 3PL will choose carriers that have been granted active authority from the federal government to haul goods.

### UP TO PAR

Your 3PL's chosen carriers should have proven track records and be well regarded within the transportation industry. The 3PL also should keep a file on all contracted carriers it uses and monitor it monthly for compliance with 3PL selection criteria. While it is the 3PL's responsibility to ensure its carriers' safety measures are up to par, it is your job to choose a reputable 3PL whose safety practices live up to your own.

Cost and efficiency are important factors in moving freight, but shouldn't be the only ones you consider. Using a 3PL whose safety practices are questionable could end up costing you more in the event of an accident or freight loss. ■



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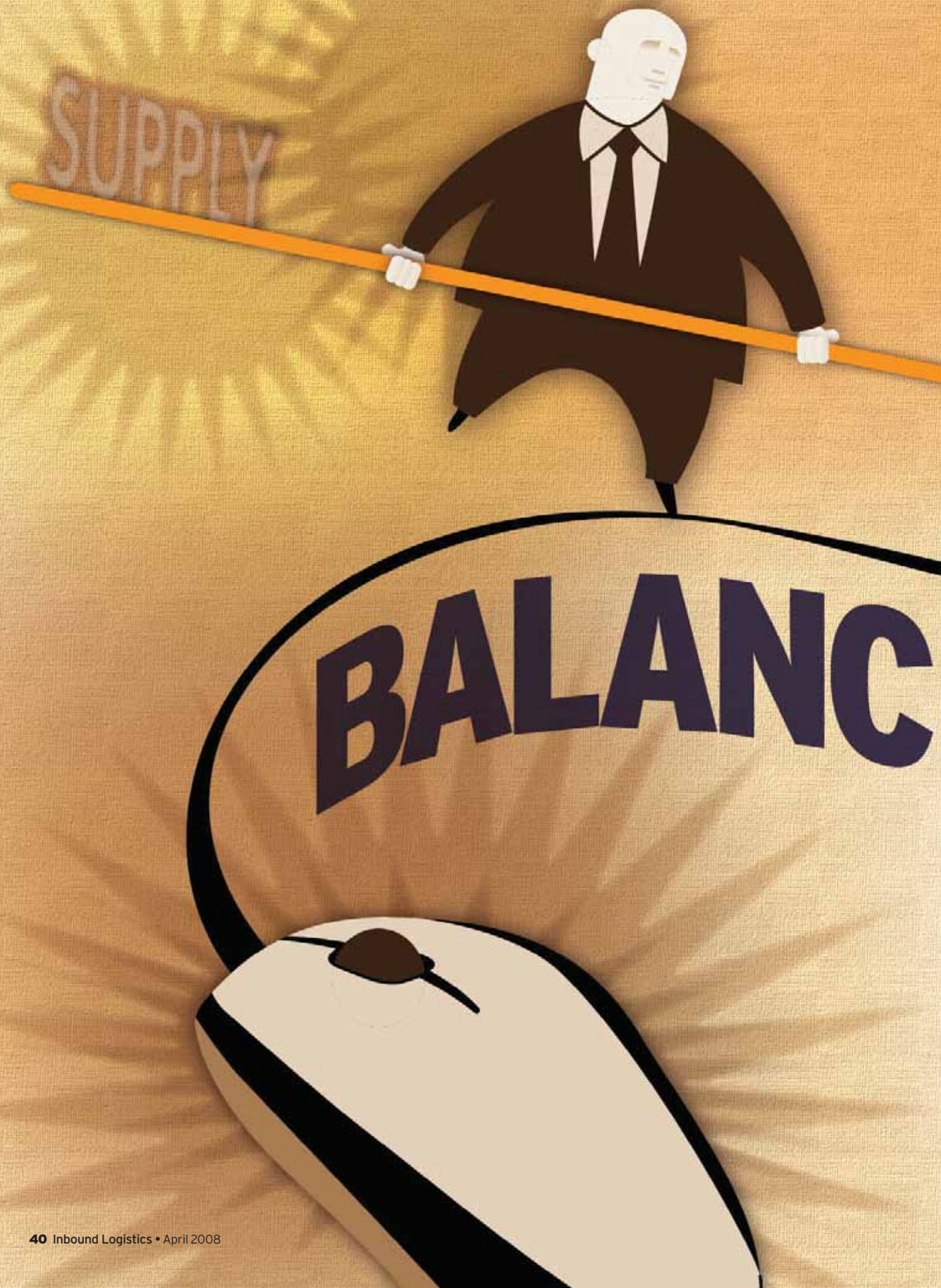
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# ING ACT

## MATCHING SUPPLY TO DEMAND

Three companies at different stages of demand-driven sophistication use greater visibility, automated data flow, and real-time alerts to preserve the delicate balance between suppliers and customers.

**by Merrill Douglas**

Supply chain professionals often find themselves walking a tightrope between demand and supply. Matching these ends to keep company means well-positioned and moving forward is no small feat. Even businesses that are successful at holding this equilibrium steady can be weighed down by increased time and labor costs.

Companies can choose from many kinds of information technology providers and solutions to achieve better symmetry. Demand-driven transformations are often marked by different stages of involvement. Take these three examples:

Nut and dried fruit importer J.F. Braun has been using Blinco Systems' *3rdwave Food* solution for six years.

Stop & Shop and Giant-Landover supermarkets are nearly two years into their experiment with Blue Sky Logistics' *Insight* system.

Helix Energy Solutions Group has just a few months under its belt with Oracle's ERP system.

Each company has had to overcome stumbles in order to reap the benefits of better scale. But across their respective supply chains, demand-driven, technology-enabled strategies provide a safety net as they strive to strike that perfect balance.

#### J.F. BRAUN & SONS:

### Supply Chain Soup to Nuts

The effort to balance supply and demand at J.F. Braun & Sons was driving Stephen O'Mara nuts—not that nuts is a bad word at the Westbury, N.Y.-based importer. Aside from the cashews it sources from India, Vietnam, and Brazil, the company also imports other types of nuts, seeds, and dried fruits. Customers throughout North America use J.F. Braun & Sons' dried seeds and fruits in their own branded products including roasted nuts, snack mixes, and baked goods.

But this was a different kind of nuts—the state you enter when your software makes you do the same work over and over to accomplish simple tasks. That's how it was with the old IBM AS/400 system J.F. Braun was using to manage its business.

"The system was full of operational inefficiencies, such as rekeying information along multiple stops in the organization," recalls O'Mara, president of J.F. Braun.

For example, when the company ordered product from a supplier, people

had to rekey information throughout the process. "We prepared a purchase order in a Word document, then entered it into the system," he explains. "When we released the order, someone had to handwrite it and have that entered into the system. Then we keyed the information again to generate the invoice."

About six years ago, officials at J.F. Braun decided to replace this older management software with an enterprise resource planning (ERP) system that could cover all its processes, from procurement through sales and finance.

## Besides cutting out redundant steps, 3rdwave helps J.F. Braun match demand to supply by allowing it to quickly determine the status of incoming goods and customer orders.

Toronto-based Blinco Systems' *3rdwave Food* solution proved to be an ideal fit.

Besides cutting out redundant steps, *3rdwave* helps J.F. Braun match demand to supply by allowing it to quickly determine the status of incoming goods and customer orders. This is crucial for deciding how to allocate product.

To lock in prices in a dynamic market, J.F. Braun's customers like to place orders

as early as they can—often one year out. Whenever possible, J.F. Braun also buys from its own suppliers one year in advance. But the product J.F. Braun procures to fulfill long-range commitments is not always delivered to the companies that ordered it.

While Braun might hold product for customer delivery at the end of a particular month, for example, another customer might turn up wanting the same product right away. "We deliver to the customer that has the spot need, then later in the month reallocate

inventory to the original customer's requirements," O'Mara says.

By providing accurate information quickly, *3rdwave* allows J.F. Braun to make these kinds of supply/demand adjustments more easily than before. "The old system required an administrative person to run a report because not everyone had access to that information," O'Mara observes.

Now, one look at the computer screen gives sales and marketing staff the information they need to make allocation decisions.

Since J.F. Braun started using *3rdwave* in 2002, it has expanded its use of the system by adding several electronic data interchange (EDI) transactions. One is a 315 transaction, which provides updates from steamship lines on the status of incoming cargo. "Traditionally, we'd call the steamship line to get that information," O'Mara says.

Also, by making the company more efficient, *3rdwave* has helped reduce overhead expenses. "We downsized from an office of 25 people to 20," O'Mara says. "Not only can we handle more volume, but we need fewer people to do the same amount of work."



Matching inventory to customer orders was a tough nut to crack until dried fruit and nut importer J.F. Braun implemented Blinco Systems' *3rdwave Food* solution.



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## STOP & SHOP AND GIANT-LANDOVER: Gauging New Insight

Stop & Shop and Giant-Landover, two supermarket chains owned by Netherlands-based Royal Ahold, use the *Insight* system developed by Blue Sky Logistics to keep inventories in sync with demand at their respective distribution centers in Freetown, Mass., and Jessup, Md. Now, both chains plan to tap *Insight* to further regulate the flow of goods to stores in New England and the Mid-Atlantic states.

*Insight* provides user-configurable dashboards that track supply chain performance. Just as a speedometer tells people how fast they're driving, or the gas gauge tells them when it's time to refill, the solution's "gauges" or "instruments" tell managers how much and what type of inventory to expect, for example, or how many orders have been shipped in full, in part, or not at all.

Stop & Shop currently uses *Insight* to draw data primarily from a warehouse management system (WMS) as well as the software that runs its automated storage and retrieval systems (AS/RS).

One of the technology's most useful gauges was developed to handle cranes that can't replenish locations until they are entirely empty. When this occurred in the past, pickers who went to a location often didn't find all the units they were looking for. They had to take what was available, then short the remainder. After the location was refilled, additional assignments had to be created to make up for the shorted merchandise.

"Reselection time is double work," says Dennis O'Connor, manager of systems support at Stop & Shop's Freetown DC. This added up to a giant waste of time and money.

So Cedar Hill, Texas-based Blue Sky Logistics developed an instrument that examines all the orders that are assigned for picking. It tallies how many cases of each product pickers will need and compares these numbers to the quantities available at pick locations.

"It flags locations that do not have enough real-time balance on hand to



**Customers find their favorite brands in stock on Stop & Shop shelves, thanks to the retailer's investment in technology that matches inventory to need.**

satisfy what will be needed in the next 10 to 15 minutes," O'Connor says.

If there isn't enough, employees who monitor this gauge go to the flagged locations, put the remaining cases aside, then trigger the crane to let more product into the locations. "We get just-in-time replenishment and cut reselection hours in half," he adds.

Another gauge monitors the progress of loads prepared for outbound trucks. "It lists all the loads that are not closed and all the selection work against that, right down to the pallet detail level," O'Connor notes.

On the inbound side of the warehouse, one gauge tells receiving managers how

much inventory to expect for the day, "how many loads, pallets, shipping units, retail units—any way you want to break it down," O'Connor says. Another compares current orders from stores with inventory on hand and inventory due to arrive that day, spotting possible shortages. This tells inbound managers what products to unload and put away first, so they'll be available to pickers.

An "unnecessary inbound orders" gauge also compares current and inbound inventory with store demand. If it determines that the total supply will exceed upcoming need, it signals inbound managers to stall future deliveries.

O'Connor wants to refine this



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**For Helix Energy Solutions, aligning supply to demand means supporting crews it sends out to sea to construct undersea pipelines and perform other activities for energy companies. To streamline information flow among its offshore operations, the company began using Oracle's ERP system to manage maintenance requisitions, consolidate purchases, and gain supply chain visibility.**

functionality even further. "I'd like it to connect to our mainframe system and exclude products that have upcoming sales from the list," he explains. If stores have a special promotion coming up, demand will spike, so what looks like excessive inventory might actually be just enough.

Tracie Doyle, manager of transportation, systems, and process for Stop & Shop and Giant-Landover, also has her eye on future *Insight* applications. She's working with Blue Sky on gauges that will draw data from the WMS, the proprietary transportation management system (TMS), and the company's JDA Software routing system.

One instrument will compare the loads that the routing system builds against actual loads that the warehouse has shipped. Spotting discrepancies will help the company use trailers and drivers more efficiently, Doyle says.

A second function will identify orders that stores place after the day's official cutoff time. Often, such orders get into

the routing system with "a bogus delivery time," Doyle says. "There's no way we could have shipped an order to the store manager on Monday if we didn't get the order until Tuesday."

When a report card on the day's performance reaches an executive's desk, data on these late orders skews results, making it look as if the warehouse performed poorly when it didn't. A new *Insight* gauge will look for those late orders and, when it finds one, alert the person responsible for routing.

#### **HELIX ENERGY: A Deep Water Oracle**

Helix Energy Solutions Group, Houston, Texas, recently began using Oracle ERP's procurement functions to better align supply and demand. For Helix, much of this demand occurs at sea, where the company sends crews to construct undersea pipelines and provide other services to energy companies.

Since the beginning of January 2008, Helix has been using Oracle in

its Houston-based Deep Water group, which does subsea construction. Now, it's rolling out the ERP system to other business units.

Besides implementing Oracle to manage functions such as procurement, human resources, finances, and project management, Helix has linked the ERP system to its new NS 5 fleet management system from ABS Nautical Systems. This solution manages maintenance on vessels that Helix sends to rigs at sea. For users, the interface is seamless.

"They create a requisition, hit a button, and the request is delivered to the Oracle system automatically. My group takes the order and fills demand," says Brent Shinall, vice president of global supply chain at Helix.

Helix also allows its third-party logistics provider, the Dutch company Legero, to perform transactions in Oracle. Helix employees can look into the 3PL's system to track and trace their orders.

The offshore energy development company is implementing Oracle as



part of an initiative to transition from a patchwork of acquired businesses into a unified enterprise. Helix's diverse business units have been using a variety of management systems, many of which are based on outdated technology. The move to Oracle aims to bring them all onto the same platform.

"Just going through the implementation brought all our supply chain groups together to start talking about common processes and procedures," Shinall says.

The groups are also realizing opportunities to analyze spending across the corporation and, in turn, consolidate purchases. "Our Well Operations group in Aberdeen, Scotland, might be going out for bid on a contract, and we might be doing the same in Houston," Shinall says. "If we consolidate these efforts through Oracle, we can leverage that volume and negotiate a more favorable deal."

For the Deep Water group, one of the biggest benefits Oracle has provided is full supply chain visibility. "Once we receive a requisition, we have visibility throughout the supply chain until that product or service gets delivered," Shinall says.

The purchase order number functions like a tracking number. "By inputting the PO number, users can see their orders. They know what's in the pipeline, what has been ordered, what has been received, even what's in a staging area at the warehouse," Shinall says.

This is important because a vessel that is out on a project doesn't return to port for fresh supplies on a regular schedule. "It might have a break in a project and want to come into port. We then have 24 hours to ship the goods that are consolidated in the warehouse," he adds. "Before the Oracle implementation, we didn't know what was in the warehouse. Now we know exactly what products are staged and ready to go out to the Gulf when the ship is ready for it."

By providing visibility, Oracle makes supply chain operations more efficient, cutting the time it takes to deliver product to satisfy demand, Shinall says.

Oracle has made one supply chain process slower, but even that represents an improvement. In the past, the company's purchasing systems didn't include any mechanisms for approving purchases.

"We got approvals outside the system," says Shinall. "Now we have hierarchies, so every PO has to be approved at some level. It's slower to work through the approval process, which is good. We have executives who are responsible for their budgets; so now we have visibility to how much money is being spent."

## The Psychology of Change

At J.F. Braun, although the new processes were clearly more efficient than the old ones, managers had a hard time getting users to adapt when they made the switch in 2002.

"We ran in a parallel state for an extended time," says O'Mara. In hindsight, this was a mistake. Employees who had been using the old system for years were reluctant to make a change; they didn't trust that the new solution was giving them accurate information, so they continued to use the old software.

"The psychological change was the biggest challenge," O'Mara says. "We finally had to bite the bullet and stop using the other system."

The human factor also posed a challenge when Stop & Shop introduced *Insight*. "Sometimes we're our own worst enemy," O'Connor notes. Only a few years earlier, the company moved from an old DC using a paper-based picking

system to a facility with state-of-the-art technology and equipment. For many DC workers, this barrage of new technology came as a shock.

Once officials explained how the gauges would reduce labor and make their jobs easier, employees grew more willing to try it, O'Connor says.

For Helix, the greatest test lay in trying to aggregate processes in what used to be a highly decentralized company. This alignment was crucial because of the way data flows from one module to another in the integrated Oracle suite.

To help all the departments function smoothly on a common platform, Helix had to get business units to standardize their processes and decide on best practices.

Unfortunately, the company didn't complete all that work before it brought Oracle online in Houston. "We did it a little backwards," Shinall says. "We waited until we had a problem, fixed the process, then documented it." Other companies going through a similar implementation should standardize and document their processes first, he recommends.

"Technology can be an enabler if you define its path and invest the resources to make it successful," Shinall adds. "You can't just plug a disk into a computer and walk away." ■



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The background features a stylized orange line art illustration. On the left, a pallet jack is shown from a side profile, with its handle and forks visible. To the right, a hard hat is depicted, showing its brim and ventilation slots. The lines are thick and white against a solid orange background.

# TMS

Companies take a closer look at technology solutions to discover the secret of optimizing transportation operations.



As fuel prices climb and the economy slows, companies more than ever are examining transportation operations under a microscope. The goal of the experiment is determining how to optimize processes while aggressively managing costs.

optimize the overall network—from costs to visibility,” observes Razat Gaurav, vice president of global logistics at logistics IT solutions provider i2 Technologies, based in Dallas, Texas.

Centralized transportation control enables companies to more effectively balance the tradeoffs among manufacturing, transportation, inventory, and supply chain labor.

Transportation management systems (TMS) facilitate efforts to optimize and manage transportation operations. They can be installed as resident software, or they can be Web-based and accessed on demand.

Many companies invest in technology to facilitate and enable changes to their transportation management practices.

“Because transportation costs have become so significant, organizations have a greater need to

TMS software helps build loads; determine the shortest routes and best utilization of trucks; manage orders and transport tenders; track and trace shipments; control freight payment; and provide visibility.

# UNDER THE MICROSCOPE

By Lisa Harrington





## UNDER THE MICROSCOPE

TMS applications, however, vary in breadth and scope. Some handle only freight bill audit and payment. Others cover the entire closed-loop transportation process – from strategic sourcing, planning, and optimization to shipment visibility and payment and performance analysis.

“TMS enables companies to improve customer service,” says Lorne Jones, wholesale logistics and distribution industry executive at Dublin, Ohio-based solutions provider Sterling Commerce. “Customers can track and trace their orders online, eliminating phone calls to the traffic department.”

Put TMS under a microscope and you might discover the following benefits.

**Automated billing:** “Many transportation departments still manually key in trucking bills,” notes Jones. “Then the company sends paper invoices to an auditor that provides results months later.” But using three-month-old information makes managing the dynamics of a freight operation difficult.

**Robust communication capabilities enable TMS users to collaborate effectively with all supply chain partners. It can notify them of shipment delays, so they can reschedule warehouse labor and modify production schedules.**

TMS applications resolve this issue by computerizing freight activities and data collection/management, including carrier invoicing and payment. “Many TMS solutions, such as Sterling’s, load all freight tables and contracted rates,” explains Jones. “Because the system is electronically connected to trucking companies, the carriers can send invoices through the TMS. They connect

once to their customers, then send out all their transportation invoices.”

The TMS vendor audits the bills and sends shippers information about freight payment, which also can be handled automatically and electronically. The shipper manages all this activity on a single application rather than connecting individually to hundreds of carriers.

“Eliminating the manual keying of stacks of bills allows truckers to get paid faster,” Jones notes. “That improves carrier relations.”

“TMS helps shippers manage operations more efficiently,” he continues. “They can track on-time performance, average cost per mile, cost per customer, and carrier performance.”

An online, on-demand TMS has another benefit: it cuts ongoing system maintenance costs. “Shippers don’t have to worry about data feeds, protocols, version changes, or customer upgrades,” says Gaurav.

“The on-demand platform allows shippers to create unique work flows and user interfaces that are specific to their needs,” he explains. “In the past, shippers had to adapt all their processes to an off-the-shelf application. Now they can adopt best practices relevant to their business and operation, mode, and region, then leverage the agility of the on-demand business process platform. This makes it easier to customize.”

“After all,” Gaurav adds, “you don’t want a one-off solution that is a nightmare to maintain.”

**Optimized operations:** In addition to managing day-to-day transportation activities, TMS solutions offer network/service optimization capabilities. These models map current operations and explore the efficacy of other options, such as relocating distribution centers, switching from private fleet to for-hire carriage, or shifting modes.

*(continued on page 54)*



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## Dial Corp. Cleans Up Transport Operations

**S**cottsdale, Ariz.-based Dial Corp., with nearly \$2 billion in revenue, uses Sterling Commerce's TMS to manage 130,000 annual finished-goods shipments within North America. It operates four company-owned manufacturing sites, five full-line distribution centers, and more than 30 manufacturing facilities.

Dial uses three areas of Sterling's TMS functionality:

1. Shipment tendering and electronic routing guides.
2. Freight bill management, payment, and auditing.
3. Visibility, event management, and shipment track and trace.

Sterling's TMS provides the 100-year-old consumer products company with "complete visibility of final goods shipments," says Robert Shafer, Dial's manager of carrier alliances. "We manage transportation activities by exception, with minimal manual intervention."

Sterling's Web-based solution contains Dial's carrier contract information and shipment details. Using this centralized repository of information, the manufacturer tracks the performance of carriers and locations to gain an accurate and comprehensive view of corporate-wide shipping operations.

Because the TMS offers full visibility to in-transit inventory, Dial tracks two carrier measurements in real time: expired tenders and rejected tenders (those a carrier had previously accepted). When either situation occurs, the appropriate transportation manager receives an alert and contacts the carrier for an explanation.

The TMS makes carrier selection decisions based on Dial's business rules. "If 10 carriers submit rates for a high-volume lane," Shafer explains, "we write business rules to sequence those carriers to meet our volume commitments—for example, one carrier gets 10 loads in a particular lane each day while another carrier gets five. Or we assign loads based on other parameters, such as volume percentages and rates."

This rules-based load assignment system enables Dial to meet capacity commitments with carriers. "We know we are holding up our end of the agreement," Shafer notes.

Dial uses the TMS to track carrier performance and monitor service to customers. "Prior to using the TMS, some carriers would send an EDI 214 shipment status date," Shafer recalls. "But most carriers were not EDI-capable at the time. Some would fax the information and we would enter it into our system. Many carriers just didn't report that information. It's difficult to gather conclusions based on two-thirds of the data. You

don't know what you're missing."

Dial's customer service group also has full visibility into delivery performance. If a problem arises—a missed delivery appointment, for example—the system automatically transmits an alert to the customer service and/or transportation department.

"We have the opportunity to improve on-time delivery performance," Shafer reports. "In many cases, the buyers' delivery expectation is not reflected in the available delivery appointments at the customer distribution center. The buyer may request delivery on Wednesday, but the distribution center shows the first available appointment is Friday. We can alert the buyer to that situation."

Similarly, if the carrier estimates an arrival time that is either after the delivery appointment or after the customer-requested delivery time, Dial receives an alert and notifies the customer.

Dial's Supply Network Planning group also relies on the information collected by the TMS application. "This group is responsible for manufacturing scheduling and finished goods inventory deployment," Shafer explains. "It can see stock transport orders from manufacturing plants to distribution centers. If the group receives an out-of-tolerance alert, it can shift stock to fill the need."

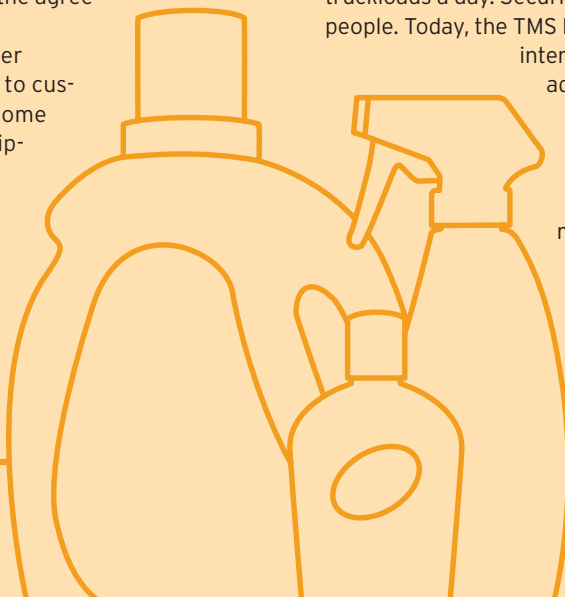
Sterling audits carrier invoices, verifies them against contracted rates and charges, and sends Dial pre-audited, pre-approved electronic invoices that require no additional audit or post audit.

In the past, about 60 percent of Dial's total volume was managed by carriers that were not EDI-capable. The company received paper invoices for about 78,000 shipments. "A team of six clerks paid freight invoices," Shafer says. "We reduced that to two people who spend their time fielding phone calls rather than entering data. We redeployed the other people to areas such as load tendering."

Some of Dial's distribution centers average more than 100 truckloads a day. Securing that capacity required one or two people. Today, the TMS handles the process with no human intervention, freeing staff for more value-adding tasks.

Within one year of using the Sterling TMS, Dial's savings paid for the system for several years to come. "The return was immediate," Shafer notes. By automating processes and reducing carrier rates, Dial has realized savings of 12 to 15 percent in high-volume lanes.

Dial's experience illustrates how much a company can clean up by deploying TMS technology across the supply chain.





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## UNDER THE MICROSCOPE



(continued from page 50)

"The biggest challenge of correctly running an optimization model is including the right constraints," says Gary Kowalski, chief operating officer, Menlo Worldwide Logistics, a third-party logistics provider based in San Mateo, Calif. "For example, it's important to synch up with customers to make sure they identify all the constraints—packaging sizes, dock sizes, receiving information—that impact the ability to optimize."

"The model provides a baseline to use as business changes," he says. "It is not necessary to re-collect data for further analyses. New data can be viewed quickly, enabling fast decisions."

**Improved visibility:** Companies have expanded the focus of transportation planning and management from a

**With customer constraint data recorded in its TMS, Menlo Worldwide Logistics can make quick decisions about shipment optimization.**

stand-alone function to one that is integrated with larger enterprise resource planning (ERP) and warehouse management systems (WMS).

Robust communication capabilities enable TMS users to collaborate effectively with external trading partners and service providers. TMS can notify users if shipments are delayed for any reason, giving them time to reschedule warehouse labor and modify production schedules.

TMS software accelerates reaction time to supply chain events. "Real-time event management is critical, especially for shipments moving just-in-time into an assembly plant," observes Kevin Bott, senior vice president and chief

information officer, Ryder System Inc., a 3PL based in Miami, Fla. "If a shipment falls behind schedule, the shipper can act to remedy the problem by expediting freight or diverting shipments from another location."

Improved transportation event management and communication can save companies money in other areas, such as retailer chargebacks. For example, Sheboygan, Wisc.-based Rockline Industries, North America's largest manufacturer of coffee filters and private label baby wipes, used a TMS solution to remedy a multi-million-dollar information disconnect with its retail customers.

Rockline ships product to large retailers, many of which have strict delivery terms. If the manufacturer misses a delivery date or fails to comply with the terms of its customer service contract, the



retailer charges back for the violation.

By 2006, chargebacks (only a portion were delivery-related) were costing Rockline millions of dollars. The company was frustrated because it would ship product on time but still incur frequent penalties. Its carrier would call the retailer to schedule a delivery appointment, but because the receiving clerk had no visibility into Rockline's contractual customer service commitments, he would schedule an appointment beyond the allowable delivery time. Rockline would be penalized, even though the delay was not its fault, explains Matthew Connor, the company's director of logistics.

In 2004, Rockline implemented a commercial TMS and centralized transportation planning and execution. Two years later, it decided to apply the system's visibility and collaboration features to solve the chargeback issue.

Through an interface with Rockline's Order Management System (OMS), the software compares delivery dates with those specified in the customer's purchase order. If the scheduled date is later than the required date, the system automatically transmits an email alert to Rockline's customer service team which, in turn, contacts the customer. The customer then decides whether to change the scheduled date to match the required date, or keep the later scheduled date. In either case, Rockline is not charged for a late delivery.

"Providing this level of connectivity between the TMS and the OMS saves hundreds of thousands of dollars a year," Connor reports. "The project paid for itself within a few months."

#### REAPING THE BENEFITS

As Rockline's experience illustrates, transportation optimization in general and TMS in particular can produce significant cost savings, as well as improvements in customer service, business processes, and resource management.

**TMS solutions enable companies to identify pressure points and problems. The real-time information and intelligence these solutions generate give companies a chance to manage, rather than react to, supply chain events.**

TMS solutions enable companies to identify pressure points and problems such as carriers that are frequently late, or shipping lanes with capacity issues. The real-time information and intelligence these solutions generate give companies a chance to manage rather than react to supply chain events.

"Shippers who can get out in front of transportation management can fix problems and find new, innovative ways to manage the network of assets, inventory, and costs," says Kelly Killingsworth, senior director, product management, at Atlanta-based technology solutions provider Manhattan Associates.

"Companies that don't use TMS tools to manage transportation are at a disadvantage," Bott says. "If they ship using

common carriers, they can optimize rates, routes, and trailer loading to save up to 30 percent. If they run a private fleet, computerized routing and scheduling can save up to 20 percent."

Rising costs and far-flung supply chains are driving companies to aggressively adopt TMS applications, which enable them to mitigate risk.

TMS tools are more flexible and easier to implement than ever, particularly with on-demand versions. Companies can immediately begin reaping the benefits of lower transportation costs, improved visibility, and greater responsiveness across their supply chains.

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# IT Perspectives 2008

**Global supply chains are only as flexible as the technology that exists to support them—and thanks to an emerging class of logistics IT providers, and a new breed of sophisticated solutions, there are plenty of options to help enterprises respond more quickly and economically to market variability.**

The vagaries of global trade are no less apparent in the trends shaping the logistics technology sector. These dynamics prompt businesses to explore applications that breathe potential into strategic supply chain designs, while giving them greater pause in discriminating solutions that best meet current and future interests. While strategy and process deliver product to market, businesses increasingly rely on information technology to link demand with supply.

As an information resource, *Inbound Logistics'* annual Logistics IT issue serves a similar purpose. Responding to reader demand, this *IT Perspectives* section provides a comprehensive summary of how technology suppliers perceive end-user challenges, and what they are doing to adapt and expand their offerings to meet these needs. We approach this objective in two ways.

First, the *Logistics IT Market Insight Survey* paints a broad picture of the technology sector, illustrating trends and developments that are pressing businesses to consider technology investments and implementations in a new light. Soliciting input from a diverse pool of more than 300 technology providers, we present an inclusive overview of the IT market that juxtaposes emerging trends, statistical data, and anecdotal evidence.

Second, *IL's* annual *Top 100 Logistics IT Providers* list presents an in-depth resource of best-in-class technology services providers—all in an effort to provide business logistics managers with a better road map for finding partners that meet their specific needs.

by Joseph O'Reilly

## MACRO PERSPECTIVE: Logistics IT Trends

By any measure, logistics information technology has radically altered the supply chain landscape. In the 1990s, the Internet and emerging communication tools empowered transportation and procurement managers to explore new offshore locations for sourcing product. Technology provided the operational bandwidth to engage supply chain partners across functional, cultural, and geographic divides.

Today, globalization is largely a given, and technology applications are evolving along a different track. Businesses continue to survey the globe for less expensive labor, contingency sourcing options, and consumer markets to sell into. But as supply lines become stretched and lead times lengthen, supply chain managers are manipulating logistics and supply chain solutions to shrink gaps, not just increase global exposure.

"The issue of globalization is not going away," observes Gordon Benzie, director, public and analyst relations at Apriso, Long Beach, Calif. "Managing distributed operations across multiple time zones and functional areas continues to be a challenge." There is growing recognition, he explains, that a patchwork of "silo" applications across multiple locations fundamentally impedes competitive differentiation.

Dennis Schoemehl, president and CEO of St. Louis-based Logistics Management Solutions, shares a similar opinion. "Shippers do not operate in

silos, so their technology needs to function accordingly. Integration is key and shippers want adaptable systems that enable data to flow through every link of their supply chain," he says.

Without properly tying together these functional silos, businesses have less leverage in driving visibility across the supply chain,

and consequently less influence in optimizing transportation and logistics costs.

Accordingly, when asked what technology challenges are most critical to their customers, IT providers responding to *IL's Logistics IT Market Insight Survey* identify "cost" (51 percent) and "visibility" (49 percent) as most important, with "customer service" (23 percent), "transport optimization" (16 percent), and "scalability" (14 percent) rounding out the list (SEE FIGURE 1).

As economic uncertainty compounds already high fuel prices, reducing cost remains a top priority. Importantly, visibility ranks nearly as high, suggesting shippers are aware that creating greater transparency among partners and processes can go a long way toward optimizing spend throughout the entire supply chain.

Better visibility at point-of-sale and point-of-origin affords logistics and supply chain managers greater flexibility and control in how they manage and scale product availability and control transportation and warehousing costs—whether this entails consolidating like shipments into TL moves closer to demand or staging more inventory farther back in the pipeline.

Businesses often have IT functionalities in place that work well in specific areas of the supply chain, but lose valuable information due to poor connectivity among these different operational spheres.

"Most companies have invested heavily in point solutions in the areas of transportation, warehousing, and order management.

FIGURE 1.  
**Which technology challenges are most critical for your customers?**

<b>Cost</b>	<b>51%</b>
Visibility	49%
Customer Service	23%
Transport Optimization	16%
Scalability	14%

Source: 2008 Logistics IT Market Insight Survey, Inbound Logistics





# *The Benchmark You Need*

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Savvy shippers use a pricing benchmark to simplify negotiating purchases with their carriers. But selecting the right LTL benchmark presents its own challenges – shouldn't there be a pricing standard that both shippers and carriers can agree on?

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The problem is, these point solutions are not tightly integrated with one another," observes Steve Hensley, president, Blue Sky Logistics, Cedar Hill, Texas. "This is where supply chain visibility solutions come in. More customers are asking us to tie these systems together and provide a comprehensive visibility solution that lets them manage their supply chain processes from end to end."

## THE POWER OF DATA

From tactical approaches to streamlining transportation costs to more strategic supply chain optimization efforts, how businesses digest and disseminate information directly impacts their ability to flexibly and reliably react to consumer demand.

"Without good information, technology is useless. How often do you hear that inventory is moving faster than information?" asks Greg Kefer, director corporate marketing, GT Nexus, Alameda, Calif.

As businesses become more sensitive to cost containment, benchmarking and analyzing shipment information empowers them to evaluate performance, track shifting trends, and address problems before they swell beyond control.

"Companies want the ability to dig deep into their database of shipment history for better decision-making, analysis, and continuous improvement," observes David Abdo, CEO of Bitam, Roswell, Ga.

By example, historical data mining can reinforce real-time decision support. Richard Murphy, vice president of Indianapolis-based TCLLogic, reports that customers are looking for solutions that provide better intelligence about inventory performance so they can make smarter decisions about where to invest capital. "The growth in overseas sourcing is

expanding the volume of inventory companies are holding due to lengthening lead times and increased variability. This adds to an already chaotic environment from which to plan inventory," he says.

This chaotic environment only appears to be growing in complexity as anticipated security requirements threaten to place "time constraints" on already tenuous lead times. Customs and Border Protection's (CBP) proposed Importer Security Filing (10+2) mandate will force U.S. shippers and consignees to rethink how they gather, then share sensitive shipment and supplier information with CBP.

Because many businesses do not currently have the capabilities to capture this information in compliance with CBP's 24-hour advance manifest requirements, they will be forced to either partner with third-party intermediaries or consider trade compliance solutions that assimilate these new stipulations.

As security regulations evolve and the sphere of accountability expands for importers of record, seamlessly collecting and communicating information among partners will become even more critical for businesses looking to synchronize security standards with their own supply chain requirements, suggests Lauren Meling, marketing coordinator, Management Dynamics, East Rutherford, N.J.

"Innovative organizations are now looking to integrate these processes and supporting technologies to more effectively exploit globalization," she says.

## REMOTE CONTROL

With transportation-related costs arguably beyond control, U.S. businesses otherwise want greater command of their supply chains. Among respondents to the *Logistics IT Market Insight Survey*, 57 percent of IT providers indicate customers have expressed interest in inbound logistics solutions, with 45 percent and 30 percent citing vendor management and security/risk assessment technologies respectively, as other hot button needs (SEE FIGURE 2).

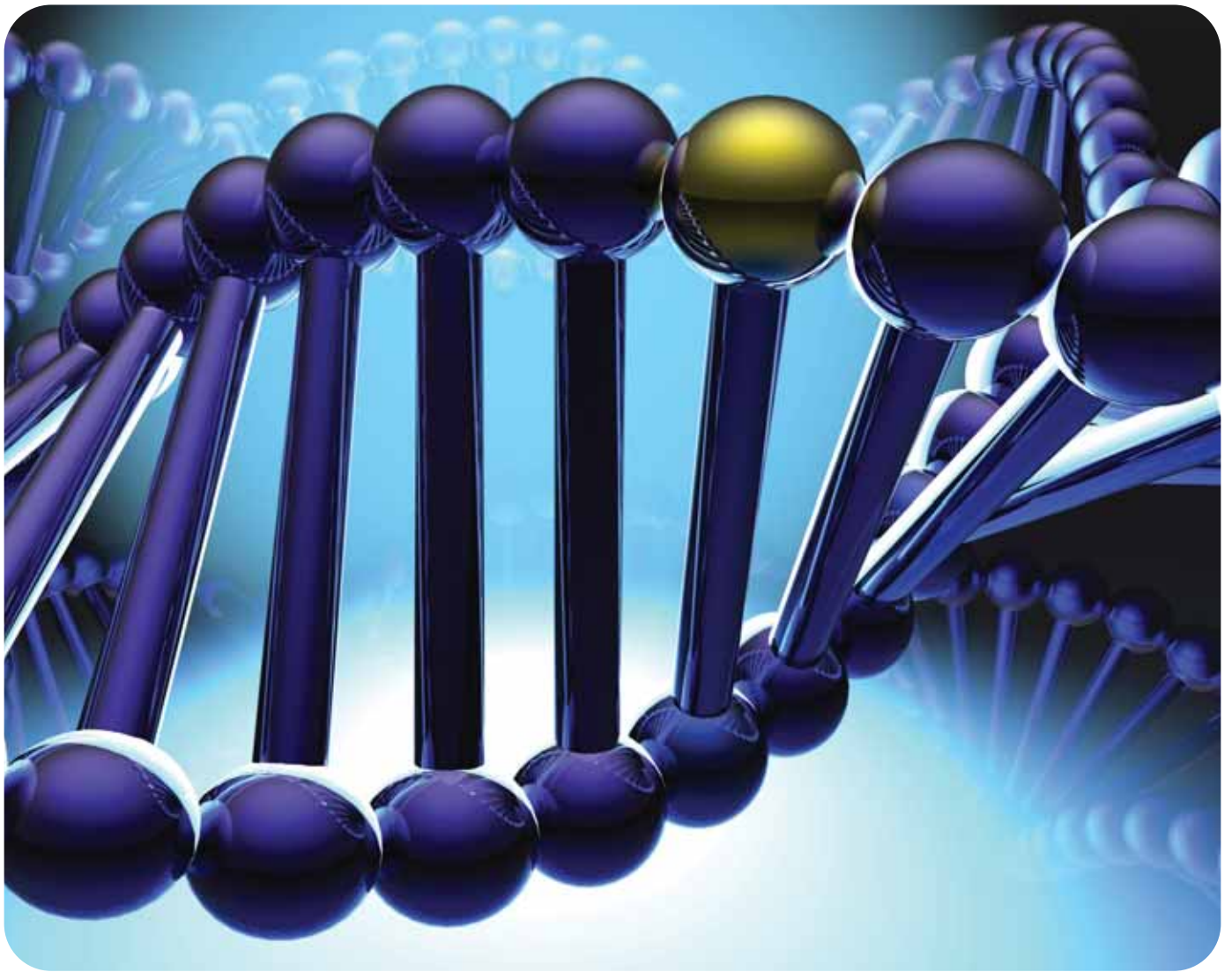
"Demand variability and the need to adopt pull-based strategies are top of mind this year," indicates Jim LeTart, director of marketing for Waukesha, Wisc.-based RedPrairie.

FIGURE 2.

## Have you seen interest from customers for solutions that address:

<b>Inbound Logistics</b>	<b>57%</b>
Vendor Management	45%
Security/Risk	30%
Sustainability	27%
Product Lifecycle Management	23%
RFID	21%

Source: 2008 Logistics IT Market Insight Survey, Inbound Logistics



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"With SKU proliferation, higher raw material and fuel costs, greater competition from private label brands, and economic pressures, it is more critical than ever that inventory size, mix, and velocity are optimized throughout extended supply networks."

Taking control of inbound transportation and distribution processes enables state-side consignees to proactively monitor and evaluate demand signals; work with vendors, carriers, and service providers more collaboratively; benchmark their performances; and better manage exceptions, service, and costs.

Piggybacking on the need for more visibility into demand, Karin Bursa, vice president of marketing, Logility, Atlanta, Ga., notes that customers are looking to manage new product introductions more efficiently. "This includes having the ability to manage consumer expectations for new products and sophisticated tools such as attribute-based forecasting technologies that create sell-in profiles and quickly sense demand changes at the consumer level," she says.

More accurate demand forecasts can have an osmotic impact throughout a company and its extended enterprise, particularly in

sales and operations planning, Bursa adds. Using this information to align strategic goals among sales, finance, and operations departments can help further integrate functional decision-making into a tightly woven, sense-and-respond supply chain.

With granular visibility at point of consumption and better demand projections, shippers can similarly work with supply chain partners to create better visibility upstream, push more product back to vendors, share risk, and reduce stock without jeopardizing availability. For retailers especially, vendor management strategies enable them to scale inventory more easily and economically while keeping supply more closely aligned with consumer buying habits.

Another area of interest among customers courting new technologies is green compliance, with 27 percent of IT providers reporting interest in sustainability solutions.

"Companies are looking to improve manufacturing efficiency while also reducing carbon emissions, water usage, and waste," acknowledges Bursa. "On the logistics side, they want to reduce their impact on the environment by optimizing transportation, maximizing load capacity, optimizing pooling and back hauls, and monitoring savings and adherence to corporate green initiatives."

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### MICRO PERSPECTIVE: **Tracking Technology**

From on-demand applications to end-to-end systems, vertical-specific WMS modules to standalone fleet telemetry tools, supply chain and logistics technologies run the gamut between tactical stopgaps and strategic sparkplugs. Given the broad range of challenges that U.S. businesses encounter, logistics IT providers continue to diversify their solutions portfolios with these demands and interests in mind.

Reflecting this multiplicity, *Logistics IT Market Insight Survey* respondents were mixed in how they are growing their offerings and targeting new business. Some are scaling solutions, application platforms, and pricing structures to attract small and mid-size businesses (SMBs); others are committed to serving the needs of larger customers; and an

emerging class of IT providers is developing vertical-specific solutions.

"Increased local and global competition, product proliferation with more rapid obsolescence, and the resulting need for companies to be more agile and demand-driven has caused customers to be far less willing to adapt generalized systems to their needs,"



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explains RedPrairie's LeTart. "Instead, they are demanding solutions with strong functionality to support their industry and business model, as well as the flexibility to quickly and easily adapt to changing business and marketplace needs."

While solutions offerings and go-to-market strategies vary, global capabilities are overwhelmingly the expectation. Eighty-nine percent of IT providers responding to the *Logistics IT Market Insight Survey* have some global logistics capabilities, compared with 85 percent in 2007.

At the same time, IT companies are also expanding their resources to target a more diversified customer base. Among respondents, 83 percent count manufacturing companies as target customers, compared with 77 percent in 2007; 73 percent are selling to retail/e-business, compared to 62 percent in 2007; and 85 percent of logistics IT companies provide solutions for the transportation industry, equal to 2007 data (SEE FIGURE 3).

Manufacturers remain committed to global offshoring and outsourcing initiatives to further drive cost reductions. With institutional transportation costs a given, quality control concerns recurring, and new security and regulatory mandates emerging, there is strong interest in transportation, global trade management, inventory control, and supplier relationship management solutions.

The continued growth of global e-commerce is changing the way consumers shop, and thus the means through which retailers and e-tailers pull product to market. Many now leverage demand management, e-fulfillment, inventory control, and warehouse management technologies to more accurately forecast demand, aggregate and integrate in-store and online distribution channels,

and economically manage last-mile deliveries—either direct to store or direct to home.

IT companies also remain focused on the transportation and third-party logistics sectors—especially as intermediaries manipulate investments in technology to further expand their value-added offerings. Aside from tapping a captive market, IT providers have the added incentive of branching out and delivering these solutions to shippers as well.

### SIZING UP TECHNOLOGY SOLUTIONS

The growth of the logistics IT sector has created a plethora of options for businesses of all sizes and stripes. It's no longer a "one-size fits all" market paradigm.

Given the historically high cost of technology, lengthy implementations, and obsolescence concerns, businesses have been inclined to buy technology only as a means of addressing existing problems, rather than as a preemptive, strategic decision. This need, amplified by the emerging competitiveness of SMBs, has compelled IT companies to adapt the way they sell and structure solutions.

The growing allure of Software-as-a-Service (SaaS) and on-demand solution applications, which allow users to pay for technology per usage instead of investing to own, remain a top priority for solution developers and a must-have for many shippers. Among survey respondents, 80 percent offer some form of Web-hosted solution and 50 percent provide transaction-based pricing packages.

With a true "plug and play" approach to technology speculation, businesses can avoid the integration burden and capital risk of acquiring a complete system. Ongoing migration toward SaaS solutions will fundamentally change how businesses embrace technology, and how IT providers develop their services.

"As customers adopt SaaS solutions for advanced exception management, their way of managing shipments will change," says Joe O'Brien, director of business development, CargoSmart, San Jose, Calif. "Customers will seek solutions providers that enable them to automate specific business processes, allow them to adopt new solutions incrementally, and provide customer support services to implement these applications."

FIGURE 3.

Industries served	2008	2007
Transportation	85%	85%
Manufacturing	83%	77%
Retail	73%	62%
Services	51%	52%

FIGURE 4.

Price range	2008	2007
Less than \$50K	36%	31%
\$50K–\$250K	50%	62%
\$250K–\$500K	19%	21%
More than \$500K	8%	14%

Source: 2008 Logistics IT Market Insight Survey, Inbound Logistics



# IT Perspectives2008

As SaaS applications redefine expectations and requirements, the shift to Web-native logistics solutions similarly brings to bear the challenges businesses encounter when acquiring other enterprises, then integrating technology across the supply chain. On-demand solutions allow for greater flexibility in exploring applications that best fit an enterprise's changing needs, while more effectively reconciling IT expenditures with actual use.

The growth of on-demand solutions, the market potential of SMBs, and continuing saturation in the logistics IT marketplace have created a more cost-competitive environment for businesses courting new technology. The percentage of providers offering solutions priced between \$50,000 and \$250,000 and \$250,000 to \$500,000 dropped from 62 percent and 21 percent respectively in 2007 to 50 percent and 19 percent in 2008. In turn, the percentage of providers

offering solutions less than \$50,000 jumped from 31 percent to 36 percent (SEE FIGURE 4).

Across the board, fewer providers are selling technology in higher-end price brackets, while more offer less-expensive options. This trend has opened up the market to newer entrants and given end users greater selectivity. With an uncertain economy, and businesses already more judicious in calculating IT budgets and embracing on-demand solutions, this pricing dichotomy will likely become more visible in 2008 and beyond.

The idea that technology is morphing into a "service" means that as businesses look to build greater scalability in their supply chains, rationalize costs, and better match demand to supply, they can evaluate and benchmark IT solutions accordingly. This shift in approach will place more responsibility on IT developers to offer customer support and consultation to meet end-user needs. ■

## THE TOP 100: Playing IT Matchmaker

As technology helps businesses keep pace with shifting global trends and trade dynamics, they in turn are pressing IT providers to push the envelope in developing more intuitive, scalable, and innovative solutions. It's a never-ending cycle that keeps the technology market flush and prospective IT buyers focused on finding the perfect fit.

With so many variables, and with an equally diverse group of solutions partners courting new business, logistics managers have a considerable challenge on their plate as they look to stay ahead of the IT curve. By necessity, this responsibility and due diligence translates to *IL's* annual *Top 100 Logistics IT Providers* index as well.

Selecting the Top 100 logistics IT providers is a measure of matching reader feedback with technology partners we deem are suited to deliver the best value to an ever-expanding and demanding shipper community. Our list includes a mix of logistics solutions companies - from smaller, niche-specific IT providers to end-to-end solution vendors; up-and-comers targeting SMBs to established players with Fortune 500 accounts.

*IL* editors selected this year's qualifiers from a pool of more than 300 applicants, using questionnaires, online research, and personal interviews to validate our picks. Importantly, the companies chosen reflect our readers' diverse IT needs: simplicity, ROI, efficient implementation, and a dual emphasis on best-of-breed or end-to-end solutions.

As a complement to our *Logistics IT Market Insight Survey*, the *Top 100 Logistics IT Providers* list provides a panoramic snapshot of industry trends and a drill-down focus of the technology partners that can help your enterprise reach its current and future goals. If questions about specific providers arise - and we hope they do - visit the online IT Decision Support Tool ([inboundlogistics.com/lit/lit100.shtml](http://inboundlogistics.com/lit/lit100.shtml)) to solicit providers for additional information about their services. If you have any questions about the IT Perspectives section or the Top 100 list e-mail: [editor@inboundlogistics.com](mailto:editor@inboundlogistics.com).

# TOP 100 Logistics IT Companies

COMPANY NAME & PHONE NUMBER	E-MAIL & WEB ADDRESSES	PLATFORMS					COST BASIS			PRICE RANGE					INDUSTRIES			
		WEB/HOSTED/ASP	WINDOWS OS	.NET	LINUX/UNIX	AS 400	TRANSACTIONAL	SYSTEM	SEAT/USER	LESS THAN \$50K	\$50K	\$250K	\$500K	MORE THAN \$500K	MANUFACTURING	RETAIL/E-BUSINESS	SERVICES/GOVERNMENT	TRANSPORTATION
<b>Aankhen</b> 408-387-0083	info@aankhen.com www.aankhen.com	●		●			●	●	●		●	●			●	●	●	●
<b>Acatech Solutions</b> 949-830-6800	acatech@acatech.com www.acatech.com	●	●					●	●		●	●			●	●	●	●
<b>Accellos</b> 719-433-7000	chris.oshea@accellos.com www.accellos.com	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●
<b>Advanced Logistics Systems</b> 360-378-5398	als@advanced-logistics.com www.advanced-logistics.com	●	●	●	●	●	●	●	●		●	●			●	●	●	●
<b>AL System</b> 973-586-8500	ccastaldi@alsysinc.com www.alsystems.com	●	●					●		●	●	●			●	●		●
<b>Appian Logistics Software</b> 800-893-1250	sales@appianlogistics.com www.appianlogistics.com	●	●	●				●		●					●			●
<b>Apriso</b> 562-951-8000	sales@apriso.com www.apriso.com		●	●					●		●	●			●			
<b>BestTransport</b> 614-888-2378	bdamico@besttransport.com www.besttransport.com	●		●			●				●	●			●			●
<b>Blue Sky Logistics Technologies</b> 704-543-6570	steve.hensley@blueskylogistics.com www.blueskylogistics.com	●	●	●	●	●	●	●	●		●	●	●		●	●	●	●
<b>Cadre Technologies</b> 866-25-CADRE	info@cadretech.com www.cadretech.com	●	●	●	●		●	●	●		●	●			●	●		●
<b>CAPE Systems</b> 800-229-3434	sales@capesystems.com www.capesystems.com		●						●	●					●	●	●	●
<b>CargoSmart Ltd.</b> 408-325-7600	business.development@cargosmart.com www.cargosmart.com	●	●	●			●		●	●					●	●	●	●
<b>Catalpa Systems</b> 828-437-7488	mallen@catalpa-systems.com www.catalpa-systems.com	●	●		●			●	●	●					●	●		●
<b>Cheetah Software</b> 888-CHEETAH	info@cheetah.com www.cheetah.com	●			●			●	●	●						●	●	●
<b>ClearOrbit</b> 512-735-4242	ted.huffman@clearorbit.com www.clearorbit.com		●		●		●		●		●	●			●	●		
<b>ClearTrack Information Network</b> 877-377-4400	info@cleartrack.com www.cleartrack.com	●	●	●	●	●	●	●	●			●	●			●	●	●
<b>Click Commerce</b> 312-482-9006	click.sales@clickcommerce.com www.clickcommerce.com	●	●		●		●	●	●			●	●		●		●	●
<b>Cognos, An IBM Company</b> 866-601-1934	(none) www.cognos.com	●	●	●	●	●		●	●		●	●			●	●	●	●
<b>CombineNet</b> 412-471-8200	info@combinenet.com www.combinenet.com	●						●			●	●			●	●		●
<b>CT Logistics</b> 216-267-2000	sales@ctlogistics.com www.ctlogistics.com	●	●	●	●			●			●	●			●	●	●	●

### COST BASIS

**TRANSACTION:** scalable, depending on the number of transactions

**SYSTEM:** pricing for a complete install

**USER:** scalable, depending upon system user

### GLOBAL CAPABILITIES

**YES:** supports global logistics management

**SOME:** provides limited global logistics functions

		SOLUTIONS OFFERED																							
		AUDITING/CLAIMS/ FREIGHT PAYMENT	COLLABORATION	CRM*	DEMAND MGMT.	DRP/MRP	E-BUSINESS FUNCTIONALITY	ERP	INVENTORY CONTROL	LOAD PLANNING	LOGISTICS	MODELING	OPTIMIZATION	PROCUREMENT	REVERSE LOGISTICS	RFID	ROUTING & SCHEDULING	SCM/SCM	SECURITY	SRM**	TRADE COMPLIANCE	TRANSPORTATION	VENDOR MGMT.	WAREHOUSING/ WMS	WIRELESS/ MOBILE TECH.
SPECIALIZATION	GLOBAL																								
Synchronizing financial SCM & physical SCM	Yes	●	●					●		●		●	●				●		●	●	●	●			
Warehousing, Logistics	Some							●		●					●	●		●						●	●
Distribution, Labor Management, Web Track & Trace, Business Intelligence	Yes	●	●					●	●	●						●	●	●			●	●		●	●
Load Optimization	Yes		●		●		●	●	●	●	●	●		●			●	●						●	
Warehouse Control System	No				●			●								●								●	●
Route Optimization Solutions	Yes		●							●	●	●	●				●					●			
Logistics covering multiple areas of operations functionality	Yes		●					●	●	●	●		●				●	●						●	
Shippers with 50+ TL shipments/day	No	●								●				●			●			●		●			
Supply chain visibility software	Yes		●		●		●	●	●	●	●	●	●	●	●	●	●	●		●	●	●	●	●	●
Logistics & Warehouse Management	Yes				●		●	●	●	●		●		●			●	●				●	●	●	●
Packaging, Corrugated, Design	Yes									●	●		●					●				●		●	
SaaS Logistics Solutions	Yes	●	●	●			●				●						●	●	●	●		●			●
Distribution Operations	Some	●		●	●	●		●	●		●	●		●				●				●		●	
Automating & Optimizing Fleet & LTL Shipments	No										●		●				●					●			●
Aerospace/defense, Gov't., Automotive, Consumer Goods	Yes		●		●			●		●			●	●	●	●		●					●	●	●
Consumer Retail Industry	Yes	●	●							●	●		●	●	●		●	●		●	●	●	●		
High-tech, Electronics, Energy/ Utilities	Yes				●		●				●		●	●	●			●		●				●	
Business Intelligence, Performance Management	Some												●												
Advanced Sourcing & Optimization Technologies	Some												●	●						●					
Freight Bill Audit & Payment	Yes	●		●						●	●	●	●		●		●	●		●		●	●		

\*CRM: Customer Relationship Management

\*\* SRM: Supplier Relationship Management



# TOP 100 Logistics IT Companies

COMPANY NAME & PHONE NUMBER	E-MAIL & WEB ADDRESSES	PLATFORMS					COST BASIS			PRICE RANGE					INDUSTRIES			
		WEB/HOSTED/ASP	WINDOWS OS	.NET	LINUX/UNIX	AS400	TRANSACTIONAL	SYSTEM	SEAT/USER	LESS THAN \$50K	\$50K	\$250K	\$500K	MORE THAN \$500K	MANUFACTURING	RETAIL/E-BUSINESS	SERVICES/GOVERNMENT	TRANSPORTATION
<b>CTSI</b> 901-766-1500	solutions@ctsi-global.com www.ctsi-global.com	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
<b>Cypress Inland Corporation</b> 281-469-9125	jim@yardview.com www.yardview.com	●	●	●				●		●	●	●			●	●	●	●
<b>Data2Logistics</b> 609-683-3917	harold.friedman@data2logistics.com www.data2logistics.com	●	●	●	●		●			●					●	●	●	●
<b>Datex International</b> 800-933-2839	sales@datexcorp.com www.datexcorp.com	●	●	●				●	●		●	●			●			●
<b>Descartes Systems Group</b> 877-227-6883	info@descartes.com www.descartes.com	●	●				●	●	●	●	●	●	●	●	●	●	●	●
<b>Donachie, Fenton &amp; Associates</b> 516-593-1136	jimfenton@dfa-wms.com www.dfa-wms.com			●				●		●					●			
<b>eCustoms</b> 877-328-7866	info@ecustoms.com www.ecustoms.com	●	●	●		●	●	●	●		●	●			●	●	●	●
<b>Epicor Software</b> 800-997-7528	info@epicor.com www.epicor.com	●	●	●				●	●		●	●			●	●	●	●
<b>Fortigo</b> 866-376-8884	info@fortigo.com www.fortigo.com	●					●				●	●			●	●	●	●
<b>Freightgate</b> 714-799-2833	sales@freightgate.com www.freightgate.com	●	●				●	●	●		●	●			●	●	●	●
<b>GT Nexus</b> 510-747-3200	information@gt-nexus.com www.gt-nexus.com	●					●		●			●	●		●	●	●	●
<b>HighJump Software, a 3M Company</b> 800-328-3271	hjinfor@mmm.com www.highjump.com	●	●	●	●	●		●	●			●	●		●	●	●	●
<b>HK Systems</b> 262-860-7000	hkinfor@hksystems.com www.hksystems.com		●					●				●	●		●	●	●	●
<b>Horizon Logistics Technology</b> 877-447-9564	logisticsleads@horizonlines.com www.horizon-logistics.com	●	●	●				●	●			●	●				●	●
<b>I.D. Systems</b> 201-996-9000	info@id-systems.com www.id-systems.com	●	●					●				●	●		●	●	●	●
<b>i2 Technologies</b> 469-357-1000	info@i2.com www.i2.com	●	●		●		●	●				●	●	●	●	●	●	●
<b>IES</b> 201-639-5000	sales@iesltd.com www.iesltd.com	●	●	●	●	●	●	●	●	●					●	●	●	●
<b>IFS</b> 888-437-4968	request@ifsworld.com www.IFSWORLD.com		●		●				●					●	●		●	
<b>ILOG</b> 888-265-4706	info@logic-tools.com www.ilog.com	●	●						●		●	●			●	●	●	●
<b>Infor</b> 800-260-2640	sales@infor.com www.infor.com	●	●	●	●	●		●	●		●	●	●	●	●	●	●	●

### COST BASIS

**TRANSACTION:** scalable, depending on the number of transactions

**SYSTEM:** pricing for a complete install

**USER:** scalable, depending upon system user

### GLOBAL CAPABILITIES

**YES:** supports global logistics management

**SOME:** provides limited global logistics functions

		SOLUTIONS OFFERED																							
		AUDITING/CLAIMS/ FREIGHT PAYMENT	COLLABORATION	CRM*	DEMAND MGMT.	DRP/MRP	E-BUSINESS FUNCTIONALITY	ERP	INVENTORY CONTROL	LOAD PLANNING	LOGISTICS	MODELING	OPTIMIZATION	PROCUREMENT	REVERSE LOGISTICS	RFID	ROUTING & SCHEDULING	SCM/SCM	SECURITY	SRM**	TRADE COMPLIANCE	TRANSPORTATION	VENDOR MGMT.	WAREHOUSING/ WMS	WIRELESS/ MOBILE TECH.
SPECIALIZATION	GLOBAL																								
Customized SCM Solutions	Yes	●	●		●	●	●	●	●	●	●	●	●	●		●	●		●	●	●	●			
Yard Management Software	Yes																					●		●	
Compliance Management	Yes	●	●								●		●	●	●								●		
Cold Storage, Apparel, Food Distribution	Yes							●	●	●	●				●	●	●	●			●	●	●	●	●
End-to-End Shipment Management	Yes	●	●							●	●		●				●	●		●	●	●	●	●	●
Warehouse Management Systems	Some																							●	
Import/Export Customs Compliance	Yes	●	●				●	●			●		●								●	●			
Distribution, Pharmaceutical, Non-Profit, Hospitality	Yes		●	●	●	●	●	●			●		●	●		●		●		●	●			●	●
Logistics cost management	Some	●					●				●		●		●							●			●
Chemicals, Food & Beverage, Commodities, Recycling, NVOCC	Yes	●	●	●	●				●	●	●		●	●	●		●	●		●					
On-Demand Global Trade & Logistics Portal	Yes	●	●		●		●		●	●	●	●	●	●	●	●	●	●		●	●	●	●	●	
Direct Store Delivery	Yes								●	●	●		●		●	●	●	●		●		●		●	●
Automated Materials Handling & Logistics Software	Some								●		●					●		●				●		●	
Optimization, transport cost reduction, SC security improvements	Yes	●								●	●					●	●					●		●	●
Advanced Wireless Solutions for Tracking/Managing Industrial Vehicles	Yes				●						●		●			●	●	●	●					●	
High-Tech, Consumer Goods	Yes	●	●							●	●	●	●	●			●	●				●			
NVOCCs, ABI, Forwarders/Brokers	Yes	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Utilities, Construction	Yes							●										●							
Multi-Echelon Inventory Optimization, Production Planning	Yes										●	●	●				●	●				●			
Service Parts	Some		●	●	●	●	●	●	●	●			●	●	●	●	●	●		●	●	●	●	●	●

\*CRM: Customer Relationship Management

\*\* SRM: Supplier Relationship Management

# TOP 100 Logistics IT Companies

COMPANY NAME & PHONE NUMBER	E-MAIL & WEB ADDRESSES	PLATFORMS					COST BASIS			PRICE RANGE					INDUSTRIES			
		WEB/HOSTED/ASP	WINDOWS OS	.NET	LINUX/UNIX	AS 400	TRANSACTIONAL	SYSTEM	SEAT/USER	LESS THAN \$50K	\$50K	\$250K	\$500K	MORE THAN \$500K	MANUFACTURING	RETAIL/E-BUSINESS	SERVICES/GOVERNMENT	TRANSPORTATION
<b>Inovis</b> 877-466-6847	info@inovis.com www.inovis.com	●	●		●	●	●		●	●	●	●	●	●	●	●	●	●
<b>INSIGHT</b> 703-366-3061	kmyers@insight-mss.com www.insight-mss.com			●				●		●	●				●	●	●	●
<b>Integration Point</b> 704-576-3678	sales@integrationpointX www.integrationpointX	●					●			●	●	●			●	●	●	●
<b>InterGis</b> 860-496-4900	sales@intergis.com www.intergis.com	●	●	●				●	●	●	●	●	●	●	●	●	●	●
<b>Interlink Technologies</b> 800-655-5465	info@thinkinterlink.com www.thinkinterlink.com		●	●		●			●		●	●			●	●		●
<b>International Business Systems</b> 800-886-3900	info@ibsus.com www.ibsus.com	●	●			●	●	●	●	●	●	●	●	●	●	●		●
<b>IQMS</b> 866-FOR-ERP2	sales@iqms.com www.iqms.com		●					●	●	●	●				●			
<b>JDA Software Group</b> 800-438-5301	info@jda.com www.jda.com	●		●		●		●	●	PRICING VARIES					●	●	●	●
<b>Kewill Enterprise Shipping</b> 877-872-2379	info@kewill.com www.kewill.com	●	●	●			●	●	●	●	●				●	●	●	●
<b>Knighted</b> 914-762-0505	dponist@knightedcs.com www.knightedcs.com					●	●	●	●		●	●				●		
<b>LeanLogistics</b> 616-738-6400	sales@leanlogistics.com www.leanlogistics.com	●					●			●	●				●	●		●
<b>Logility</b> 800-762-5207	asklogility@logility.com www.logility.com	●		●		●		●	●	PRICING VARIES					●	●		
<b>Logistics Management Solutions</b> 800-355-2153	info@lmslogistics.com www.lmslogistics.com	●					●	●	●	●	●				●	●		
<b>LOG-NET</b> 732-758-6800	sales@log-net.com www.log-net.com	●					●		●	●	●				●	●	●	●
<b>Made4net</b> 201-645-4345	bob.peters@made4net.com www.made4net.com	●	●	●					●	●	●				●	●		●
<b>MagicLogic Optimization</b> 206-274-6248	info@magiclogic.com www.magiclogic.com	●	●				●	●	●	●					●	●		●
<b>Management Dynamics</b> 201-935-8588	solutions@managementdynamics.com www.managementdynamics.com	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
<b>Manhattan Associates</b> 678-597-7091	info_americas@manh.com www.manh.com	●	●	●			●	●			●	●	●	●	●	●		●
<b>MicroAnalytics</b> 703-841-0414	info@bestroutes.com www.bestroutes.com		●	●		●		●	●	●								●
<b>Mincron Software Systems</b> 281-999-7010	pcuellar@mincron.com www.mincron.com					●		●	●	●	●				●			●



### COST BASIS

**TRANSACTION:** scalable, depending on the number of transactions

**SYSTEM:** pricing for a complete install

**USER:** scalable, depending upon system user

### GLOBAL CAPABILITIES

**YES:** supports global logistics management

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		SOLUTIONS OFFERED																							
		AUDITING/CLAIMS/ FREIGHT PAYMENT	COLLABORATION	CRM*	DEMAND MGMT.	DRP/MRP	E-BUSINESS FUNCTIONALITY	ERP	INVENTORY CONTROL	LOAD PLANNING	LOGISTICS	MODELING	OPTIMIZATION	PROCUREMENT	REVERSE LOGISTICS	RFID	ROUTING & SCHEDULING	SCM/SCM	SECURITY	SRM**	TRADE COMPLIANCE	TRANSPORTATION	VENDOR MGMT.	WAREHOUSING/ WMS	WIRELESS/ MOBILE TECH.
SPECIALIZATION	GLOBAL																								
Supply Chain Visibility	Some		●				●				●							●		●		●	●		
Supply Chain Solutions, Consulting	Yes	●	●					●			●	●	●	●	●			●	●			●			
Real-Time Global Trade Management	Yes																●				●				
Delivery/Distribution, Field Service, Insurance, Healthcare	No										●		●				●								
Warehouse Management	Some		●						●	●			●		●	●	●		●			●		●	●
Wholesale Distribution	Yes		●	●	●	●	●	●	●	●			●	●	●	●	●	●		●		●	●	●	
Industry-Specific Software	Yes			●	●	●	●	●	●	●			●	●			●	●	●	●	●		●	●	●
Travel, Hospitality, Media	Yes	●	●	●	●				●	●	●	●	●	●			●	●		●	●	●	●	●	
Medical Equipment, Pharma	Yes						●				●				●		●	●							
Yard Management, WCS/Automation Integration	Some								●	●	●		●		●	●	●	●						●	●
On-Demand TMS	Some	●	●						●		●		●	●	●		●	●				●			
Wholesale Distribution	Some	●	●		●	●			●	●	●	●	●		●		●	●				●		●	
Chemical, Manufacturing	Some	●	●							●	●	●	●		●		●	●		●		●	●		
Integrated End-to-End SC Info Systems	Yes	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Food and Beverage, FMCG	Yes								●	●	●						●	●						●	
Load Planning Software	Some						●			●															
Global Trade Management	Yes	●							●		●			●	●			●		●	●	●	●		
Retail	Some					●			●	●	●	●	●	●	●	●	●	●				●	●	●	●
Routing & Scheduling, Network Rationalization	No			●							●	●	●				●					●			
Wholesale Distribution	No								●	●	●		●					●					●	●	

\*CRM: Customer Relationship Management

\*\* SRM: Supplier Relationship Management

# TOP 100 Logistics IT Companies

COMPANY NAME & PHONE NUMBER	E-MAIL & WEB ADDRESSES	PLATFORMS					COST BASIS			PRICE RANGE					INDUSTRIES			
		WEB/HOSTED/ASP	WINDOWS OS	.NET	LINUX/UNIX	AS 400	TRANSACTIONAL	SYSTEM	SEAT/USER	LESS THAN \$50K	\$50K	\$250K	\$500K	MORE THAN \$500K	MANUFACTURING	RETAIL/E-BUSINESS	SERVICES/GOVERNMENT	TRANSPORTATION
<b>Motek</b> 323-653-4333	davidp@motek.com www.motek.com		●					●	●				●	●				●
<b>myLogistics</b> 704-892-6400	sales@mylogisticsonline.com www.mylogisticsinc.com	●	●		●		●	●	●	●	●	●			●	●		●
<b>New Generation Computing</b> 305-556-9122	fred@ngcsoftware.com www.ngcsoftware.com	●	●					●	●		●	●	●		●	●		
<b>Nulogx</b> 416-915-9100	kelly.kilpatrick@nulogx.com www.nulogx.com	●				●	●	●			●	●						●
<b>nVision Global</b> 770-474-4122	sales@nvisionglobal.com www.nvisionglobal.com	●	●	●	●	●		●	●		●	●			●	●	●	●
<b>OATSystems</b> 781-907-6100	sales@oatsystems.com www.oatsystems.com		●		●			●			●	●			●	●	●	●
<b>One Network Enterprises</b> 972-385-8630	inquiries@onenetwork.com www.onenetwork.com	●					●		●	●					●	●	●	●
<b>Optiant</b> 781-238-8855	sales@optiant.com www.optiant.com	●	●	●	●	●		●			●	●			●	●	●	●
<b>Oracle</b> 800-ORACLE-1	sales@oracle.com www.oracle.com				●		●	●	●			●	●		●	●	●	●
<b>Order Logistics</b> 217-328-0455	contactus@orderlogistics.com www.orderlogistics.com	●	●	●			●	●			●	●			●	●		●
<b>ORTEC</b> 678-392-3100	aberry@ortec.com www.ortec.com		●					●				●	●		●	●		●
<b>PeopleNet</b> 952-227-7200	sales@peoplenetonline.com www.peoplenetonline.com	●	●	●	●	●	●	●			●	●			●		●	●
<b>PINC Solutions</b> 510-845-4900	info@pincsolutions.com www.pincsolutions.com	●	●	●	●			●			●	●			●	●	●	●
<b>PMC</b> 313-441-4460	sales@pmcorp.com www.pmc.com	●	●	●					●		●	●			●		●	
<b>PowerTrack, U.S. Bank</b> 800-925-4324	info@powertrack.com www.powertrack.com	●					●			●					●	●	●	●
<b>Precision Software, A Division of QAD</b> 312-334-8600	info@precisionsoftware.com www.precisionsoftware.com	●	●	●	●	●	●		●		●	●			●	●	●	●
<b>Prophecy Transportation Solutions</b> 800-776-6706	sales@prophecylogistics.com www.prophecylogistics.com		●					●	●		●	●			●			●
<b>QuestaWeb</b> 908-233-2300	sales@questaweb.com www.questaweb.com		●	●				●	●		●	●	●		●	●		●
<b>Quintiq</b> 610-964-8111	stephen.gallagher@quintiq.com www.quintiq.com		●					●	●		●	●	●		●			●
<b>Railcar Management</b> 404-355-6734	sales@railcarmgt.com www.railcarmgt.com	●		●	●	●	●				●	●						●

### COST BASIS

**TRANSACTION:** scalable, depending on the number of transactions

**SYSTEM:** pricing for a complete install

**USER:** scalable, depending upon system user

### GLOBAL CAPABILITIES

**YES:** supports global logistics management

**SOME:** provides limited global logistics functions

		SOLUTIONS OFFERED																							
		AUDITING/CLAIMS/ FREIGHT PAYMENT	COLLABORATION	CRM*	DEMAND MGMT.	DRP/MRP	E-BUSINESS FUNCTIONALITY	ERP	INVENTORY CONTROL	LOAD PLANNING	LOGISTICS	MODELING	OPTIMIZATION	PROCUREMENT	REVERSE LOGISTICS	RFID	ROUTING & SCHEDULING	SCM/SCM	SECURITY	SRM**	TRADE COMPLIANCE	TRANSPORTATION	VENDOR MGMT.	WAREHOUSING/ WMS	WIRELESS/ MOBILE TECH.
SPECIALIZATION	GLOBAL																								
RF-Based, Real-Time WMS	Yes						●		●	●	●		●		●	●	●	●						●	●
Private Fleet	No								●	●	●	●	●		●		●					●		●	●
Fashion Apparel, Footwear	Yes	●	●	●			●	●	●		●			●				●		●			●	●	
Manage/execute full transportation lifecycle	Some	●								●	●	●	●				●					●			
Logistics & Supply Chain Software	Yes	●	●					●			●	●	●	●			●	●				●	●		
RFID Solutions, Consumer Packaged Goods	Some															●									
High-Tech, Defense, Public Sector	Yes	●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●		●
Inventory Planning & Optimization	Yes				●				●				●					●						●	
Enterprise Software	Yes	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Global Sourcing	Yes	●	●		●		●		●	●	●		●	●	●		●	●		●	●	●	●		
Oil, Gas & Chemicals, CPG	Yes		●	●	●	●	●			●	●	●	●		●		●	●				●			
Onboard Computers, Mobile Communications	Yes	●		●			●	●	●	●	●	●	●			●	●		●						●
Food, Frozen Food	Some						●				●					●		●					●		●
Healthcare, Insurance, Financial	Some				●				●	●		●	●				●	●						●	
Trade Financing, Business Intelligence	Some	●	●																				●		
Global Trade Management	Yes	●	●	●	●	●	●			●	●		●		●		●	●			●	●			●
Transportation Management & Logistics	No									●	●		●		●		●	●				●			●
Automated Import/Export Customs Compliance	Yes	●	●	●			●				●				●		●	●			●	●		●	
Advanced Planning & Scheduling Optimization	No								●	●			●		●		●					●		●	
Rail Transportation	Yes	●					●		●		●		●			●					●	●			●

\*CRM: Customer Relationship Management

\*\* SRM: Supplier Relationship Management



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<b>RedPrairie</b> 877-733-7724	info@redprairie.com www.redprairie.com	•	•	•	•		•	•	•				•	•	•	•	•	•
<b>SAP America</b> 610-661-1000	(none) www.sap.com	•	•	•	•	•	•	•	•	PRICING VARIES					•	•	•	•
<b>Smart Software</b> 800-762-7899	info@smartcorp.com www.smartcorp.com		•					•	•		•	•			•			
<b>SmartTurn</b> 888-667-4758	info@smartturn.com www.smartturn.com	•							•	•					•	•	•	•
<b>SMC<sup>3</sup></b> 800-845-8090	sales@smc3.com www.smc3.com	•	•	•	•	•	•	•	•	•					•	•	•	•
<b>Sterling Commerce</b> 614-793-4041	inquiry@stercomm.com www.sterlingcommerce.com	•	•	•	•	•	•		•			•	•		•	•	•	•
<b>Supply Chain Consultants</b> 302-738-9215	info@supplychain.com www.supplychain.com		•	•				•			•	•			•			
<b>SYSPRO</b> 800-369-8649	info@us.syspro.com www.syspro.com		•	•					•	•					•			
<b>TCLogic</b> 317-464-5152	rmurphy@tclogic.com www.tclogic.com	•	•					•			•	•			•	•		
<b>Technology Group International</b> 419-841-0295	sales@tgilt.com www.tgilt.com	•	•		•	•		•	•		•	•			•	•		•
<b>TECSYS</b> 800-922-8649	info@tecsys.com www.tecsys.com	•	•	•	•	•	•	•	•		•	•			•	•		•
<b>Terra Technology</b> 203-847-4007	sales@terratechnology.com www.terratechnology.com	•	•	•	•			•		•					•	•		•
<b>ToolsGroup</b> 617-494-0080	us-info@toolsgroup.com www.toolsgroup.com	•	•	•				•				•	•		•	•		•
<b>TradeBeam</b> 650-653-4800	info@tradebeam.com www.tradebeam.com	•					•					•	•		•	•	•	•
<b>TransAnalysis</b> 508-646-1000	Dave@transanalysis.com www.transanalysis.com	•	•	•	•	•	•			•					•	•		
<b>TransportGistics</b> 631-567-4100	sales@transportgistics.com www.transportgistics.com	•	•	•	•	•	•	•	•	•	•	•			•	•	•	•
<b>TransWorks</b> 260-487-4470	jerry.bell@trnswrks.com www.trnswrks.com	•	•		•		•				•	•			•			•
<b>USTC Logistics</b> 800-245-2839	fsgiman@ustclogistics.com www.ustclogistics.com	•					•	•		•					•	•	•	•
<b>Web Freight Pro</b> 800-758-6065	sales@webfreightpro.com www.webfreightpro.com	•	•	•			•	•	•	•	•	•			•	•		•
<b>Zebra Enterprise Solutions<sup>†</sup></b> 510-267-5000	ilssales@navis.com www.navis.com	•	•	•	•		•	•			•	•			•	•	•	•

<sup>†</sup>Zebra includes Navis, proveo and WhereNet

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SPECIALIZATION	GLOBAL																								
Labor Management, Retail Execution Management	Yes	●	●		●			●	●	●	●	●		●	●	●	●				●	●		●	●
Collaborative Business Solutions	Yes	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Demand Forecasting & Planning, Inventory Optimization	Some		●		●			●				●						●							
Wholesale & Distribution, Food & Beverage, Construction, Agriculture	Some		●	●	●		●	●		●		●	●	●	●		●		●			●	●	●	
LTL Rating/Pricing	No	●											●	●			●								
Communications, Media, Finance	Yes	●	●	●			●		●	●	●		●	●	●	●	●	●		●		●	●	●	
Planning, ATP/CTP	Some		●		●	●		●				●	●					●							
Distribution	Yes			●		●	●	●	●	●		●	●			●	●	●		●	●		●	●	●
Wholesale	Some				●							●	●	●				●							
Dashboards, Workbenches, Financial Report Writer	Yes	●		●	●	●	●	●	●	●		●		●	●	●	●	●		●	●	●	●	●	●
Healthcare, High-Volume, Industrial & Heavy Equipment Distribution	Yes	●	●	●	●		●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●
Multi Enterprise Demand Sensing & Inventory Optimization	No				●			●				●													
CPG, Electronics, Aftermarket Parts, Wholesale & Retail	No				●							●													
Global Trade Management	Yes		●				●		●									●	●	●	●		●		
Online TMS System	Some	●	●				●							●			●					●	●		
Transportation & Logistics Management	Yes	●	●	●			●		●		●		●	●	●	●	●	●		●		●	●		●
End-to-End Transport Management	Some	●		●			●	●		●	●		●				●	●				●	●		
TMS, Audit & Payment, Data & Reporting	Yes	●					●			●	●	●	●				●	●				●			
Forwarders, Brokers, Agents, Truckers	Yes	●	●	●	●		●		●	●	●		●	●	●		●	●			●	●	●	●	●
Supply Chain Execution Solutions	Yes		●						●	●	●	●	●			●	●	●	●		●	●		●	

\*CRM: Customer Relationship Management

\*\* SRM: Supplier Relationship Management



SMALL BUSINESS LOGISTICS

# STANDING ON THE SHOULDERS OF GIANTS

Small businesses level the playing field by getting a boost from big service providers.

by John Edwards



When a large business needs to ship products, it can call upon massive land, sea, and air resources to move goods quickly and at the lowest possible cost. When a small business wants to ship products, it has to think smart and maneuver nimbly—or risk logistics spending spiraling out of sight.

Jim Woodside knows all about the challenges of small business logistics. As co-owner of Woodside USA, the parent company of Isabella Adams, a Tampa-based fashion accessories and home decor business, he has to find ways to ship products efficiently and cost effectively to keep pace with larger competitors.

#### HELP ARRIVES JUST IN TIME

To accomplish this goal, Isabella Adams forged a partnership with Transplace, a Frisco, Texas-based third party logistics provider. The small company leverages Transplace's global footprint, bargaining influence, and shipping optimization technologies to strike deals with carriers and other service providers that would be impossible to achieve on its own.

Isabella Adams' decision to take charge of its logistics destiny by joining with a larger partner is part of a small-business trend that spans multiple industries. "One of the biggest challenges for small companies is that they are followers rather than leaders; they don't get to set mandates," says John Fontanella, vice president of supply chain research at AMR Research, a Boston-based technology market analysis firm. Finding a big buddy is a simple way for many upstart businesses to level the playing field.

Serving more than 300 retail outlets worldwide, Isabella Adams works hard to outmaneuver its larger competitors by shipping seasonal clothing and decor just-in-time, shortly before the products are scheduled to reach the sales floor.

Isabella Adams' retail partners appreciate the company's nimbleness and ability to accurately read consumer

preferences. But convincing traditional carriers to meet the company's rapid-fire scheduling demands was like a flea trying to catch an elephant's attention.

"Before our partnership with Transplace, we used some large, well-known, national freight forwarders, but we were just a cog in the wheel," Woodside says. "We were at their mercy for ocean capacity and contingent container arrangements."

Transplace, on the other hand, was flexible enough to understand Isabella Adams' intent and goals. "Transplace worked with us to execute this plan, build up and ship closer to the holiday season, then strategically move product to distribution centers for redistribution," Woodside says.

Transplace also helps the company untangle the various problems that inevitably knot the supply chain. "If products were held in Customs or bumped off a ship, the freight forwarders would tell us to sit and wait," Woodside says.

Transplace works to help the company overcome such obstacles. "When we have issues—such as strategic cargo displaced from ships during peak times—Transplace works with us to find alternatives," he says.

#### A GROWING TREND

Isabella Adams isn't the only business that has sought a bigger ally to enhance supply chain flow. Enterprises in a variety of industries are beginning to understand that in order to swim with the big fish, they need to boost their logistics profile without piling on capital infrastructure or new employees.

"Using 3PLs can be very effective for small companies," says Peter Foley, a counselor for SCORE, a partnership program with the U.S. Small Business Administration that provides free business advice and training to small businesses. "Not having to deal with human resource issues or benefits can be inviting."

3PLs can supply small businesses with logistics

## FISHY BUSINESS

While Isabella Adams and Leg Avenue specialize in dry goods that ship to geographically dispersed customers, Fortune Fish Company represents the other side of the small business logistics coin. Located in Bensenville, Ill., Fortune handles perishable food products that are sold to local businesses. Like its fashion-oriented counterparts, Fortune, a seafood distributor serving the Chicago area, must also arrange economical, timely deliveries. But its schedule is focused on hours and days rather than weeks and months. The company makes an average 500 deliveries a day, six days a week from a single location, with 22 delivery trucks, notes Dominick Gattuso, Fortune's chief financial officer.

Fortune has turned to Software as a Service (SaaS) technology, which allows logistics tools to be delivered directly to users via the Web, instead of requiring businesses to install the software on site. Over the past few years, several key factors have combined to make SaaS an increasingly popular choice for small businesses: more mature Web technologies, more sophisticated and feature-laden Web applications, and the appeal of lower up-front capital costs, streamlined maintenance, and easier scalability.

Using the *Descartes Delivery Management Suite*, from Waterloo, Ont.-based Descartes Systems Group, Fortune can now manage delivery times and monitor truck positions via GPS technology. The software also provides an activity "report card" that helps the company monitor driver productivity and efficiency.

Small businesses that adopt SaaS applications can add new logistics capabilities and insight at a fraction of the cost of acquiring site-installed software, says John Fontanella, vice president of supply chain research at AMR Research, Boston. "Most transportation software vendors

say you need between \$5 million and \$10 million in transportation spend before you can realize a return on investment large enough to compensate for the cost of the software," he says. "With the introduction of Software as a Service, that number shrinks."

Using the system is easy, says Gattuso. "We invoice our routes, upload a file to Descartes, and they return it," he says. Destination information is then transmitted to each driver's mobile phone. "Drivers can plan their routes, and we capture information such as stop times, pieces per stop, minutes for service time, and delivery start and finish times."

The technology, combined with a mobile networking package, saves Fortune at least \$500 a week in missed deliveries and other logistics problems, Gattuso estimates. That figure should increase substantially once Fortune begins tapping the software's optimization capabilities.

Although Gattuso is generally satisfied with the software's performance, he would like to see traffic alerts bundled into the service, allowing drivers to circumvent tie-ups. He also wants to use the software to plan exact routes, rather than leaving routing to driver discretion. But doing so will require building an extensive database, a time-consuming task. "We're doing some trial runs on the optimization," Gattuso says. Yet he would rather delay the final deployment than create an error-laden system. "The last thing I want to do is optimize the route and discover it's not right because the information was not correct," he says.

The technology has met Gattuso's initial expectations. "If a customer asks when a delivery will arrive, we can look it up online and see where the driver is and when he will arrive at that customer's stop," he says. Gattuso thinks this is the type of service people now expect from any company, regardless of its size. "It shows that we're organized and confident," he says. "It gives us the ability to answer customer questions faster and more completely than many big companies."



**IT'S IN THE BAG:** With the help of its 3PL, Isabella Adams ships fashion accessories just-in-time, shortly before products are scheduled to reach the sales floor.

insight, negotiating power, and technology tools that would otherwise be unaffordable. "3PLs have the logistics experience, knowledge, and software a small company does not have, and they cost less than hiring employees with such expertise," Foley says. Service providers can also help small companies leverage their inherent ability to move quickly and decisively.

"3PLs can cut through red tape quickly to get a final answer, change a program, or massage a product," he adds. "While numerous committees in a large company ponder a decision, a small company can make a quick decision and get back to the customer."

But small businesses shouldn't expect all 3PLs they approach to eagerly provide sweeping solutions. "3PLs are flexible on the volume of freight forwarding business they get from a small company," Fontanella says. "But contracting with a 3PL for warehousing or transportation is contingent on the size of the business."

Like all other businesses, 3PLs carefully examine their margins. "They've got limited manpower and resources so they want to enter profitable business relationships," Fontanella notes.

A rapidly growing small business with plenty of expansion potential is more likely to find a highly interested—and motivated—3PL partner than a company that's simply puttering along. 3PLs are looking for small companies with ideas that will lead to growth, providing steadily climbing revenue for both parties.

## GETTING A LEG UP

Leg Avenue considers itself a different kind of costume manufacturer. "We design and manufacture lingerie, hosiery, adult costumes, party wear, and accessories," says Kunal Thakkar, the company's global supply chain director. "We introduced the concept that Halloween costumes don't have to be scary—they can be sexy or pretty."

Based in Los Angeles, Leg Avenue sells its provocative products to retailers nationwide, shipping some 1,500 packages daily. Leg Avenue's biggest challenge is delivering a large volume of small packages—the company's skimpy outfits hardly budget most scales—to retailers efficiently and cost effectively.

Rather than turn to a 3PL, the company has elected to work directly with a carrier. Leg Avenue says UPS, which currently transports about 95 percent of the company's shipments, is best able to handle its large shipping volume and, most importantly, effectively manage shipments during peak Halloween season.

UPS also helps with the Halloween rush by enabling Leg Avenue to stagger shipments at a manageable level. Most retailers want their Halloween costumes on site near July 15, not sooner or much later. "But if we wait for July to pick and pack all our products, we have to pay for extra labor," Thakkar says. To avoid this expense, Leg Avenue starts packing costume orders in May and June. UPS stores the shipments at its hubs; then, starting July 15, it starts to release the containers, one by one.

Year-round, UPS helps Leg Avenue ship products to overseas retailers and distributors, allowing the company to outsource complex and resource-sapping global trade paperwork.

Many small businesses turn down international orders simply because they are unable to handle the necessary documentation. "About 67 percent of companies that receive international orders over the Internet abandon them because they don't want to ship across borders," says Dale Hayes, UPS vice president of customer relationship management.

Leg Avenue uses UPS' Quantum View tracking service, which issues an automatic email with the tracking number when a package is shipped so customers can follow the delivery's progress.

Leg Avenue's current arrangement with UPS isn't its first brush with the shipping giant. It partnered with UPS Professional Services in 2003 when it sought management system design support for its new 100,000-square-foot, state-of-the-art warehouse.

"UPS helped implement the system, which helps us manage inventory and track inbound and outbound shipments

in real time," Thakkar says. UPS partner SSA Global supplied the software, which enables Leg Avenue to forecast demand, take orders, give accurate promise dates, source and manufacture the right goods, and position inventory properly. The software also helps the costume manufacturer pick, pack, and ship products efficiently while maintaining minimal finished goods inventory.

A partner's size isn't as important as its ability to deliver the goods. "By developing strong relationships with vendors and carriers who are willing to make things happen, we can meet last-minute orders by manufacturing them early and using expedited transportation," Thakkar says.

## MAKING IT HAPPEN

Partnerships with service providers and vendors have been crucial to Leg Avenue's continued growth in the face of competition from larger firms with deeper logistics resources at their disposal. "Our operations system is more optimized, resulting in lower operational costs, higher efficiencies, and greater productivity," Thakkar says. "We are able to meet our customers' needs by shipping merchandise within 24 to 48 hours, giving us an edge over competitors with longer shipping times."

Having a capable partner handling key logistics tasks has also allowed Isabella Adams to focus on core business issues. "That's what business is about—dealing with the unexpected and finding ways to make things happen that are in sync with your business requirements and customer commitments," Woodside says. ■



**Leg Avenue begins packing costumes for the Halloween rush in May at its warehouse; UPS then stores the shipments until July, and releases containers one by one when retailers are ready to receive delivery.**



## ONE GOOD TURN



Every business wants to grow, but rapid expansion presents challenges as flourishing companies struggle with more complex inventory and warehouse management operations. Osteogenics Biomedical recently faced this situation as it coped with breakneck growth, a small 2,500-square-foot warehouse, and an outdated management system.

The Lubbock, Texas-based company is a leader in the development of innovative guided tissue regeneration (GTR) products, used by oral and maxillofacial surgeons, periodontists, and other clinicians involved in regenerative or implant dentistry. "We develop sutures and membranes, mostly in house," says Wesley Goldwater, Osteogenics's senior operations manager. "The dental market has experienced significant growth during the last several years, as have other medical fields."

An obsolete and underpowered Excel-based management technology that offered only limited insight was dragging down daily operations at the 30-employee company. "As we become larger, we have to obtain more real-time information," he observes. "The old system worked well for awhile, but it just could not handle our growth."

### A TURN FOR THE BETTER

To acquire management software as advanced as the medical devices it produces, Osteogenics looked to SmartTurn, a leader in on-demand inventory and warehouse solutions. The SmartTurn Inventory and Warehouse Management System handles purchasing, receiving/putaway, inventory, order fulfillment, and shipping data with features designed for fast implementation, ease of use, and real-time inventory accuracy.

The software gives Osteogenics' managers insight into every aspect of the company's warehouse operations. "SmartTurn allows us to see inventory by location, so we know exactly what shelf a product is on," Goldwater reports. "Before, we just did total inventory counts."

Lot tracking is another SmartTurn capability that Osteogenics utilizes to full advantage. "Instead of just ordering an item picked, our production manager can now request a specific lot, off a specific shelf," Goldwater says. "Lot tracking helps us operate more proactively."

The software also allows Osteogenics to use economic order quantity values for the first time. "We can use calculations to decide when to increase production and what quantity to produce in order to be most cost-efficient," Goldwater explains. He describes the feature as a powerful and sophisticated planning tool. "Knowing what quantity to make lets us avoid under- or over-producing," he notes.

SmartTurn also makes it easier for Osteogenics workers to retrieve the raw materials they require to fabricate the company's various medical devices. "When our production team needs raw materials for an item, they can easily find what they need. All they have to do is check with SmartTurn," Goldwater says.

SmartTurn's on-demand model meshes well with Osteogenics' fast growth. "SmartTurn doesn't charge us for additional users or support. We continue to grow, but our cost stays the same," Goldwater says.

Goldwater appreciates SmartTurn's inherent flexibility. "It complements and integrates into our current processes, so we don't have to change our methods or retrain employees," he says.

Now that Osteogenics' warehouse operations are under control and running smoothly, the company can begin planning for future growth.

"We're looking at adding another 10,000-square-foot facility beside our current one," Goldwater says. He notes that the company will use SmartTurn at the new facility as soon as it comes online. "We believe SmartTurn will help us as much in the future as it does today," he says.

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# [ **SNAPSHOT** ]

BEVERAGES

[ OVERVIEW ]

## Beverage Companies Thirst for Supply Chain Efficiency

Beverage makers drink a toast to forecasting, TMS, and WMS solutions, which help them keep shelves stocked when customers' glasses are half empty. **BY LISA TERRY**



**I**t's a good time to be thirsty. Thanks to changing consumer tastes, the variety of beverage types, flavors, and sizes seems bottomless. Sports drinks, fruit drinks, energy drinks, bottled water, ready-to-drink tea and coffee, and carbonated beverages join a wide array of wines, spirits, and domestic and imported beers competing for consumers' taste buds—and dollars.

But the proliferation of so many new SKUs is straining the capacity of supply chains. Beverages already present specific logistics challenges including seasonal spikes, the need for temperature-controlled equipment, special packaging for fragile products, and heavy shipment loads that can cause trucks to weigh out before they cube out.

Some supply chains, such as high-end wine and spirits, are well-suited for each-picking and shipping small quantities. But for companies accustomed to case- and pallet-sized orders of carbonated beverages or best-selling beers, adding new brands and varieties complicates picking by forcing them to accommodate smaller quantity shipments.

Manufacturers, distributors, and retailers are tackling the distribution challenge in various ways, from using half-pallets and smaller cases to adopting new slotting strategies.

"Beverage companies need to re-profile their warehouses," says Tom Kozenski, vice president product strategy for RedPrairie, a logistics IT solutions provider headquartered in Waukesha, Wisc. "The wider variety of SKUs chews up precious real estate on the floor of the distribution center. Breaking down cases is more costly, involves extra labor, carries a risk of

breakage, and requires the replenishment of pick faces."

Facilities set up to serve last-mile route deliveries already struggle to balance competing forces: warehouse vs. routing efficiency, carts vs. pallets, driver-friendly vs. warehouse-friendly slotting. Additional SKUs throw another variable into an industry that is just absorbing the debut of born-on, or freshness, dating.

### **Drinking in New Challenges**

Such challenges are boosting beverage companies' interest in automation along the entire supply chain, from forecasting through transportation and warehousing to last-mile delivery.

Beverage companies are increasing their use of forecasting tools to set production schedules more efficiently and, in some cases, move from a build-to-order to a build-to-forecast strategy. This forecasting task can vary considerably – from beer, soda, and water companies looking ahead weeks or months to a vineyard seeking to plan production four to five years out. Forecasting can help bring some science to the art of winemaking by tracking market-specific attributes over time and refining product mix and

## [ **SNAPSHOT** ]

BEVERAGES

rates by as much as half, says Karin Bursa, vice president of marketing at Logility, an Atlanta-based supply chain management software provider. But the door remains open to more forecasting and collaboration up, down, and across beverage supply chains.

"Many good forecasting systems are available, but they don't always include the input of key customers, which can hamper forecasting

efforts," says John Spain, senior vice president, global supply chain services for Tompkins Associates, a Raleigh, N.C.-based supply chain consulting firm. "Manufacturers have to guess, based on distribution."

"Communication, collaboration, forecasting, and trust all have to be in ready supply," says Kevin Brady, president of Houston-based Satellite Logistics, a 3PL specializing in beverages.

## Operating Within Legal Limits

**For alcoholic beverage companies, gaining supply chain efficiencies means navigating a complex and overlapping web of sometimes-archaic federal, state, county, and city regulations.**

Despite a trend toward consolidation among alcoholic beverage giants, eliminating overlap is hampered by myriad laws, such as the requirement to maintain a physical presence in states where a company sells.

"When it comes to regulations, other types of beverages hold an advantage over wine, beer, and liquor," says John Spain, senior vice president, global supply chain services for Tompkins Associates.

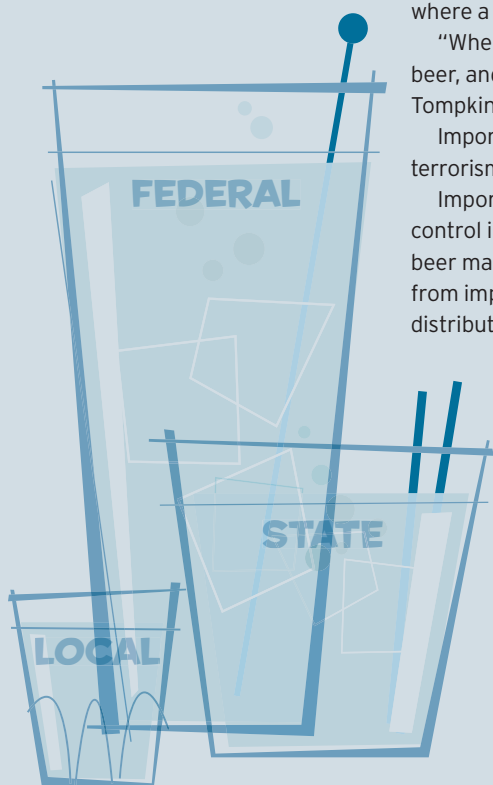
Importing product further complicates the issue. In addition to customs clearance, "anti-terrorism and theft regulations concerning alcohol abound, and more are on the way," he says.

Importers are turning to global trade management solutions to better manage and control inbound inventory movement. Speed is also an issue. For example, when domestic beer manufacturers debuted born-on, freshness dating to differentiate their brands from imported beer companies, Heineken implemented a multi-stage plan to shorten the distribution process as soon as product hit the port, says Karin Bursa, vice president of marketing, Logility.

Complicated taxation laws also figure heavily into the mix. Beverage 3PL Satellite Logistics, for example, has tweaked its WMS, TMS, and import/export documentation systems with specialized code to accommodate legal nuances in various jurisdictions.

Some states require retailers and restaurants to pay for alcohol in cash or through complex credit systems, complicating the supply chain through the last mile. Penalties for non-compliance can be particularly harsh in states with felony laws, so those handling alcohol must be vigilant about meeting these guidelines.

"Service providers looking for a foothold in the alcoholic beverage industry face a learning curve about new regulations," notes Kevin Brady, president of Satellite Logistics. Shippers, therefore, need to be diligent in finding partners with appropriate experience.



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# SNAPSHOT

BEVERAGES

Beverage companies are also scrutinizing their transportation operations. Rising costs are driving them to use transportation management systems that provide better visibility, control over expenses, and more efficient routings for both inbound and outbound shipments. Some companies combine their forecasting and transportation systems to move product directly from production to retailer, removing the distribution step entirely. Consequently, some beverage companies are turning to 3PLs to help manage distribution to market.

SKU proliferation remains a major driver

behind warehouse management system (WMS) upgrades. About 20 percent of all beverage warehouses use WMS today, but that number will jump to 50 percent over the next decade, estimates Chad Collins, vice president global strategy at HighJump Software, a supply chain execution solutions firm based in Eden Prairie, Minn.

"Paper-based systems provide total inventory numbers, but can't track the products to individual locations," he notes. "WMS can tell users exactly where their product is," boosting productivity by as much as 15 percent.

Beverage companies also rely on WMS to help manage code dates. "Almost all beverages have expiration dates," says Spain. "Turning inventory quickly is critical."

Beer, in particular, requires greater attention to reverse logistics processes when it passes sell-by dates and kegs have to be transported from the reseller back to the bottler.

Recalls are also an issue that can be addressed with WMS. "If, for example, a bottled water company discovers a problem occurred in production between 2 p.m. and 4 p.m. yesterday, it can quickly track where those bottles were delivered," says Kozenski. "More detailed product genealogies and tracking capabilities to the case level are the next phases of WMS sophistication."

For wine, the bottle is also a marketing vehicle, so varied shapes and sizes present another obstacle. M.S. Walker, a northeastern wine and spirits distributor, for example, sells 11 different product sizes for each of its SKUs – from nips to 1.5-gallon bottles. The industry standard unit of measure is a nine-liter equivalent, though cases can vary considerably in size, complicating automated handling. Non-alcoholic beverages also use packaging as a sales gimmick, introducing new complexities into their distribution systems as well.

The last mile can be the most costly link in the beverage supply chain. While some beverages move through traditional streams, from production to a retail warehouse then on to stores, a sizable percentage of beverages are delivered direct to stores, bars, restaurants, vending machines, and other venues by manufacturers or distributors.

Generally, beverage companies start picking and staging orders for next-day delivery the afternoon before to optimally configure loads for truck transport. The following morning, drivers set out to service their routes.

Even for large customers, direct store delivery is common. So beverage companies are throwing technology at the complexity of managing this challenge – including route optimization, load planning, and automated delivery transactions – to shorten the order-to-cash cycle. They are also tapping global positioning systems to facilitate real-time status of inventory in transit.

One worry beverage companies don't dwell on is the economy. While purchase patterns may shift during a slowdown, and seasonal trends persist, beverages are recession-proof. People will always get thirsty.

## The Toast of the Town: Beverage 3PLs

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## M.S. Walker Manages Bottles, Not Bottlenecks

About 36 million bottles, or three million cases of wine and spirits, flow out of northeastern wine, spirits, and tobacco distributor M.S. Walker's facilities each year. But bottles were often "bottlenecked" by manual processes and a poor distribution center layout that funneled orders out of a single dock door, slowing the day's deliveries to customers ranging from club stores to mom-and-pop bars and restaurants.

An old, paper-based warehouse management system (WMS) not only impeded operations, but made it difficult to process returned product—about 10 to 15 percent of every case—back into inventory.

"We had no controls for products coming back and little transaction visibility," recalls Michael

Saitow, CIO of M.S. Walker, a \$225-million direct importer, distributor, private-label spirits bottler, and broker. Breakage complicated operations even further; the company had to remove damaged items, repack cases and pallets with intact bottles, and update inventory.

So when M.S. Walker saw a chance to move to a new, larger distribution center vacated by a 3PL that was stocking some of its merchandise—12,000 SKUs, including brands such as Kendall-Jackson, Blackstone, Absolut, and Skyy—it seized the opportunity to upgrade its WMS and reengineer business processes as well.

The new forward distribution facility in Norwood, Mass., runs conveyors from five pick modules to seven dock doors. M.S. Walker uses pick-to-label and pick-to-light systems to handle its bottle-pick, case-pick, and pallet-pick operations, and is exploring the use of voice technology. The company deployed HighJump Software's WMS, slotting, and wave-planning solutions with the goal of enhancing accuracy, productivity, and visibility.

**Prior to investing in a new WMS, manual processes and an inefficient DC design bottlenecked product flow at M.S. Walker's facilities.**







M.S. Walker's high return rate was a result of errors in picking the wrong products, flavors, or sizes, as well as late deliveries due to the fact that it could only load trucks one at a time. To account for these discrepancies, the distributor began scanning bar codes and capturing images of cartons—including the date/time stamp—as they move down the conveyor. The system verifies the pick against the order and alerts workers to errors.

That reduced the return rate from about 12 percent to less than half of one percent. "We had been shipping 10,000 cases a day, then putting back 1,000," says Saitow. "Now we pick once, put-

expectations, we boosted sales through a combination of the WMS and acquisition activity," Saitow says. "Our new infrastructure enabled us to take on new business."

The distributor is currently looking at rolling out the WMS at its two other distribution centers in Massachusetts and Rhode Island, and intends to use it to tackle inbound logistics operations.

"We handle last-mile deliveries very well," says

## "Once we were able to meet customers' expectations, we boosted sales."

away, and move on to the next truck, with little need for returns processing."

Returns paperwork that once took five to seven days to process can now be resolved the next day. The seven dock doors also enable trucks to leave the DC on time, forestalling late deliveries.

To address quality control issues, M.S. Walker configured the WMS to quarantine cases or pallets when breakages occur, then instruct hosts to withhold product until it's repacked and reintroduced as available inventory.

Visibility and accountability are the hallmarks of M.S. Walker's new approach. Prior to the WMS solution, "we had no idea what our order accuracy was," says Saitow. "Now we know it ranges from 99.2 percent to 99.3 percent, and managers can track the origin of those errors. They also receive scorecards that detail the components contributing to these discrepancies."

Accuracy also has a positive effect on sales. "Once we were able to meet customers'

Saitow. "We want to apply the same methodology to our inbound supply chain," placing more metrics around processes and using vendor quality management to improve supplier performance.

"Scorecarding will be a new process for some suppliers," Saitow says, but a necessary one to attain M.S. Walker's goals. "This is still a cottage industry," he adds. "Many beverage companies are still learning about technologies such as EDI and ASN."



## **[CASE STUDY]** New TMS Uncorks Savings for Ste Michelle

**The Cascade Mountains that separate Seattle from the Columbia Valley act as a rain shield, limiting annual rainfall to six to eight inches. This allows vineyard managers at Ste Michelle Wine Estates to carefully control vine vigor through irrigation, enabling the winery to produce a pleasing array of award-winning wines.**

Location is the strength behind Washington's oldest and most acclaimed winery, which ranks among America's top 15 producers of premium wines such as Columbia Crest, Conn Creek, Eroica, and Chateau Ste Michelle. But, for a beverage producer situated 200 miles southwest of Seattle seeking to ship full truckloads of wine in temperature-controlled trailers, location is also a weakness.

While the wine producer was doing its best to manage state-level transportation rates through spreadsheets, it was unable to manage rates at the city or lane level. Ste Michelle had little information with which to provide visibility to carriers or negotiate rates, and trucks often returned empty due to the producer's remote location, ratcheting up transportation spend. Shipping cost audits and payment variances were expensive, and consolidating truckloads took four to five hours. Operations grew even more challenging during Ste Michelle's busy season from November through January.

Those logistics challenges became more painful as Ste Michelle continued to experience rapid growth. Sales have doubled in the last seven years, and the producer now sells more than 31 million bottles of wine a year—about 8,100 truckloads. Shipment costs ballooned to more than \$13 million annually. As it grew, the company needed to more efficiently control transportation activities, serve customers consistently and on time, and improve management of freight costs and product availability.

"Linking supply chain execution to planning is vital to truly meet customer needs, work collaboratively with suppliers and carriers, and more profitably serve our customers," says Kevin Conroy, logistics manager for Ste Michelle Wine Estates.

After considering several ERP and WMS systems, Ste Michelle decided to start with transportation management, choosing Logility's *Voyager Transportation Planning and Management* system. The company sought a rapid return on investment.


The TMS granted Ste Michelle significantly more control over its transportation activities. Now, the company can manage rates down to the city and lane level and create volume projections. It also enhanced freight accrual management, with the ability to analyze costs down to the penny against budget and carrier projections.

"We have seen phenomenal improvements in accuracy, and it takes significantly less time to manage the freight accounting process," says Conroy. "In the past, freight accrual management took an average of four hours daily; now the process consists of running two reports monthly."

Ste Michelle negotiates volume and rates at the lane level, and was able to standardize that process across all carriers. A \$200 average shipping cost audit and payment variance has been reduced to \$2. With better visibility of shipping requirements to share with carriers, Ste Michelle has reduced deadhead miles, a boon to both the shipper and transportation service providers.

Ste Michelle also uses the TMS for lane selection, gaining more efficient routings to customers. The manual truckload consolidation process was cut from four to five hours to two minutes.

Getting a handle on transportation costs has helped Ste Michelle maintain its growth while keeping headcount stable and enhancing carrier relationships. These benefits all quench the company's thirst for enhancing service to customers.



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# DC SOLUTIONS

by Amanda Loudin

## Jack Williams Tire Co. Retreads its Warehouse

A new WMS is where the rubber meets the road.

**L**ike many American-grown companies, Jack Williams Tire Co. began with a hope and a dream. In 1929, Jack Williams, Sr., borrowed \$500 from his father to open a small tire shop in Kingston, Pa. The store offered two services—mounting and recapping tires—and consisted of one service bay, two gas islands, and a small retread shop.

The company grew and in 1968 Jack Williams Tire Co. moved its warehousing, retreading, and administrative offices into a new 35,000-square-foot facility in Luzerne, Pa. In 1972, Jack Williams opened a Berwick, Pa., location and broke ground for a new Wilkes-Barre site.

The mid-1980s ushered in another wave of expansion and several new stores. With that growth came the need for a new warehouse, so the company added an 85,000-square-foot facility in Moosic, outside Scranton.

Today, Jack Williams operates 27 retail locations in northeastern and central Pennsylvania.

The company also acts as a wholesaler and

distributes several brands of tires and auto parts to 3,500 customers throughout Pennsylvania, New Jersey, New York, and New England.

Because Jack Williams anticipates future growth, the time was right for a major expansion to its distribution center. In the near future, the company will add another 50,000 square feet so it can spread out and get the job done more efficiently.

### TIME FOR CHANGE

The need for additional space in the DC was warranted not only by internal growth, but also by changes in the tire industry. "Auto manufacturers have stepped up their technology," says Scott Williams, president of Jack Williams. "That allows them to use different tires for almost all their makes and models."

At the same time, tire sizes have grown. "Tires now measure up to 24 inches," he explains. "That eats up a lot of space in the DC."

Space wasn't the only issue causing concern for Jack Williams. "We also had more inventory to control," Williams



says. "Our manual inventory system was an Easter egg hunt in disguise; it just didn't cut it."

At the same time, the company's staff make-up was changing. Within the warehouse, 14 employees work two different shifts to handle more than 10,000 SKUs annually. As the company hired more employees who spoke English as a second language, the communication barrier took a toll on accuracy.

"The end result of these combined factors – new technology, larger tire sizes, more inventory, and the language barrier – was that our order fill rate began to shrink," says Williams. "We hit rock bottom when 190 out of every 4,000 tires did not make it out the door. We had no control over inventory and it was time we got some."

The company clearly needed a warehouse management system. After some initial research, Williams zeroed in on RT Systems Inc., an Ann Arbor, Mich.-based provider of customized warehouse management systems. Williams was attracted by RT Systems' implementation success at other tire companies, including Carlisle Tire & Wheel, a specialty tire and wheel manufacturer, and Terry's Tire Town, an Ohio-based tire and vehicle services company.

"RT Systems had installed its *RT Locator* WMS for other tire companies," Williams says. "We decided

to make a site visit to Terry's Tire Town to see the system in action."

In addition to the WMS software, Terry's had installed a narrow-aisle storage system as part of a facility upgrade. Jack Williams planned a similar installation, so the applications were easy to compare.

Additional features of *RT Locator* appealed to Williams. "The package isn't complicated, yet it has the flexibility we were looking for," he says. "Other systems we considered contained more features than we needed."

Williams sought to duplicate what RT Systems had accomplished at Terry's Tire Town, making the installation simple and straightforward.

"One difference between the two companies was that Jack Williams did a complete integration with its host software, while Terry's Tire Town did only a partial integration," says Larry Gray of RT Systems. "We had to define the interface in detail so Williams' host software provider could send and receive the correct data quickly and efficiently. Other than some modest unique requirements, the functionality Williams wanted fit closely with our standard WMS."


## WAREHOUSE REALIGNMENT

Just before Jack Williams added the WMS, it installed the planned narrow-aisle storage system to increase the facility's cube utilization.

"Aisles used to run parallel to the dock," explains Williams. "We spent about one month reworking the shelves and rearranging the warehouse before we installed the narrow-aisle storage system. We moved the product so that it now flows to the docks."

Once the new storage setup was in place, the company shifted gears and concentrated on the *RT Locator* installation.

The WMS has been a major boon to productivity at the Jack Williams DC. "The system tells warehouse workers where to put product, then remembers where it is," says Scott Williams. "The



**"Our manual inventory system was an Easter egg hunt in disguise; it just didn't cut it. We had no control over inventory and it was time we got some."**

– Scott Williams, president, Jack Williams



staff decides how much product goes into a location."

When it's time to pick products, the system knows what each pallet contains and where it is located. Workers pick the product and scan the shelf; the system then tells them where to locate the product.

"Knowing where product is at all times adds accountability," explains Williams. "If a mistake is made, we can easily trace it."

That wasn't the case when the DC operated manually. "It could take days to find a missed order," he recalls.

Inventory control using the manual system was also a guessing game. "If the DC held 60,000 tires, the staff guessed where 20,000 were located. Now we can store up to 75,000 tires and know exactly where each one is," says Williams.

Speed is another productivity improvement. "It used to take six people about six hours to turn one trailer," he says. "Today, four people can do it in two hours."

"And we've been able to increase the number of tires we can ship in one hour from 38 to 150," he adds.

Jack Williams is also known for its "hot shot" deliveries. "We provide 'on demand' orders for the dealers we service within a 30-mile radius," explains Williams. "As soon as we receive an order, we ship it.

We used to dedicate six pickers to the job, now we only need one. We can literally process an order in one minute."

While the WMS has provided a huge

lost inventory," says Williams. "In 2007, we had a \$3,000 inventory gain."

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boost to productivity, the day Jack Williams went live with its new system proved an interesting one.

"The shipping system identified some new inventory as 8,000 orders to fill," says Scott Williams. "So we ended up with 8,000 tires on our docks and nowhere to put them. We had to ship all the orders we had backed up before we could move forward."

Once that glitch was addressed, the company had to adjust the WMS settings because it was too efficient.

"The WMS is set to pick in a way that's most efficient," says Williams. "The product, however, got to the dock too fast for us to keep up. So we had to adjust the system to pick by order rather than by route so we could manage the flow."

## A LOSS, A GAIN

While most of the warehouse staff eased into the new system quickly, some employees had to adjust to a loss of overtime. "A few workers were not happy about that, so we had some turnover," admits Williams.

In the end, however, the system has proven to be worth its weight in gold. "In 2005, we had to write off \$120,000 in

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## Welch's Juices Up Logistics Data

**S**ince 1869, the Welch family has been extracting delicious juice from Concord grapes. Last year, Welch's got help extracting better supply chain intelligence from its information systems. That assistance comes from a new software application, the *Consumer Packaged Goods (CPG) Solution* from Oco Inc., Waltham, Mass.

The idea that Welch's needed an analysis tool emerged last September, when the company started using its new Oracle enterprise resource planning (ERP) solution. That system managed a great deal of data; company officials started to wonder how they could tap that wealth of information to gain a deeper understanding of transportation operations.

"We decided we needed better visibility into our cost structure and order patterns," says William Coyne, director of purchasing and logistics at Welch's in Concord, Mass. "With that improved visibility, we would be able to achieve

efficiencies and cost savings."

But with a separate application still handling freight payments, and a legacy system storing years' worth of historical data, it wasn't obvious how managers could pull together the reports they wanted to see.

"We had freight cost information residing in several different systems," Coyne says. "We were struggling to find a more efficient solution for reporting and managing that information."

Bill Copacino, president and CEO of Oco, had done some consulting work for Welch's in the past. One day, he called to ask if he could demonstrate some new software. "It occurred to us immediately that this was the solution we were looking for," Coyne says.

Oco provides a variety of solutions that synthesize data from separate information systems, creating reports based on any metrics the user wants to see. Early this year, it introduced three new products for mid-sized companies, one



of which is the *CPG Solution*. Welch's is using the application's transportation module.

Oco developed these products in part because some companies have trouble assembling data from disparate systems. "That's one reason the Excel and Access database tools proliferate across companies," Copacino explains. "Companies are dying to pull together data from different sources so they can analyze and integrate operating and financial data."

## A FAST AND EASY SOLUTION

But reports created in Excel and Access are less than ideal, Copacino maintains. "They're hard to share across the company, and present different versions of the truth," he says. "People pull different data from different time frames, creating a solution that is neither integrated nor scalable. It's a critical problem common to all companies. And a fast and easy solution for middle-market companies was not available." So Oco created one.

Oco offers its systems via the Software as a Service (SaaS) model, hosting applications for customers and delivering them over the Internet. It charges an initial setup fee plus a monthly hosting fee. It costs the same no matter how many people at a company use the system.

Welch's is using the *CPG Solution* to help manage the transportation of product from plants in Lawton, Mich., and North East, Pa., to a third-party distribution center in La Mirada, Calif., and directly from plants to customers. Welch's also operates plants in Westfield, N.Y., and Grandview, Wash., but these facilities mainly produce bulk product for shipment to other juice producers. In addition, Welch's works with co-manufacturers that produce about 20 percent of its product and ship it directly to customers.

Welch's started using Oco's *CPG Solution* in early February. Getting it running took about two months; a delay occurred because Welch's was not ready for a speedy transition, Coyne says. Welch's own IT staff was committed to



**Welch's used to ship most of its product on Friday, requiring employees to work overtime to handle the overflow. Analyzing its shipping schedule with the *CPG Solution* showed that making internal moves midweek could increase efficiency and cut costs.**

implementing the Oracle system; no one was immediately available to create a mechanism to extract the data from the system so Oco could use it.

Despite the delay, implementation was surprisingly easy. "Oco set up a session with us to learn our reporting and data structure needs," says Coyne. "Then it developed an application that met our requirements."

Oco follows a rigorous implementation methodology. "First we schedule a profiling session, which works to define a company's business requirements," Copacino says.

Oco's profiling tools help users understand all the data they want to capture and define all the ways they want to analyze and report on it. The profiling process takes about a week. Then, extracting, analyzing, and loading data requires anywhere from several days to several weeks. To give companies an idea of the options available to them, Oco first offers standard reports.

"Companies see their data live immediately, and get an early view of it," Copacino says. "That facilitates data

quality and testing."

Next, Oco and the customer tailor the reports and create new ones. "Then, the largest portion of the implementation is testing and quality assurance," he says.

When that's complete, Oco runs the system with one week's worth of the customer's daily data feeds to ensure the solution works as designed. "Then it's time for user adoption and training," Copacino says.

Although Oco calls the output from its system "reports," that word doesn't do justice to the way the system displays information and allows the user to drill down into greater detail. "Each report acts as a mini data-mart or warehouse," Coyne says.

## ACHIEVING NIRVANA

"The system creates the opportunity to take every bit of information on every order, bill of lading, and freight bill, and report on it in any way for any time period, for any single company or group of companies. It's like nirvana," Coyne says.

Almost as soon as he started using

the system, Coyne told Copacino that Welch's already was getting a return on its investment. "On Tuesday, I said, 'I think we might be able to pay for this by Friday,'" Coyne recalls.

The system immediately helped Coyne figure out how to avoid logjams on the heaviest shipping day of the week. "On most Fridays, we have more shipments to make than hours in the day," Coyne says. To handle the overflow, Welch's schedules employees to work overtime and over the weekend, which increases costs.

Using the *CPG Solution*, Coyne and his team examined the loads they were shipping on Friday. They discovered that many trucks were making internal moves—shipping product between facilities or transporting product that Welch's manages for customers. Welch's could ship those orders on another day of the

week, Coyne says.

The new software also highlighted ways to optimize space on trailers. "We looked at order sizes and truckload weights and identified many opportunities to get more onto a truckload," Coyne says.

#### **EFFICIENCY GAINS**

Coyne is still exploring the system's features and benefits, but he expects it to identify additional ways to increase efficiency. For example, employees who consolidate less-than-truckload orders into truckloads and schedule them for shipment currently take the information they need from paper order sheets. The *CPG Solution* could make that process paperless, which would save time and labor.

"It could gain freight cost savings, too, because it should be easier to see all the

orders that are available to be consolidated," Coyne says.

Welch's isn't yet using the *CPG Solution* to analyze inbound transportation data, but Coyne says it would be easy to do so in the future. He also would like to let users view the status of incoming orders online. "That will allow us to report on-time delivery," he says.

Beyond that, Welch's is considering additional areas of the supply chain operation to analyze with Oco solutions. To decide, it also must consider the reporting capabilities built into the Oracle ERP system.

"We ask, 'What functions should we outsource to a technology vendor and what should we manage in-house?'" Coyne says.

Through this kind of planning, Welch's squeezes every drop of value from its resources. ■



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# TECHUPDATE

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### Seegrid

**WHAT'S NEW:** The introduction of a vision-guided, mobile materials handling robot.

**THE VALUE:** The GT3 uses stereo cameras to build a 3D map of its environment, then uses the map and a predetermined path to complete transport tasks. By performing duties such as pulling carts, moving palletized materials, and positioning supplies in tight areas, the robot frees skilled employees to focus on higher-valued tasks and increases productivity by constantly enforcing the work pace.

www.seegrid.com

412-621-4305



### web

#### CSX

**WHAT'S NEW:** The launch of an online Carbon Calculator.

**THE VALUE:** The tool calculates the estimated carbon dioxide emissions savings of specific rail shipments, then compares the data to other transportation modes so shippers can make informed decisions.

www.csx.com

877-835-5279



### hardware

#### Sky-Trax

**WHAT'S NEW:** The release of a computing and connectivity module.

**THE VALUE:** Sky-Box's compact internal computer gathers sensor data several times each second. The data is then processed and, depending on the application, reveals vehicle location, load ID, and transaction data gathered during pickup or putaway. The Sky-Box communicates all data it collects via a wireless connection with the host system or WMS.

www.sky-trax.com

866-927-4927

#### Tharo

**WHAT'S NEW:** The development of a label printer and applicator accessory for the Tharo H-400/H-600 series of thermal and thermal transfer bar-code label printers.

**THE VALUE:** Tharo's PA2000t label printer/applicator offers quick setup and changeover for applying labels to the top or side of varying height or width products. It can apply up to 58 labels per minute depending on the printer used, label size, and product height.

www.tharo.com

330-273-4408



To learn more, contact these companies directly. Remember to mention this issue date and page to get the right information.


## partnerships

### JDA Software and Management Dynamics Inc.

**WHAT'S NEW:** The formation of an alliance for global trade management improvements.

**THE VALUE:** The joint effort helps companies implement best-in-class global supply chain processes to realize the full potential of low-cost country sourcing and profitably expand to new export markets. Offerings include network design and trade strategy tools, supply chain e-commerce services, visibility and performance management solutions, multi-modal shipment planning and execution capabilities, and import/export compliance solutions.

 [www.jda.com](http://www.jda.com)

 800-438-5301

 [www.managementdynamics.com](http://www.managementdynamics.com)

 201-935-8588

## software

### QuestaWeb

**WHAT'S NEW:** The availability of an automated letter of credit feature.

**THE VALUE:** The feature, introduced in the *ImporterQW* and *ExporterQW* modules of QuestaWeb's global trade management system, builds and populates every document from system data. It automatically performs all financial and compliance reconciliations, issues and transmits amendments, and alerts key parties of missing documents or business terms not satisfied.

 [www.questaweb.com](http://www.questaweb.com)  908-233-2300

### Sterling Commerce

**WHAT'S NEW:** The introduction of a solution that exchanges and uses order and shipment information to reduce

### LXE

**WHAT'S NEW:** A handheld data collection tool for cold storage environments.

**THE VALUE:** Specifically designed for use in sub-freezing temperatures (to -22° F), the MX7CS boasts built-in heaters that eliminate fogging and frosting, a specialized battery that promotes free-flowing power, and a conformal coating technique that limits condensation. The tool handles both voice-recognition technology and traditional bar-code scanning applications.

 [www.lxe.com](http://www.lxe.com)

 770-447-4224




order-to-cash cycle time.

**THE VALUE:** Sterling's *Supply Chain Visibility on Demand* solution enables retailers to respond to supply disruptions and improve market responsiveness. The software instantly displays and summarizes actionable

supply chain information from all electronic trading partners and communities through a secure, reliable hosted infrastructure.

 [www.sterlingcommerce.com](http://www.sterlingcommerce.com)

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# NEW SERVICES

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### Lufthansa Cargo

**WHAT'S NEW:** The expansion of offerings and destinations.

**THE VALUE:** Lufthansa Cargo has increased service to China, adding stops in Nanjing (five times a week from Frankfurt) and Shenyang (three times a week from Munich), plus two direct freighter flights per week to Beijing. For the first time, the carrier is operating non-stop service from Frankfurt to Shanghai and Seoul.

✉ [www.lufthansa-cargo.com](http://www.lufthansa-cargo.com)

☎ 800-542-2746

### The Reliance Network

**WHAT'S NEW:** An alliance of major motor carriers.

**THE VALUE:** In joining forces, Averitt Express, Canadian Freightways/Epic Express, DATS Trucking, Lakeville Motor Express, Land Air Express, and Pitt Ohio Express have created a seamless integrated transportation network across North America. Instead of managing shipments with multiple carriers to service their regional, national, and global shipping needs, shippers can work directly with a local Reliance Network member.

✉ [www.thereliancecnetwork.com](http://www.thereliancecnetwork.com)

### Associated Global Systems (AGS)

**WHAT'S NEW:** The development of a distribution center network.

**THE VALUE:** AGS's Turnkey Distribution Network provides access to more than 100 fully staffed AGS distribution centers and depots nationwide, often on less than 48 hours advance notice.

Eight of these centers, in strategic locations across the United States, are open 24/7 to meet urgent space and inventory control needs.

✉ [www.agsystems.com](http://www.agsystems.com) ☎ 516-627-8910

### Estes Express Lines

**WHAT'S NEW:** The opening of 13 terminals in six upper-Midwestern states.

**THE VALUE:** Terminals in Iowa, North and South Dakota, Minnesota, Nebraska, and Wisconsin allow the company to complete its nationwide footprint and provide shippers with 100-percent direct coverage to all 50 states.

✉ [www.estes-express.com](http://www.estes-express.com) ☎ 804-353-1900

### Circumference America Inc.

**WHAT'S NEW:** The addition of container service to the truck-rail-truck Radius Rail service.

**THE VALUE:** Offering 20-foot, 40-foot, and 45-foot ocean shipping units, Radius Rail now accommodates both international shipments moving inland via U.S. ports and domestic intermodal freight.

✉ [www.circumferenceamerica.com](http://www.circumferenceamerica.com)

☎ 904-899-0695

### Clarity

**WHAT'S NEW:** The launch of refrigerated shipping services.

**THE VALUE:** Clarity's refrigerated service specializes in hauling bread, dough, canned goods, candy, and other refrigerated goods.

✉ [www.clarity123.com](http://www.clarity123.com) ☎ 866-297-7070

### Evergreen

**WHAT'S NEW:** The introduction of regional service to cover Mediterranean ports in Italy, Tunis, and Libya.

**THE VALUE:** The 612-TEU vessel, *Reecon Eagle*, departs Taranto, Evergreen's

To learn more, contact these companies directly. Remember to mention this issue date and page to get the right information.

Italian hub port, to operate the 10-day rotation, stopping at Civitavecchia, La Spezia, Tunis, and Misratah.

✉ [www.evergreen-marine.com](http://www.evergreen-marine.com)

### SEKO

**WHAT'S NEW:** The opening of new facilities in Mexico.

**THE VALUE:** The new offices provide full-service, customized air and sea freight forwarding services to all of Mexico, handling import and export trade, customs brokerage, warehousing management services, and ground freight to the United States and Canada, with door-to-door service for both LTL and TL. The office has 50,000 square feet of space for customer warehousing and distribution.

✉ [www.sekoworldwide.com](http://www.sekoworldwide.com) ☎ 630-919-4800

### Wesley International

**WHAT'S NEW:** The introduction of a lower-cost pallet truck model.

**THE VALUE:** With a lighter, forged pump, the International model offers a less-expensive alternative to Wesley's All-American Pallet Mule. The International has a load capacity of 5,500 pounds.

✉ [www.wesleyinternational.com](http://www.wesleyinternational.com)

☎ 404-292-7441

### YRC Logistics

**WHAT'S NEW:** The expansion of global logistics services into Mexico.

**THE VALUE:** International air and ocean freight forwarding services enhance YRC Logistics' current transportation, distribution, and cross-border services in Mexico.

✉ [www.yrclogistics.com](http://www.yrclogistics.com) ☎ 877-232-1845

### Rinchem Company

**WHAT'S NEW:** The opening of a temperature-controlled warehouse near



### Preston Lifts Inc.

**WHAT'S NEW:** The introduction of a compact powered stacker.

**THE VALUE:** With a load capacity of 1,100 pounds, a load center of 15 inches, and a lift height of 62 inches, the unit has a short yet stable wheel base to maximize maneuverability in tight quarters on uneven floors and ramps.

✉ [www.prestolifts.com](http://www.prestolifts.com)

☎ 508-222-0177

Austin, Texas.

**THE VALUE:** The Albuquerque, N.M.-based chemical and gas management solutions provider has 42,000 square feet of warehouse space. The facility is set up to handle segregation and

temperature requirements associated with the safe storage and handling of regulated and non-regulated chemicals and gases. Rinchem also offers temperature-controlled, local delivery to the Austin area and GPS monitored, over-the-road transportation to destinations throughout the country.

✉ [www.rinchem.com](http://www.rinchem.com)

☎ 505-345-3655



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CATEGORY	PAGE	CATEGORY	PAGE
3PLs	106	Ocean/Intermodal	135
Air/Expedited	115	Ports	135
Auto ID	116	Rapid Response	135
Cargo Security	117	Real Estate	136
Chemical Logistics	117	Recruiting	137
Consultants	118	Reverse Logistics	137
Dedicated Contract Carriage	119	Shipping Software	137
Distance Learning	120	Site Selection	138
Drayage	120	Supply Chain Management	139
Duty Drawback	121	TMS	141
E-Commerce Fulfillment	121	Transportation Mgmt./Freight Mgmt.	142
Education	121	Truck Equipment	144
Events	125	Trucking	144
Freight Bill Audit/Payment	125	Trucking-Flatbed	145
Freight Forwarders-Domestic	126	Trucking-Heavy Specialized	145
Freight Forwarders/Brokers	126	Trucking-LTL	146
Fulfillment	126	Trucking-Optimization	146
Global Trade	127	Trucking-TL	147
Inventory	128	Vendor Compliance	147
Job Boards	128	Warehousing	147
Logistics IT	129	WMS	148
Materials Handling	133	WMS/TMS	149
Multimodal	134	Yard Management	149



COMPANY	PAGE	COMPANY	PAGE	COMPANY	PAGE	COMPANY	PAGE
3PD Inc.	106	Choice Logistics	109	Institute of Logistical Management	120	Progressive Manufacturing Summit	125
3rdwave by Blinco Systems	128	ClearTrack Information Network	130, 139, 147	Integration Point	127	Prophecy Transportation Solutions	133
A.N. Deringer	106	Columbus State	122	Jacobson Companies	111	Riegel Transportation	141
ABL Logistics	137	Crowley	109, 126, 142, 147	Jevic	117	RMX Global	112
Access America Transport	142	CT Logistics	125	JobsInLogistics	128	Ruan	119
Access Logistics	107, 126	Cypress Inland Corporation	149	Kalmar Industries	144	Ryder	113
Acme Truck Line	145	Descartes Systems Group	130	Kellogg School of Executive Education	123	Saddle Creek	113
Advanced Logistics Systems	146	Diamond Phoenix	133	Knapp Logistics Automation	148	Salem Logistics	113
Agistix	129, 149	Distribution Design	118	Kuehne + Nagel	111, 143	Sammons Trucking	145, 146
Allen Group	138	Drayage Directory	120	Landstar Global Logistics	111	SAS Cargo	116
American Military University	120	DSC Logistics	109	LeSaint Logistics	111	SATO America	117
AmeriCold Logistics	107	Dutycalc	121	Lightning Joe's	126	Schaefer Systems International	134
AML	116	E.J. Brooks Company	117, 134	Lily Transportation Corp.	119	ServiceCraft	113
Appian Logistics Software	129	East Mississippi BDC	138	Lion Technology	134	Shey-Harding Associates	137
Arcline (2000) Inc.	141	Echo Global Logistics	142	Loftware	131	SmartTurn Inc.	128, 148, 149
Associated Global Systems	115, 128	Establish Inc.	118	Logistics Insight Corporation Inc.	112	SMC	133
ASU, W.P. Carey School of Business	121	Evans Distribution Systems	110	Logjobs	129	Southwest Airlines Cargo	116
ATC Logistics & Electronics	107	Evidencia LLP	140	LOG-NET	131	St. Onge Company	119
Automated Distribution Systems	107	Federal Fulfillment	127	Lynden	134	Sunrise Logistics	114
Baruch College	122	Florida Institute of Technology	120, 123	LynnCo Supply Chain Services	112	Syracuse University-Whitman School	124
Best Way Technologies	137	Fortigo	130, 141	M33 Integrated Solutions	141	TBB Global Logistics	114
Big Industrial	136	Franzetta & Associates	118	Maersk Line	135	TransGroup Worldwide Logistics	114
Bilkays	108	Fresh Warehousing	147	MagicLogic Optimization	132	TranSolutions Inc.	144
Binswanger	136	G2 Logistics	110	Mayflower Transit	144	Transplace	114
BNSF Logistics	108	Georgia Tech Supply Chain & Logistics Institute	123	Mericle Commercial Real Estate	136	TransWorks	142
Burr & Temkin	136	Global Maritime & Transportation School	123	Meritex Logistics	147	Tranzact Technologies	126, 144
California State University	122	GlobalWare Solutions	121, 140	myLogistics	132	Tulsa Port of Catoosa	135
CAPE Systems	139	H&M Bay Inc.	146	Nebraska Public Power District	139	Twin Modal	115
CAPS Research	122	Hampton Roads	139	New Breed	119, 121, 132, 135, 137, 140, 143	United Van Lines	145
Cardinal Logistics Management	108	Hanson Logistics	110	nVision Global Technology Solutions	132	University of Alaska Anchorage	124
Cass Information Systems	125	Hopewell Supply Chain Services	110	Odyssey Logistics & Technology	118	University of Florida-Center for SCM	124
CDM Software Solutions	129	Hyundai Merchant Marine	135	Order Logistics	127	University of Michigan	125
CDS Logistics Management	108	IES	131	Paradigm Logistics	143	Unyson Logistics	115
Cedar Valley Regional Partnership	138	IFS	140	Penn State University - World Campus	124	Wagner Industries	148
CenterPoint Properties	138	Infotek Consulting	131	Penske Logistics	112	Weber Distribution	115
CEVA Logistics	109			Pilot Freight Services	116, 143	Werner Enterprises	127
Cheetah Software Systems	130			PINC Solutions	149	WOW Logistics	148
ChemLogix	117			Pitt Ohio	146	Zepol Corporation	133

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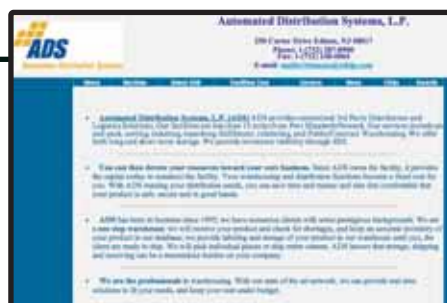


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## 3PLs



### CEVA Logistics • www.cevalogistics.com

CEVA Logistics, a leading global logistics company, designs, implements, and operates complex supply chain solutions on a national, regional, or global scale for medium to large enterprises. With 38,000 dedicated professionals, CEVA manages more than seven million square meters of warehouse space and operates an extensive global network with facilities in 30 countries worldwide. The company's Matrix™ product is a centrally hosted, integrated suite of supply chain technologies that enables CEVA to manage complex domestic and global supply chains. For more information on CEVA's products and services, visit them on the Web at [www.cevalogistics.com](http://www.cevalogistics.com).

### Choice Logistics • www.choicelogistics.com

Choice Logistics creates highly optimized, flexible service parts logistics systems built to meet the unique challenges of mission-critical, global service organizations. More than 300 strategic stocking locations (SSLs) around the world provide 24/7/365 same-day solutions and strategic inventory management. Choice blends new thinking with focused insight to address the challenges and opportunities of leading companies such as Avaya, Cisco, Dell, EMC and Hitachi Data Systems. To learn more, visit [www.choicelogistics.com](http://www.choicelogistics.com).



### Crowley Maritime Corporation • www.crowley.com

Crowley provides ocean cargo transportation between the United States, the Caribbean and Central America with more sailings to more destinations than any other carrier. Additionally, Crowley offers a myriad of logistics services, including air freight, cargo consolidation, cargo insurance, customs brokerage, distribution (including pick and pack), freight forwarding, inland transportation (U.S. and foreign), NVOCC, SED preparation, truck brokerage and warehousing. To learn more, please visit [www.crowley.com](http://www.crowley.com).

### DSC Logistics • www.dsclogistics.com

With experience, knowledge, and IT - as well as supply chain capabilities that are adaptable, versatile, and focused on changing customer needs - DSC Logistics helps companies reach their business goals. Services provided by DSC include supply chain analysis and design, strategic solutions-based consulting, systems integration, process improvement, and management of logistics operations such as warehousing, transportation, packaging, and fulfillment. In today's business environment, filled with rapid and unpredictable change, DSC manages change and information in the supply chain by using a strategy called sense-and-respond and by being ready for anything!





# WEB\_CITE CITY

www.inboundlogistics.com/web\_cite

IN THIS SECTION:

**3PLs**



## Evans Distribution Systems • www.evansdist.com

Evans Distribution Systems has been enabling customer success for more than 75 years. Evans provides warehousing, transportation, packaging, quality inspection, and complete 3PL management services for a variety of industries. Through its experience, flexibility, and innovation, the 3PL proves to its customers that "it's easier with Evans." Let Evans provide you with all the information you need to meet your logistics challenges.

## G2 Logistics Inc. • www.g2logistics.com

Want more time to concentrate on your core competencies while day-to-day activities are managed successfully? Then turn to the experience and technology of G2 Logistics Inc., a third-party logistics provider and multimodal freight management company. G2 Logistics does it all: from contract carrier and short-notice irregular route provider to specializing in cross-border transportation to and from Canada. G2 Logistics' goal is to build lasting relationships with its customers so you gain service flexibility with your clients.



## Hanson Logistics • www.hansonlogisticsgroup.com

Hanson Logistics is a leading 3PL offering single-source transportation, warehousing, and distribution services. Our new Chicago consolidation center features Velocities™ Multi-Vendor Consolidation Services reaching top retail and food service DCs. We can design, execute, and manage a temperature-controlled supply chain solution that meets your specific requirements, with broader visibility, lower transportation costs, and higher day-to-day performance. Call 888-772-1197.

## Hopewell Supply Chain Services • www.hoplog.com

Looking for a partner who offers more than just simple logistics services? Our objective is to provide our customers with all the capabilities necessary to support the concept of Total Supply Chain Management. Ask us how we can help you to create a network linking all points of distribution - company-owned and third-party - for total supply chain visibility.



## IN THIS SECTION:

## 3PLs



### Jacobson Companies • www.jacobsonco.com

What can we do for you? When it comes to supply chain management, the answer is: Leadership, Innovation and Quality Solution. Everything we do: warehouse operations and management; freight management; full truckload and asset-based solutions; contract packaging and manufacturing services; total staffing solutions, and temporary services. We center these services around our companywide "Can Do" commitment to you.

### Kuehne + Nagel • www.kuehne-nagel.com

Kuehne + Nagel, a leader in transportation and logistics worldwide, is North America's premiere third-party logistics (3PL) service provider. Our superior service, integrated supply chain management, including sea- and air-freight, warehouse, and distribution solutions will turn your logistics challenges into a competitive advantage. A global leader in international forwarding, Kuehne + Nagel also ranks among the top three worldwide contract logistics players.

The company, founded in 1890, has more than 46,000 employees at 830 locations in more than 100 countries.



### Landstar Global Logistics • www.landstar.com

Landstar Global Logistics, a safety-first transportation services company, provides complete logistics services throughout the United States, Canada, and Mexico. Landstar Global Logistics' extensive brokerage network increases customer options as it brings a wider array of equipment options to handle the toughest transportation challenges. With innovative use of Internet technology, Landstar Global Logistics communicates in every medium, from the most sophisticated satellite tracking systems to the simplest pagers. That means customers know where their shipment is every step of the way, with every carrier selected. You'll find complete details on our Web site.

### LeSaint Logistics • www.lesaint.com

Visit our newly revised Web site designed to better serve your needs. Learn how to put LeSaint Logistics' 3PL KnowHow™ to work for your business. As a Top 100 3PL provider, LeSaint Logistics has the expertise, experience, flexibility and service performance to power your supply chain. LeSaint delivers intelligent warehousing, fulfillment and transportation solutions - supported by advanced logistics technology - to manage your supply chain, streamline efficiencies, and boost your bottom line. At LeSaint, we make it our business to know your business. We deliver high-performance logistics solutions designed to meet your unique needs, measuring key performance indicators for continuous improvement of our processes. Log on today.





### Logistics Insight Corporation Inc. • [www.4linc.com](http://www.4linc.com)

Logistics Insight Corporation Inc. (LINC) was formed specifically as a single-source logistics service provider to design, manage, and operate both dedicated and integrated distribution systems. LINC has extensive multi-industry experience and offers various services including (but not limited to) all modes of transportation, sequencing, sub-assembly, order fulfillment, warehousing, and white glove delivery service. LINC provides a distribution system solution that enables companies to rapidly and efficiently move goods through the supply chain. LINC has a full-service network throughout North America combined with strong alliances capable of providing solutions globally.

### LynnCo Supply Chain Services • [www.lynnco-scs.com](http://www.lynnco-scs.com)

LynnCo specializes in value-added supply chain solutions. We create tailored solutions by taking redundant links out of our clients' logistics networks. Whether it's upfront due diligence studying current distribution patterns, rationalizing facilities with state-of-the-art optimization tools, or analyzing entire supply chain networks, our mission is to provide our clients world-class solutions—creating bottom-line value.



### Penske Logistics • [www.penskelogistics.com](http://www.penskelogistics.com)

Ingenuity. Fueled by determination. Whether you need a lead logistics partner to oversee all logistics operations, or you just want to optimize your warehouse design, Penske Logistics offers a full spectrum of transportation, warehousing, inbound/outbound, and supply chain management solutions. Penske's collaborative, best teams approach enables it to be more than a logistics service provider; Penske is your business partner. Learn more about the solutions Penske offers with a visit to this Web site.

### RMX Global • [www.rmxglobal.com](http://www.rmxglobal.com)

**Your Single Source Logistics Provider...Customer-Focused by Design.** At RMX Global Logistics, we're here to find logistics solutions for you 24 hours a day, seven days a week. Our state-of-the-art systems manage more than 150,000 moves each year. That means we have the strength and capacity to meet your most demanding needs, along with the flexibility to customize operations to your unique requirements. For a partner with in-depth understanding of supply chain management and an international logistics network, look to RMX Global Logistics...The Logistical Choice.





## IN THIS SECTION:

# 3PLs

# WEB\_CITE CITY

www.inboundlogistics.com/web\_cite



## Ryder • www.ryder.com

Ryder provides end-to-end supply chain, warehousing, and transportation solutions including: third-party logistics (3PL), fleet management, RFID operations, reverse logistics, supply chain management, transportation management/freight management, truck rental, truck leasing, warehousing, lead logistics provider, lead logistics manager, service parts operations, and distribution center management.

## Saddle Creek • www.saddlecrk.com

**Integrated Solutions, One Provider - Nationwide.** Saddle Creek Corporation is a leading nationwide distribution services company that provides warehousing, transportation, and integrated logistics services. By focusing on selected commodities, geographic markets, and core services, we are able to develop 3rd Party 1st Class solutions that meet your unique needs. We provide distribution solutions through contract and public warehousing, along with specialty packaging, bar coding, inventory management, and logistics outsourcing. Whether you need in-store delivery, packaging, labeling, special retail packs, or store-ready pallets, we have the people, processes, technology, and experience to give you a competitive edge.



## Salem Logistics • www.salemlogistics.com



Imagine shipments from your vendors to your customers orchestrated so everything arrives in minimum time with little handling and maximum savings. Imagine storing and distributing your shipments with ease. Look no further. Salem Logistics gives you better control and visibility of your supply chain, without the headaches. Using the SCANEX<sup>SM</sup> system, we share visibility and combine shipments, cutting down on handling and saving you money. Tracking and reporting is customized to your needs. Contact us today.

## ServiceCraft • www.servicecraft.com

In 2008, ServiceCraft Logistics, headquartered in Buena Park, Calif., celebrates its 50th year providing integrated logistics and specialized value-added services including truck, intermodal transportation management services, warehousing, order fulfillment, and Web-based information management. The company operates over four million square feet of AIB superior food-grade facilities in the West and Southwest, and is a leading provider of services to a wide array of other industries, including consumer electronics, automotive, garments, and consumer packaged goods.





### Sunrise Logistics • [www.sunriselogisticsinc.com](http://www.sunriselogisticsinc.com)

At Sunrise Logistics, we specialize in delivering supply chain solutions customized to fit your needs. Let our team of experts help you plan for long-term success, while responding to the daily challenges of business. Services include: temperature-controlled freight; competitive just-in-time deliveries; third-party storage and forward logistics; intermodal and backhaul opportunities; state-of-the-art storage facilities; value-added logistics services; and leading communication technologies. Check out our Web site or call us today at 888-518-8502.

### TBB Global Logistics • [www.tbbgl.com](http://www.tbbgl.com)

TBB Global Logistics (TBBGL) is one of the nation's oldest and most respected third-party domestic and international supply chain logistics companies, specializing in service to small and medium-sized companies. TBBGL offers innovative technology solutions, along with world-class people and processes to manage global freight transportation of all modes. TBBGL is the innovator of Supply Chain Guardian<sup>SM</sup>, which manages and reports on every facet of a purchase order from the time of issue to the time of delivery. TBBGL holds licenses to act as a federal property broker, ocean freight forwarder, indirect air carrier, NVOCC, and customs house broker. TBBGL is C-TPAT certified. Call 1-800-937-8224.



### TransGroup Worldwide Logistics • [www.transgroup.com](http://www.transgroup.com)

Staying on top of the competition means you need a strong transportation/logistics partner that can guarantee "bigger, better, faster," plus provide personalized service and solutions for success. TransGroup's access to all commercial/cargo flights and surface options provides more flexibility than you ever thought possible. TransGroup is also a forerunner in logistics IT, with systems and tools that allow goods and information to flow efficiently. In today's business environment, your customers demand on-time service and flexible scheduling. TransGroup understands, and delivers your success.



### Transplace • [www.transplace.com](http://www.transplace.com)

Transplace delivers supply chain excellence through an optimal and flexible combination of industry-leading global and domestic logistics services and technology. Tap into our dense network of shippers and transportation providers through On-Demand transportation management and a suite of professional services tailored to your organization's needs.



## IN THIS SECTION:

## 3PLs – Air/Expedited



### Twin Modal • [www.twinmodal.com](http://www.twinmodal.com)

Twin Modal provides optimized logistics solutions through a variety of service options. Our industry-leading truckload brokerage, intermodal, and LTL services cover all of North America. With over 29,000 pre-qualified motor carriers and rail carriers under contract, we are your best resource for dry vans, flats, reefers, containers, and specialized equipment. Our comprehensive shipment management process spares you unwanted surprises. When you need results, call Twin Modal. Visit [www.twinmodal.com](http://www.twinmodal.com) for more details.

### Unyson Logistics • [www.unysonlogistics.com](http://www.unysonlogistics.com)

Unyson Logistics provides the technology and resources to help businesses drive costs out of their supply chains. We do this by creating logistics solutions where our customers own and drive the process jointly, with us, in unison. Combining the stability and resources of our \$1-billion-plus parent company, Hub Group Inc., with this uniquely collaborative approach, Unyson surrounds customers with 360 degrees of measurable, strategic value - what we call The Y Factors: unity, opportunity, visibility, velocity, technology, delivery, capability, flexibility, stability, and integrity.



### Weber Distribution • [www.weberdistribution.com](http://www.weberdistribution.com)

Weber Distribution is the leading West Coast provider of warehousing and transportation ambient and temperature-controlled services. Privately-owned, asset-based with over 84 years of successful experience, Weber has the knowledge and flexibility to handle the supply chain needs of the most demanding customer. Incorporating best-of-breed information technology, 20 service centers with over 4.4 million square feet along with a fleet of 350 environmentally friendly transportation units, Weber provides the absolute best service and return for your supply chain investment.

## AIR/EXPEDITED

### Associated Global Systems • [www.agsystems.com](http://www.agsystems.com)

Associated Global Systems is a leading provider of world-class transportation, logistics, and supply chain solutions on a global basis. Established in 1958, AGS provides a complete menu of time-definite domestic and international services, with coverage from more than 400 cities in the United States and a network spanning 205 countries. Our comprehensive technologies include myAGS.com(InfoNet), myAGSInventory.com(Supply Chain), and Quick Quote.







### Pilot Freight Services • www.pilotdelivers.com

Pilot Freight Services, one of America's largest independent transportation and logistics companies, provides a full range of domestic and international air, land, and sea capabilities. Our 65 North American locations offer customizable services with a personal touch, and are complemented by a worldwide network of partners, assuring pick-up and delivery to over 190 countries worldwide, 24/7. Contact 1-800-HI-PILOT or: www.pilotdelivers.com

### SAS Cargo • www.sascargo.com

SAS Cargo is the leading air cargo carrier to, from, and within Scandinavia.

SAS Cargo has the most non-stop passenger flights and freighters to Scandinavia, as well as to Europe. Every day around 1,000 SAS passenger and cargo flights serve over 100 destinations worldwide. Freight service is also available from North America. Our superior frequency, comprehensive network, extensive capacity, and outstanding reliability ensure your shipments arrive as agreed. That is airfreight the Scandinavian way. Please call 800-747-0727 for bookings and more information.



### Southwest Airlines Cargo • www.swacargo.com



Excellence is our goal at Southwest Airlines. We seek to deliver the most reliable customer service in the industry at the best value. With more than 3,400 daily flights to 64 cities in 32 states, Southwest Airlines Cargo gets your package to its destination with plenty of flight options to choose from. Our mission is to give you the exceptional treatment you deserve.

## AUTO ID

### AML • www.amltd.com

As data-capture solutions become more complex, advanced, and expensive to implement, doing business with AML is never complicated. With AML, you receive proven technology that is easy to implement, competitively priced, and backed by real people who are ready to give you the personal attention you deserve, before and after the sale. AML data-capture products include handheld data collection terminals (mobile, wireless, and batch), programmable stationary terminals, vehicle mount terminals, and a variety of bar-code scanners/readers. AML products are made in the USA and backed by no-cost, toll-free phone support for any AML product owner.



## IN THIS SECTION:

**Auto ID – Chemical Logistics****SATO America • www.satoamerica.com**

SATO is a pioneer in the Automatic Identification and Data Collection (AIDC) industry, and the inventor of the world's first electronic thermal transfer bar-code printer. It revolutionized the bar-coding industry by introducing the Data Collection System (DCS) & Labeling concept – a total bar-code and labeling solution providing high-quality bar-code printers, scanners/handheld terminals, label design software, and consumables. SATO is one of the first in the industry to introduce a complete, multi-protocol EPC-compliant, UHF RFID solution. Turn to SATO for all your bar-code and RFID printing needs.

**CARGO SECURITY****E.J. Brooks Company • www.brookseals.com**

E.J. Brooks Company, an ISO 9001-2000 registered company, is the world's leading manufacturer and marketer of tamper indicating security seals. Brooks, the only C-TPAT "validated" (Tier II) security seal manufacturer, is also the world's leading provider of ISO 17712-compliant high-security intermodal bolts and cable seals. Brooks also provides ISO compliant high-security and indicative electronic seals utilizing RFID and GPS-related solutions for trucking and ocean cargo.

**CHEMICAL LOGISTICS****ChemLogix • www.chemlogix.com**

ChemLogix is a leading provider of chemical industry consulting services, on-demand TMS technology, rail fleet management, international and ISO container services and other comprehensive transportation management services that enable our clients to improve performance and drive economic value. We are dedicated to solving our customers' most vital logistics challenges by leveraging chemical industry expertise, best-of-breed technology, and a personalized, high-touch approach to deliver measurable, sustainable value.

**Jevic • www.jevic.com**

Jevic Transportation offers a wide range of services, and so does its Web site. Shippers can access a variety of secure applications and services through Jevic's online ToolBox, or quickly calculate transit times on its home page. With Jevic's real-time tracing feature, site visitors simply enter the provided account code and receive detailed tracking information. Users can also access up to two years of shipment data through the freight cost report and other customized reports. A real-time rate engine, PreSys transaction notification, and the Jevic Desktop Tracer are among the site's other features.





### Odyssey Logistics & Technology • [www.odysseylogistics.com](http://www.odysseylogistics.com)

Odyssey Logistics & Technology combines deeply skilled industry professionals with a leading technology solution to provide multimodal logistics management services to the chemical industry and other process manufacturers. Odyssey Logistics & Technology enables these companies to outsource any part of the management and transportation of their raw materials and finished goods. They achieve savings through reduced transportation and infrastructure costs, measurable customer service and process improvements, and improved data quality and management.

## CONSULTANTS

### Distribution Design • [www.distdesign.com](http://www.distdesign.com)

Distribution Design provides consulting services for the analysis and design of logistics operations, systems, and facilities. Visit the Web site for the company's experience and services, including operational audit, second opinion, facility longevity analysis, 3PL selection, and operational design with WMS and material handling systems. The site also serves as a knowledge base for presentations, whitepapers, and links to other helpful sites.



### Establish Inc. • [www.establishinc.com](http://www.establishinc.com)

At Establish, we excel at bridging strategy and tactics - constantly keeping one eye on the big picture, but never at the cost of getting tangible, measurable results. Our firm's expertise covers the entire range of the supply chain and logistics function, including warehousing, transportation, and customer service. For over 30 years and more than 1,000 client engagements we have assisted some of the largest and best-known corporations worldwide. Find out more about Establish at [www.establishinc.com](http://www.establishinc.com).



### Franzetta & Associates • [www.franzetta.com](http://www.franzetta.com)

Franzetta & Associates has assembled some of the most respected supply chain experts in the world. We are not just consultants; we are proven successful industry leaders who created yesterday's standards and are driving today's innovations. Our focus is assisting firms to unleash the power of their supply chains. We can show you how to take control of your supply chain to reduce costs, improve customer satisfaction, and increase revenues. Our fees are lower than any of our competitors, yet we are far more reliable, non-intrusive, and efficient. Call 814-466-9010.





## IN THIS SECTION:

## Consultants • DCC



### New Breed • [www.newbreed.com](http://www.newbreed.com)

Logistics network design and lead logistics services help manage your supply chain. No amount of operational efficiency can make up for faulty strategy or a cumbersome process. That's why New Breed invests in logistics technology tools and intellectual resources to determine the best way to run your operation with fewer people, reduced inventory levels, in less time, and with lower cost.

### St. Onge Company • [www.stonge.com](http://www.stonge.com)

A world-renowned supply chain and engineering consulting firm, St. Onge Company was established in 1983. Its core disciplines include supply chain network and inventory strategy and optimization; world-class distribution center design; lean Six Sigma manufacturing facility design; supply chain execution systems consulting; 3PL strategy development and provider selection; and a range of other operational support services including simulation and workforce training. How can St. Onge help you? Go online to find out.



## DEDICATED CONTRACT CARRIAGE



### Lily Transportation Corp. • [www.lily.com](http://www.lily.com)

Lily provides dedicated contract carriage for companies that have time-, temperature-, or customer-sensitive deliveries. Utilizing the Lily Platform for Continuous Improvement allows the service provider to track, report, and take action - based on data - to continuously improve delivery results. Some customers: Whole Foods Markets, Lindt Chocolates, VersaCold, Legal Sea Foods, and NAPA. Our people, process and knowledge deliver exceptional results.

### Ruan • [www.ruan.com](http://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.



### DISTANCE LEARNING



**American Military University • www.amuonline.com**

American Military University offers affordable, online bachelor's and master's degrees in relevant disciplines, including: transportation and logistics; emergency and disaster management; security management; and homeland security. Courses are 100-percent online and start monthly. AMU is a member of the regionally accredited American Public University System. Join 30,000 civilian and military students studying from 100 countries. Learn more at [www.amuonline.com](http://www.amuonline.com), email [info@apus.edu](mailto:info@apus.edu), or call 1-877-777-9081.

**Florida Institute of Technology • http://uc.fit.edu**

Through University College, Florida Tech offers fully accredited master's degree and graduate certificate programs at 10 U.S. sites in five states, including distance learning programs through the Virtual Campus. Degrees include an M.S. in Logistics Management, M.S. in Management with a concentration in logistics management, and a graduate certificate in Logistics Management. *Money* magazine recently reported a 10-year job growth of 36 percent in the field of logistics, with 203,600 job openings. Invest in yourself; it pays big dividends.



**Institute of Logistical Management • www.logisticseducation.edu**

Since 1923, The Institute of Logistical Management (ILM) has provided specialized education and training worldwide to over 84,000 graduates, both civilian and military. ILM integrates all areas of transportation, logistics, and the supply chain to prepare and certify individuals to join the \$1-trillion logistics industry. ILM focuses on real-world skills and practical application through its Certified Logistics Practitioner's Program and college accreditation. Students also can transfer ILM credits toward a college degree. ILM is articulated with the University of Phoenix and other leading degree-granting colleges and universities. For further information contact us at 888-456-4600 or [dean@logisticseducation.edu](mailto:dean@logisticseducation.edu).



### DRAYAGE

**Drayage Directory • www.drayage.com**

Over 1,200 draymen listed nationwide...U.S. and Canada - simply click on a city or terminal and find intermodal truckers. Search the draymen list for haz-mat, private chassis, transloading, customs bonded, parking, SCAC, and containers to reload. Online since 2003, and free to use.



## IN THIS SECTION:

## Duty Drawback – Education

### DUTY DRAWBACK



**Dutycalc • www.dutycalc.com**

Dutycalc has provided duty drawback solutions to the industry since 1981. The company designs, develops, and implements management support systems for the import, export, and brokerage communities. Whether your needs are software or service, Dutycalc, the leading drawback company with more than 300 systems implemented throughout the United States, is the logical choice. Visit Dutycalc online for all your drawback needs, including articles, tips, links, and various e-tools.

### E-COMMERCE FULFILLMENT

**GlobalWare Solutions • www.globalwaresolutions.com**

GlobalWare Solutions provides a unique, comprehensive suite of managed services for combining digital, eBusiness and physical supply chain operations. The company's end-to-end service offering spans the development and operation of customized eBusiness stores to the online distribution of software and the fulfillment of everything from medical devices and high-tech components to computer games and consumer electronics. Headquartered in Haverhill, Mass., and Redwood City, Calif., GlobalWare has additional locations throughout Europe and Asia.



**New Breed • www.newbreed.com**

New Breed provides e-fulfillment networks that integrate your Web site to an intelligent fulfillment infrastructure, including a contact center and distribution centers. We can help you reduce costs and improve reliability of your fulfillment operations with real-time inventory and order statuses, electronic integration into parcel tracking with all leading carriers, intelligent sourcing from multiple locations, and order fulfillment to engineered labor standards. We also provide returned goods management including inspections, repairs, and restocking.



### EDUCATION

**Arizona State University, W.P. Carey School of Business**  
<http://wpcarey.asu.edu/exec>

Arizona State University's W.P. Carey School of Business offers an Essentials of Supply and Logistics Management program, which focuses on an integrated approach to managing resources and partnerships in order to meet customers' logistics needs. If you are a procurement manager, engineer, operations manager, logistics manager, or you are involved in the movement of goods and materials, then this program is ideal for you. To request more information, call 480-965-7579 or visit the Web site today.







### Baruch College • [www.baruch.cuny.edu/caps](http://www.baruch.cuny.edu/caps)

Welcome to Baruch College's Division of Continuing and Professional Studies. Think of us as your education partner. Are you looking for a career change or a promotion? We offer courses and certificates in: import trade operations and procedures; export trade operations and procedures; international entrepreneurship; customs broker license preparation; and international supply chain security and compliance. You will join a dynamic learning community, take classes that are offered in the classroom or online, and are taught by industry professionals.

### CAPS Research • [www.capsresearch.org](http://www.capsresearch.org)

CAPS Research is a nonprofit research organization founded in 1986 to provide leading research to our strategic-minded corporate sponsors and to the public. Our mission is to work in partnership with a global network of executives and academics for the discovery and dissemination of strategic supply management knowledge and best practices. CAPS Research is jointly sponsored by the W.P. Carey School of Business at Arizona State University, the Institute for Supply Management™ and Global 1000/Fortune 500-size organizations.



### Center for International Trade and Transportation - California State University, Long Beach • [www.ucsc.csulb.edu](http://www.ucsc.csulb.edu)



The Center for International Trade and Transportation (CITT) acts as a catalyst for growth, and offers a neutral ground for addressing issues along the entire global logistics pipeline. CITT is designated as the technology transfer component of METTRANS, University Transportation Center designation awarded by U.S. DOT. The Global Logistics Specialist (GLS) is an industry-driven training program for both users and providers of global logistics services. The program is offered face-to-face on the CSULB campus and in an innovative online format. It provides intermodal/logistics training and certifies professionals in the industry. For more information, visit this Web site.

### Columbus State • [www.csc.edu/projecteagle](http://www.csc.edu/projecteagle)

Columbus State's Supply Chain Management Program: *Expanding Access to Domestic & Global Logistics Education*. Our goal is to provide educational options in supply chain management to students and industry professionals. We work with business and education partners to ensure that our curriculum is current and responsive to industry needs. All of our courses are online, enabling students to complete both certificates and associate degrees totally at a distance. The Supply Chain Management degree is certified by ACBSP.



## IN THIS SECTION:

## Education



### Florida Institute of Technology • <http://uc.fit.edu>

Through University College, Florida Tech offers fully accredited master's degree and graduate certificate programs at 10 U.S. sites in five states, including distance learning programs through the Virtual Campus. Degrees include an M.S. in Logistics Management, M.S. in Management with a concentration in logistics management, and a graduate certificate in Logistics Management. *Money* magazine recently reported a 10-year job growth of 36 percent in the field of logistics, with 203,600 job openings. Invest in yourself; it pays big dividends.



### Georgia Tech Supply Chain & Logistics Institute • [www.scl.gatech.edu](http://www.scl.gatech.edu)

The Supply Chain & Logistics Institute (SCL) offers a comprehensive curriculum of short courses and seminars in which participants can earn a professional certificate in logistics. More than 10 open enrollment logistics short courses are offered each year. SCL can also assemble a curriculum designed for individual company needs. SCL students come from all segments of the logistics community—from manufacturing and distribution, warehousing, transportation and third-party logistics, to consulting and information technology.



### Global Maritime and Transportation School • [www.gmats.usmma.edu](http://www.gmats.usmma.edu)

GMATS, located at a state-of-the-art waterfront facility overlooking Long Island Sound, provides training programs, instructional services, research studies, and technical assistance that enhance the safety, security, efficiency, and environmental soundness of maritime operations and global transportation systems. GMATS' professional core education expertise is in nautical science; engineering; security and transportation; and information technology. There are 140-plus developed and customizable courses, many in accordance with the provisions of the IMO and STCW.



### Kellogg School of Executive Education-Northwestern University [www.kellogg.northwestern.edu/execed](http://www.kellogg.northwestern.edu/execed)

Learn about the *Supply Chain Management: Strategy and Planning for Effective Operations* program from the Kellogg School of Executive Education. This program focuses on effective logistics strategies for companies operating globally, and on the integration of supply chain components into a coordinated system to increase service levels and reduce costs. The effective management of facilities, inventories, transportation, information, outsourcing, and strategic partnering to improve operational performance are presented with real-world case studies.







### Pennsylvania State University - World Campus [www.worldcampus.psu.edu](http://www.worldcampus.psu.edu)

Whether you are seeking professional development or wanting to increase your advancement potential, Penn State offers an online 30-credit master's degree and 12-credit graduate certificate in supply chain management. The online master's degree allows working professionals to complete their degree on a part-time basis in two years. Both programs help students gain the knowledge, problem-solving skills, and leadership techniques critical to the demands of today's supply chain management industry.

### Syracuse University-Whitman School of Management [www.whitman.syr.edu](http://www.whitman.syr.edu)



Syracuse University's Whitman School of Management, a nationally recognized leader in logistics and supply chain education and research since 1920, offers the oldest such program in the country. Whitman supply chain graduates enjoy early professionalization as students and a strong alumni network. For practitioners, we offer a talented intern/employee pool and events to renew and update your skills. We also offer BS, MBA, PhD, and executive programs in supply chain, as well as electives in Whitman's highly-regarded distance-learning MBA option.

### University of Alaska Anchorage • <http://logistics.alaska.edu>



University of Alaska Anchorage's College of Business and Public Policy offers a Master of Science in Global Supply Chain Management (30 credits, 20 months, emphasis on management leadership, information technology, and international business practices). Also offered are a Graduate Certificate in Supply Chain Management (1-year, 15-credit, all-online); a Bachelor of Business Administration in Global Logistics Management (4 years); an Associate of Applied Sciences in Logistics Operations (2 years); and a Certificate in Logistics (1 year).

### University of Florida-Center for Supply Chain Management [www.cba.ufl.edu/isom/cscm](http://www.cba.ufl.edu/isom/cscm)



The primary mission of the Center for Supply Chain Management at the University of Florida is to bring together executives, UF faculty, and students in order to pursue excellence in SCM practice, education, and research. The major focus of this center is to deliver an online Executive Master of Science degree with a concentration in SCM; collaborate with a set of industry partners to develop an internship program for UF students interested in SCM; and identify issues of practical relevance in SCM that can be addressed through innovative research.



## IN THIS SECTION:

## Education – Freight Bill Audit/Payment



### University of Michigan-Lean Logistics Certificate cpd.engin.umich.edu

**Lean Logistics & Supply Chain Certificate Program** by the University of Michigan. Learn how to analyze relevant transportation and inventory expenses, and develop a lean logistics system that supports the lean enterprise. This program is taught by faculty who are experts in this area and emphasizes real-life case studies and hands-on activities to create an interactive learning experience.

## EVENTS

### Progressive Manufacturing Summit www.managingautomation.com/summit



To leverage new business models, manufacturers must embrace collaborative working techniques and modern technological tools. Senior management from manufacturing companies are making time to attend the 2008 Managing Automation Progressive Manufacturing Summit & Awards, the premier event for progressive manufacturers in Las Vegas this June. Learn best practices from this year's Progressive Manufacturing Award winners, hear presentations from Boeing, Coca-Cola, Pfizer and Rexam, and find out how to make your business play as one on the global stage. *Inbound Logistics* readers save \$300 when registering by May 10th!



## FREIGHT BILL AUDIT/PAYMENT



### Cass Information Systems • www.cassinfo.com

Cass is an information services company with a primary focus on transaction processing in the area of payables and payables-related services. Cass performs transaction processing at the highest levels in an integrated, efficient, systematic approach using proven core competencies: data acquisition, data management, information delivery, and financial exchange. Since its founding in 1906, the Cass organization has continually renewed and reinvented itself in response to a changing and challenging marketplace. Find out more at the Cass Web site.



### CT Logistics • www.ctlogistics.com



CT Logistics is a multi-faceted organization comprised of three distinct, yet closely related companies. Its core strength and expertise is centered on freight audit and freight payment as well as rating solutions. The Commercial Traffic Company (CT) is a third-party freight audit and freight payment company that performs pre-audit, freight payment, and post-audit services for hundreds of organizations dispersing billions of dollars annually for freight costs. Its premier service offering, AuditPay, capitalizes on the robust functionality of FreightRater™ to benefit client companies wanting a precise pre-audit and payment process performed.





### Tranzact Technologies, Inc. • www.tranzact.com

A partnership that makes sense. TranzAct Technologies is the premier provider of logistics solutions designed to maximize your savings and your productivity through solid, time-tested solutions that reduce your freight and transportation expenses while eliminating time-consuming tasks. Our suite of products include freight payment services, LTL and TL brokerage, personalized tariff creation, carrier contract negotiation, and flexible, Web-based rating, routing, settlement and reporting applications. Stop sweating the small stuff...that's *our* job.

## FREIGHT FORWARDERS - DOMESTIC

### Lightning Joe's • www.ljoe.com

Lightning Joe's, a domestic freight forwarder, is dedicated to putting your freight delivery on the fast track via its guaranteed, non-stop coast-to-coast product called Checkered Flag service. Lightning Joe's also specializes in transporting heavy LTL shipments at low rates with faster transit times between all points in the continental United States via its CAQ<sup>SM</sup> service. Lightning Joe's enhanced Retail Distribution Service eliminates the difficulty of finding truckload carriers willing to accept multiple stop-offs, and is faster and less expensive than creating individual LTL shipments or employing your own fleet. Experience Lightning Joe's 5-star pit crew for outstanding customer service. Call 1-877-866-8999.



## FREIGHT FORWARDERS/BROKERS



### Crowley Maritime Corporation • www.crowley.com

Crowley provides ocean cargo transportation between the United States, the Caribbean and Central America with more sailings to more destinations than any other carrier. Additionally, Crowley offers a myriad of logistics services, including air freight, cargo consolidation, cargo insurance, customs brokerage, distribution (including pick & pack), freight forwarding, inland transportation (U.S. and foreign), NVOCC, SED preparation, truck brokerage and warehousing. To learn more, please visit: www.crowley.com.

## FULFILLMENT

### Access Logistics • www.accesslogistics.com

Access Logistics is dedicated to accurate order fulfillment and distribution services. Access operates more than 1.75 million square feet of distribution space throughout North America, utilizing A-frame and pick-to-light systems for high-volume, conveyable pick, pack, and ship orders. Put over 45 years of experience, with a proven combination of knowledge, processes, and technology, to work for you.





## IN THIS SECTION:

# Fulfillment • Global Trade

# WEB\_CITE CITY

www.inboundlogistics.com/web\_cite



## Federal Fulfillment • www.federalfulfillment.com

The Midwest's leading fulfillment company since 1994. No set-up fees, no receiving fees. Complete pick, pack and ship for businesses of all sizes. Ideal Chicago area location for shipping zones. Discounts on carrier rates available. Full-service fulfillment services including streamlined order fulfillment; pick, pack and ship; inventory warehousing; logistics management; returns processing; and custom packaging and assembly. Federal Fulfillment can save you money and time. Call 815-578-4300 or visit our Web site today.

## GLOBAL TRADE

## Integration Point, Inc. • www.integrationpoint.net

Integration Point® Inc.'s Real Time Global Trade Management helps many of the best-known companies import and export goods more effectively by providing up-to-date international trade compliance. Today, Integration Point helps manage more than \$400 billion in trade in over 75 countries. Integration Point's solution is a comprehensive suite of fully integrated Web-based software products that provide consistent and secure access to information around the clock including: import/export management, global classification, C-TPAT, AEO, denied party screening, free trade agreement qualification, and duty deferral program participation.



## Order Logistics • www.orderlogistics.com

Order Logistics is a wholly-owned subsidiary of Janel World Trade, Ltd. (OTC-JLWT) providing cutting-edge solutions that allow companies to more effectively execute global supply chain strategies. Our Web-native technology, sourcing capabilities, and global transportation resources allow organizations world-class visibility and operational control without disrupting existing processes, partnerships, or information systems. By leveraging the power of our technology business solutions, and global logistics expertise we provide our clients a true end-to-end global supply chain solution. *The global economy starts here.*

## Werner Enterprises • www.werner.com

Werner Enterprises 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., with offices throughout North America and China. Werner is among the five largest truckload carriers in the United States, with a diversified portfolio of services. Werner's Value-Added Services portfolio includes freight management, truck brokerage, intermodal, and freight forwarding. Werner, through its subsidiary companies, is a licensed U.S. NVOCC, U.S. customs broker, Class A freight forwarder in China, licensed China NVOCC, and TSA-approved indirect air carrier.







### Associated Global Systems • [www.agsystems.com](http://www.agsystems.com)

Associated Global Systems is a leading provider of world-class transportation, logistics, and supply chain solutions on a global basis. Established in 1958, AGS provides a complete menu of time-definite domestic and international services, with coverage from more than 400 cities in the United States and a network spanning 205 countries. Our comprehensive technologies include myAGS.com(InfoNet), myAGSInventory.com(Supply Chain), and Quick Quote.

### 3rdwave by Blinco Systems • [www.blinco.com](http://www.blinco.com)

3rdwave Global Commerce Management by Blinco Systems: lean and agile global supply chain execution. Full global trade capabilities integrated into all back and front office activities and dynamic graphics and dashboards' reporting tools. Hold down costs and reduce waste across the global supply chain. Reduce unnecessary inventory, utilize cash better, and enhance asset productivity while streamlining business processes. Also see 3rdwave's new global trade Collaboration Station.



## INVENTORY



### SmartTurn Inc. • [www.smartturn.com](http://www.smartturn.com)

SmartTurn™ provides Web-based, on-demand inventory control and warehouse management solutions that deliver real-time, accurate visibility of inventory across single or multiple warehouses. Designed to deliver enterprise-class capabilities for small to medium-sized businesses at a fraction of the cost of traditional license and installed software. For one low, monthly fee you get unlimited users, access to all critical inventory and warehouse functions, built-in integration to QuickBooks and most CRM/ERP/POS systems. Add a mobile device at no additional cost, no support or maintenance fees or upgrade headaches. Powerful enough for 3PLs, manufacturers and wholesalers who need turn-key, customizable visibility for all your customers or trading partners. Create a new value curve for your business and improve your customer service levels instantly. See the demo now.

## JOB BOARDS

### JobsInLogistics • [www.jobsinlogistics.com](http://www.jobsinlogistics.com)

JobsInLogistics.com is the #1 job board for logistics, supply chain, transportation, freight forwarding, distribution, warehousing, manufacturing, purchasing, 3PL, and materials management professionals. With over 20,000 registered employers and recruiters, and more than 300,000 logistics professionals' resumes, JobsInLogistics.com is the one and only place to find the top qualified candidates and the best logistics career opportunities.



**Logjobs • [www.logjobs.com](http://www.logjobs.com)**

View more than 1.5 million logistics and supply chain jobs. "Test-drive" Logjobs' resume database to view thousands of logistics and supply chain professionals. Reach the right audience - Logjobs is listed in the top results of Google, Yahoo, and MSN; traffic is increasing 15 percent each month. Logjobs is also linked with Indeed.com and TopUSAjobs.com, generating more job search traffic for our customers.

**LOGISTICS IT****Agistix • [www.agistix.com](http://www.agistix.com)**

Get the technology and services you need to increase visibility and control inbound and outbound logistics costs with Logistics Management Automation (LMA) solutions from Agistix. LMA enables you to gain visibility and control of your shipments through a carrier-neutral, centralized system that leverages a rules-based workflow engine to manage internal and external shipment processes. By streamlining processes and information management associated with all shipping modes and locales, Agistix reduces costs, increases efficiency, and improves process compliance. Put Agistix to work for you today; visit the Web site to get started.

**Appian Logistics Software • [www.appianlogistics.com](http://www.appianlogistics.com)**

Appian Logistics has almost two decades of experience and expertise developing software and is acknowledged as an industry leader in providing solutions that work for transportation companies. Appian Logistics is committed to providing logistics solutions powerful enough for what-if cost analysis and easy enough for day-to-day execution. Contact Appian Logistics today for a solution designed to streamline your transportation operations.

**CDM Software Solutions • [www.cdmsoft.com](http://www.cdmsoft.com)**

CDM WinFrt is a comprehensive, efficient trade management system that includes quotes, bookings, air freight, ocean freight, imports, AES, billing and job costing, operational and management reports with integrated accounting. Options include Internet tracking and tracing, Sea AMS, and EDI with customers and air and ocean carriers (eSI). CDM Software Solutions Inc. is a certified U.S. Customs (CBP) vendor and certified on GT Nexus, Intra, SITA and directly with ocean carriers. Contact us at 312-428-4876 for more details and to schedule a software presentation.







**Cheetah Software Systems • www.cheetah.com**

Cheetah Software Systems Inc. provides dynamic, intelligent, wireless solutions for automating and optimizing pickup, delivery, dispatch, and customer service. Fully scalable and Web-based, Cheetah solutions increase productivity and profitability for carriers of any size with minimal up-front costs. Cheetah's private fleet and LTL customers utilize GPS-enabled phones and PDAs to schedule, route, and track drivers and shipments.

**ClearTrack Information Network • www.cleartrack.com**

ClearTrack is the leading provider to the retail industry of global end-to-end supply chain visibility and Supply Chain Event Management (SCEM) technology.

ClearTrack offers a hosted, online supply chain event management service electronically connecting silos of information with all trading partners while offering users access via an easy-to-use tracking, reporting, and alert notification tool.



**Descartes Systems Group • www.descartes.com**

Descartes' logistics management solutions automate, manage, and streamline the end-to-end shipment management process with ongoing real-time visibility through an electronic multimodal network, the Descartes Global Logistics Network. This network provides messaging services between logistics trading partners, shipment management services for carriers and logistics intermediaries, and private fleet management services. These solutions help Descartes customers reduce administrative costs, billing cycles, fleet size, contract carrier costs, and mileage driven, as well as improve pickup and delivery reliability.



**Fortigo • www.fortigo.com**

Fortigo is the leading provider of Web-native, on-demand transportation management to the high-tech, manufacturing, distribution and transportation industries. Our solution integrates seamlessly with enterprise decision support systems and provides shipping automation, shipment visibility, event management and freight bill audit. Implementation time is minimal and expected savings can be 15 percent or more of the total transportation spent.





IN THIS SECTION:  
**Logistics IT**

# WEB\_CITE CITY

www.inboundlogistics.com/web\_cite



**IES, Ltd. • www.iesltd.com**

IES offers one seamless logistics software solution scalable to any size operation. Eliminate repeated data entry by dynamically flowing data throughout the entire transportation process. IES is the only company to offer complete NVOCC, AES, and ACI supply chain solutions along with ABI, freight forwarding, and warehousing with fully integrated Accounting. IES products are operated in over 70 countries with thousands of users and millions of daily transactions.

**Infotek Consulting, Inc. • www.webfreightpro.com**



Web Freight Pro offers purchased and hosted Web-native TMS and WMS solutions for 3PLs, brokers, forwarders, carriers, wholesale and retail shippers with the technology needed to grow profitability in single or multimodal domestic and international freight/warehouse cross-docking/fulfillment operations. Proactively create, manage, and efficiently review shipment and inventory details 24/7 from anywhere with an Internet browser. Small to medium-sized companies can compete with larger freight/fulfillment competitors through customized information systems and complete software solutions. Do you have the technology to succeed? Visit our Web site or call us, 800-758-6065, to learn more about how we can help you improve your business.



**Software, Inc. • www.loftware.com**

We provide enterprise label management software with connectivity to all ERP, supply chain, and warehouse systems, to solve your global needs, including GS1 compliance, and more.

**LOG-NET • www.log-net.com**



LOG-NET is the world's leading supply chain execution system. LOG-NET provides the tools to manage your cargo, track shipments, calculate landed cost, monitor contract fulfillment, as well as report on trading partners involved in your supply chain. LOG-NET software is used worldwide by over 10,000 users, moves approximately 700,000 containers per year, and generates hundreds of scheduled reports per hour. LOG-NET is also EDI-capable, and integrates with many service providers including: vendors, freight forwarders, international and domestic carriers, airlines, transload facilities, importers, exporters, and 3PLs.





**MagicLogic Optimization • www.magiclogic.com**

MagicLogic's Cube-IQ software represents the state-of-the-art in load planning software. It is built around the best loading engine on the market and will give you optimal volume/weight utilization. Cube-IQ comes with its own database, data import/export and reporting. The software was designed from the start for 32-bit Windows and produces clear 3D load diagrams. Cube-IQ has built-in modes of operation for container, truck, and ULD loading, palletization, and cartonization.

**myLogistics Inc. • www.mylogisticsinc.com**

myLogistics™ provides quality technology solutions designed to meet the unique logistics needs of clients. Its core products, based on more than 15 years of development experience, include: routing, scheduling and optimization; Web-native TMS functionality; and private and dedicated fleet delivery solutions including online GPS visibility. A newly released, fully integrated mobile solution can be implemented to complement these services. The comprehensive, yet affordable, offerings are driving immediate, real savings and efficiencies today with a number of top companies.



**New Breed • www.newbreed.com**

New Breed provides application hosting and information services that power supply chain networks. Our Internet-based solutions enable our clients to integrate operating facilities, Web sites, customers, suppliers, carriers and existing systems to streamline and optimize their network. Collaborating with the best technology providers in the world, we offer application-hosting services utilizing a configurable, pre-integrated technology infrastructure that supports supply chain networks from end to end.

**nVision Global Technology Solutions • www.nvisionglobal.com**

nVision Global Technology Solutions, Inc. is a leading international freight audit, payment and logistics management solutions provider. With locations in North America, Europe and Asia, our staff is fluent in over 25 languages and processes and pays freight invoices from over 190 countries worldwide. Over the years, our customers have come to rely on our prompt, accurate Sarbanes-Oxley compliant freight payment services as well as our leading-edge information management analytical tools including global mapping, graphing, benchmarking, modeling and network optimization analysis to help them manage their overall supply chain costs.



## IN THIS SECTION:

## Logistics IT – Materials Handling



### SMC<sup>3</sup> • www.smc3.com

SMC<sup>3</sup> is the foremost provider of data, technology and education as an integrated solution to the freight transportation community. SMC<sup>3</sup>'s core competency is its pricing expertise, which it delivers through products and services that simplify processes and promote collaboration between buyers and sellers of transportation services. The company currently serves more than 5,000 customers operating throughout the contiguous United States, Canada and Mexico. SMC<sup>3</sup>'s customer base includes shippers, carriers, logistics service providers and freight payment companies.

### Zepol Corporation • www.zepol.com

Zepol Corporation provides access to waterborne import Bill of Lading data for analyzing your marketplace. Our product, TradeIQ, is the easiest to use and most up-to-date U.S. Customs import bill of lading database available. TradeIQ provides you with the most comprehensive information about your competitors, suppliers, prospects, and the products your company uses, markets, or imports. Visit [www.zepol.com](http://www.zepol.com) to see TradeIQ in action.



### Prophecy Transportation Solutions, Inc. • www.prophecylogistics.com

For more than 20 years, Prophecy has represented quality, reliability, and affordability to its customer base. As a leading provider of load planning, route optimization, and carrier rating solutions, Prophecy provides a comprehensive suite of logistics solutions for every industry. To learn how Prophecy can help your organization, visit [www.prophecylogistics.com](http://www.prophecylogistics.com) or call 877-652-2365.

## MATERIALS HANDLING

### Diamond Phoenix • www.diamondphoenix.com

Diamond Phoenix is a full-service systems provider, proudly offering design and integration, advanced software solutions, and a full suite of material handling technologies. We are committed to helping you understand the latest trends and developments in the industry while providing flexible solutions to meet your changing business requirements and significantly improve your operations while maximizing your return on investment. Our dedicated group of highly experienced professionals stands ready to assist you with all your material handling needs. Call us today for a complimentary facility analysis.







### Schaefer Systems International • www.ssi-schaefer.us

The Schaefer group of companies offers tailor-made solutions for the most diverse requirements. We are a major supplier and systems integrator for all types of automated warehousing and distribution systems, including automated storage/retrieval systems, conveyor integration, picking solutions, sorter, pick-to-voice, and more. Schaefer is involved in all aspects of a project, including feasibility studies, engineering, construction management, service, and maintenance. Our systems accurately generate more throughput in less space with fewer people, while providing optimum operational visibility.

## MULTIMODAL

### E.J. Brooks Company • www.brookseals.com



E.J. Brooks Company, an ISO 9001-2000 registered company, is the world's leading manufacturer and marketer of tamper indicating security seals. Brooks, the only C-TPAT "validated" (Tier II) security seal manufacturer, is also the world's leading provider of ISO 17712-compliant high-security intermodal bolts and cable seals. Brooks also provides ISO compliant high-security and indicative electronic seals utilizing RFID and GPS-related solutions for trucking and ocean cargo.



### Lion Technology Inc. • www.lion.com

Meet your ground (49 CFR), air (IATA), and vessel (IMDG) training mandates for shipping hazardous materials at Lion's nationally-recognized public workshops. Learn step-by-step management procedures to assure safe and timely hazmat transport. This compliance training is comprehensive and interactive; practical examples and exercises enhance learning and build regulatory skills. Receive expert instruction, superior compliance references, plus exceptional follow-up services. Presented nationwide. For details, visit [www.lion.com/multimodal](http://www.lion.com/multimodal).



### 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.



## IN THIS SECTION:

## Ocean/Intermodal – Rapid Response

### OCEAN/INTERMODAL



#### Hyundai Merchant Marine • www.hmm21.com

Hyundai Merchant Marine is committed to its customers, and you'll find evidence of that on its Web site, where you can book cargo, and access sailing schedules, bill of lading information, and arrival notices. HMM differentiates itself from other carriers by offering an array of flexible and accommodating services with many different types of vessels. The carrier plans to increase its fleet and focus on service diversification to establish a global network. Toward that goal, HMM emphasizes the carriage of special cargo, such as petroleum products, and continues to invest in new container terminals and inland logistics facilities.



#### Maersk Line • www.maerskline.com

Maersk Line is a world-class leader in container shipping. We offer our customers door-to-door transportation service that is second-to-none. With over 550 container vessels, 1.4 million containers, and our own terminals and intermodal network, we guarantee you will receive reliable global coverage. Our advanced e-commerce services offer a comprehensive suite of business tools including sophisticated Electronic Data Interchange (EDI) solutions and a partnership with the leading industry portal, INTTRA. Through our award winning e-business solutions, you can quickly, accurately and securely view schedules, request rates, submit your booking and shipping instructions, retrieve bills of lading and track your cargo 24 hours a day, seven days a week.



### PORTS



#### Tulsa Port of Catoosa • www.tulsaport.com

The Tulsa Port of Catoosa is the most inland, ice-free water port in America. A fully-equipped intermodal transportation center and 2,000-acre industrial park, the Port is located at the head of navigation for the McClellan-Kerr Arkansas River Navigation System in Northeast Oklahoma, providing waterway shipping from ports of the world via New Orleans. Breakbulk, liquid bulk, dry bulk, or project cargo can easily be transferred from trucks to railcars and barges. The Port can provide an economical link to your intermodal chain.

### RAPID RESPONSE



#### New Breed • www.newbreed.com

New Breed service parts management solution enables rapid delivery of critical parts. We have been managing large, complex service parts management solutions since 1980. We have the existing parts depot network, processes, and systems to quickly implement cost-saving solutions. New Breed provides service parts management in the medical equipment, electronics, and aerospace industries.



### REAL ESTATE



#### Big Industrial • [www.bigindustrial.com](http://www.bigindustrial.com)

Big Industrial, a national industrial property developer headquartered in Prairie Village, Kansas, bought the two-million-square-foot Bridgestone Firestone Plant in Oklahoma City on Dec. 20, 2007. The company plans to renovate the property and lease it to companies that need industrial warehouse, distribution or general manufacturing space. With the site located on a rapidly growing primary industrial corridor near the crossroads of I-35 and I-40, the firm expects to attract businesses from across the country for industrial space that can be finished for individual company requirements.



#### Binswanger • [www.binswanger.com](http://www.binswanger.com)

Binswanger is a global real estate organization uniquely positioned to provide a full range of cross-border services, including site selection. Its exceptional knowledge of states, communities, individual property owners, developers and the transactions they are willing to structure, enables Binswanger to analyze and compare the best alternatives available.



#### Burr & Temkin • [www.burrtemkin.com](http://www.burrtemkin.com)

Succeed with a partner that understands your industry and your markets. Achieve maximum profitability and efficiency in the real estate arena with Burr & Temkin on your team. For over 25 years, Burr & Temkin has demonstrated its unparalleled nationwide expertise in Transportation Real Estate Services. We offer specialized services, tailored to your needs, in warehousing, distribution, and logistics. Our experienced professionals offer nationwide service through seven fully integrated regional offices to find the best solution for your requirements in the shortest time. Call us at 1-800-778-2303 to put America's best Transportation Real Estate team on your side.



#### Mericle Commercial Real Estate Services • [www.mericle.com](http://www.mericle.com)

Mericle Commercial Real Estate Services is the largest private developer of industrial real estate along Pennsylvania's I-81 Corridor. Headquartered near Wilkes-Barre, Pa., Mericle specializes in build-to-suit projects and the development of speculative investment-grade logistics and manufacturing space. Mericle owns and manages more than 10.5 million square feet in Northeast Pennsylvania. Mericle has logistics space available in tax-free zones with 30-plus ceilings and extra trailer storage. Visit [mericle.com](http://mericle.com) for more information.





## IN THIS SECTION:

## Recruiting – Shipping Software

## RECRUITING

ABL Logistics • [www.abllogistics.com](http://www.abllogistics.com)

Finding quality candidates for hard-to-fill positions is where ABL Logistics shines. Meeting client needs since 2001, whether recruiting executives or front-line managers to fill transportation, warehousing, logistics and supply chain positions, ABL Logistics provides access to the top performers in your industry. ABL Logistics saves you time and money, while increasing your profitability and improving your corporate image. The recruiters in ABL's four offices are all former industry executives with contacts, sources, and an understanding of your needs that is unparalleled in the recruiting industry.

Shey-Harding Associates • [www.shey-harding.com](http://www.shey-harding.com)

Shey-Harding Associates is an executive recruiter and human resource consultant specializing in domestic and international transportation (ocean, air, rail, and trucking) as well as logistics, warehousing, inventory control and supply chain management. Confidential searches, corporate rates. Seeking an employee? Looking for a position? Contact Shey-Harding today at 562-799-8854 or [hq@shey-harding.com](mailto:hq@shey-harding.com).



## REVERSE LOGISTICS

New Breed • [www.newbreed.com](http://www.newbreed.com)

Reverse logistics is a complex, often overlooked, function that can eat into company profits in a hurry. New Breed drives reverse logistics efficiency through proven process disciplines and information systems that automate the disposition of returned goods. New Breed excels at reverse logistics processes that involve inspection, repair, and remanufacturing. Experience includes B2B and consumer returns. Clients of New Breed reverse logistics services and repair and refurbishment services include Boeing, Verizon Wireless, Siemens Medical Solutions, BabyStyle, and Sony Electronics.

## SHIPPING SOFTWARE

Best Way Technologies • <http://proship.bestwaytech.com>

ProShip multi-carrier parcel-shipping software meets any shipping requirement, integrates into any host system, and handles fast-changing situations. In addition to being flexible, ProShip is fast (one million packages an hour), certified (by all major carriers), thorough (shops all service levels), accountable (advanced reporting and visibility), and customer-service oriented (accurate and secure). And its Unified Shipping capabilities enable advanced desktop shipping for office workers.



### SITE SELECTION



#### Allen Group • www.allengroup.com

A privately held real estate firm, The Allen Group specializes in the development of high-end industrial, office, retail, and mixed-use properties throughout the United States. The company's major focus is the development of rail-served industrial parks-inland ports-that are high-tech logistics and distribution hubs. The Allen Group has more than 8,000 acres under development across the United States, and has developed over \$1 billion in projects since its founding in 1991. The Allen Group is based in San Diego, with regional offices in Bakersfield and Visalia, Calif., Dallas, and Kansas City. Member of NASCO.



#### Cedar Valley Regional Partnership • www.cedarvalleyregion.com

Iowa's Cedar Valley Regional Partnership offers a central U.S. location within 500 miles of 23 percent of the nation's population and 1-2 day delivery to major business centers. A major federal four-lane highway corridor provides direct access to the Minneapolis/St. Paul and St. Louis markets and immediate access to U.S. Highway 20 east/west connection offers direct routes to both coasts. Cedar Valley offers rail service to all North American markets and ports, is served by two mainline and two short-line rail lines, and has intermodal access. See why Forbes.com named Cedar Valley the fifth-best small metro for business and careers. For confidential site selection assistance call Lisa Skubal at 877-773-9959 or visit www.cedarvalleyregion.com.



#### CenterPoint Properties • www.centerpoint-prop.com

CenterPoint Properties is focused on the development, ownership, and intensive management of industrial real estate and related rail, road, and port infrastructure. We add value to our customers through forward-thinking solutions aimed at enhancing supply chain and operating efficiencies. We seek long-term relationships with customers, public and private business partners, internal colleagues, and the communities where we invest and operate. Member of NASCO.



#### East Mississippi BDC • www.embdc.org

The EMBDC functions as a catalyst for the economic development efforts enhancing Lauderdale County's economy, and provides sustained growth for its communities and businesses. A strong partnership between the EMBDC, elected officials, and the private and public sectors creates the pro-business environment boosting economic development initiatives in the area. Lauderdale County values its existing industry, creates opportunities, supports entrepreneurs, and promotes business expansion, creation, and relocation. The EMBDC, with local and state authorities, will find the perfect combination of resources to minimize the cost of your business initiatives in the area.



## IN THIS SECTION:

## Site Selection • Supply Chain Mgmt.



### Hampton Roads Economic Development • www.hreda.com

A diverse region capable of satisfying the location requirements of varied industries at reasonable cost, Hampton Roads ranks as the largest metropolitan area between Washington, D.C., and Atlanta. These assets, including one of the lowest combined state and local tax rates in the nation, and a legal liability system favorable to business, make Hampton Roads an enviable business address.

### Nebraska Public Power District • www.nppd.com

One Web site with everything you need to know about doing business in Nebraska. Find valuable information including sites and building availability; community profiles; facts books; population characteristics; labor availability; profit opportunity studies; contact information; and much more. It's the one place to go to find out why doing business in Nebraska is a smart move. Contact Nebraska Public Power District, 1-800-282-6773 x5541, e-mail econdev@nppd.com, or visit the Web site.



## SUPPLY CHAIN MANAGEMENT



### CAPE Systems Inc. • www.capesystems.com

CAPE Systems is an international provider of supply chain management technologies. CAPE Systems offers a comprehensive range of software systems and tools for enterprise-wide and collaborative supply chain optimization. This suite of products includes: packaging and pallet optimization software, integrated warehouse and inventory management solutions, pick-to-light systems, RFID asset tracking, transportation management systems, and load optimization software.

### ClearTrack Information Network • www.cleartrack.com

ClearTrack is the leading provider to the retail industry of global end-to-end supply chain visibility and Supply Chain Event Management (SCEM) technology. ClearTrack offers a hosted, online supply chain event management service electronically connecting silos of information with all trading partners while offering users access via an easy-to-use tracking, reporting, and alert notification tool.







### Evidencia LLP • www.evidencia.biz

Evidencia provides advanced solutions for optimal cold chain management. We specialize in traceability - offering data loggers and temperature labels including high-tech temperature recorders and multiple metrics data loggers. Evidencia's data loggers and RFID sensors and temperature labels are true miniaturized informants, following your delicate products along their journey of handling and transit. While keeping a record of the conditions affecting the value of your products, they provide the essential information necessary for quality, safety, and accountability. We offer cost effective solutions for a wide range of industries and applications. Contact our multilingual and international sales team, they are eager to assist you with selecting the right data logger solution for your specific needs.

### GlobalWare Solutions • www.globalwaresolutions.com

GlobalWare Solutions provides a unique, comprehensive suite of managed services for combining digital, eBusiness and physical supply chain operations. The company's end-to-end service offering spans the development and operation of customized eBusiness stores to the online distribution of software and the fulfillment of everything from medical devices and high-tech components to computer games and consumer electronics. Headquartered in Haverhill, Mass., and Redwood City, Calif., GlobalWare has additional locations throughout Europe and Asia.



### IFS • www.ifsworld.com

IFS, the global enterprise applications company, offers an integrated SOA-based solution to help you plan, execute, and evaluate supply chain performance. Our applications help you find the balance between reducing inventory and shortening delivery times - even for multi-site, multi-mode companies. And IFS portal technology gives your suppliers and customers visibility into your supply chain, making you a more agile company.



### New Breed • www.newbreed.com

In logistics management, simpler is usually better. Fewer, more automated steps cut time and costs out of your supply chain. But getting to simple takes work. Our experienced professionals work closely with your team to understand your process flows - either across the supply chain or within specific operations - using the most sophisticated analysis tools available, including the full i2 and Logility suites.



## IN THIS SECTION:

## Supply Chain Mgmt. • TMS



### Riegel Transportation • [www.shiprti.com](http://www.shiprti.com)

Riegel Transportation is New York's complete supply chain and LTL distribution provider. With three cross-dock and warehouse facilities on Long Island, N.Y. - one of the most logistics-friendly areas in America - Riegel is your complete supply chain solutions provider. Services include LTL distribution, cross-docking, bulk/racked warehousing, Internet fulfillment, assembly, pick and pack service, and customized delivery programs.

## TMS

### Arcline (2000) Inc. • [www.arcline2000.com](http://www.arcline2000.com)

Arcline (2000) Inc. develops advanced dispatch management software solutions for the transportation industry. Our objective and commitment is to provide a complete business solution for truck fleets and freight brokers that is innovative, expandable, and cost-effective. We pride ourselves as being Partners for the Future with our clients; and employ a customer-driven approach. Contact us now to schedule an online demonstration. Available lease and purchase options and free 30-day trials.



### Fortigo • [www.fortigo.com](http://www.fortigo.com)

Fortigo is the leading provider of Web-native, on-demand transportation management to the high-tech, manufacturing, distribution and transportation industries. Our solution integrates seamlessly with enterprise decision support systems and provides shipping automation, shipment visibility, event management and freight bill audit. Implementation time is minimal and expected savings can be 15 percent or more of the total transportation spent.

### M33 Integrated Solutions • [www.m33integrated.com](http://www.m33integrated.com)

We at M33 Integrated Solutions are known throughout the logistics industry for our Web-based Transportation Management System (TMS) and our innovative co-management philosophy. Our advanced technology allows us to leverage the collective freight operations of all the companies that make up our client network. This collaboration delivers solutions and savings beyond anything our clients could have developed on their own, giving them the freedom to focus on what they do best.





**TransWorks • www.trnswrks.com**

TransWorks, a wholly owned subsidiary of Norfolk Southern Corporation, features a team of seasoned truckload, intermodal, and rail transportation experts. The company provides end-to-end transportation management solutions for shippers, intermodal carriers, and IMCs. In addition, TransWorks offers back office services, software development, and process consulting to the transportation industry. TransWorks...simplifying transportation through technology.

### TRANSPORTATION/FREIGHT MGMT.

**Access America Transport • www.accessamericatransport.com**

Access America Transport is the premier transportation provider in North America. Our commitment to our customers sets us apart from the competition. Our services include: truckload, LTL, heavy haul, and specialized shipping. We offer 24/7 customer support, and AAT is an expert in expedited as well as JIT freight. Our LTL tool enables shippers to instantly compare rates, book freight, and manage all their carrier relationships with one click. Access America is PowerTrack enabled, DOD and GSA approved, Six-Sigma certified, and a Smartway-approved carrier. Please visit our Web site today to get started.



**Crowley Maritime Corporation • www.crowley.com**

Crowley provides ocean cargo transportation between the United States, the Caribbean and Central America with more sailings to more destinations than any other carrier. Additionally, Crowley offers a myriad of logistics services, including air freight, cargo consolidation, cargo insurance, customs brokerage, distribution (including pick & pack), freight forwarding, inland transportation (U.S. and foreign), NVOCC, SED preparation, truck brokerage and warehousing. To learn more, please visit: www.crowley.com.

**Echo Global Logistics • www.echo.com**

Echo Global Logistics, a results-oriented transportation management firm, provides superior cost-savings technology and services for small enterprises to the Fortune 100. Echo's transportation management solution delivers cost savings through proprietary access to unparalleled transportation market data, custom-built world-class technology, a massive nationwide network of carriers, and the negotiating power resulting from massive spend on behalf of clients. Echo's focus is on offering concrete, tangible savings to all clients, and ensuring increased service levels that derive from the Six Sigma process integrity on which Echo's transactional engine has been built.





## IN THIS SECTION:

## Transportation/Freight Management



### Kuehne + Nagel • [www.kuehne-nagel.com](http://www.kuehne-nagel.com)

Kuehne + Nagel, a leader in transportation and logistics worldwide, is North America's premiere third-party logistics (3PL) service provider. Our superior service, integrated supply chain management, including sea- and air-freight, warehouse, and distribution solutions, will turn your logistics challenges into a competitive advantage. A global leader in international forwarding, Kuehne + Nagel also ranks among the top three worldwide contract logistics players. The company, founded in 1890, has more than 46,000 employees at 830 locations in more than 100 countries.

### New Breed • [www.newbreed.com](http://www.newbreed.com)

To meet today's challenges in transportation management, New Breed has invested in world-class technologies and intellectual resources to offer unsurpassed performance levels. Our job is more than optimizing your transportation service levels, our job is helping you outpace your competitors.



### Paradigm Logistics • [www.paradigmlog.com](http://www.paradigmlog.com)

Paradigm Logistics is the premier logistics management organization in the food products industry. Since its inception, Paradigm has supported its clients by moving millions of pounds of freight throughout North America and has established itself as the one-stop shop for all their transportation needs.



### Pilot Freight Services • [www.pilotdelivers.com](http://www.pilotdelivers.com)

Pilot Freight Services, one of America's largest independent transportation and logistics companies, provides a full range of domestic and international air, land, and sea capabilities. Our 65 North American locations offer customizable services with a personal touch, and are complemented by a worldwide network of partners, assuring pick-up and delivery to over 190 countries worldwide, 24/7. Contact 1-800-HI-PILOT or: [www.pilotdelivers.com](http://www.pilotdelivers.com)





### TranSolutions Inc. • www.myezclaim.net

TranSolutions Inc. is a leading supplier of freight claim management, logistics, claim recovery, loss and damage software, freight claim overcharge, loss prevention database and Web-based applications. Our clients include Global 5000 companies in the specialty chemicals, pharmaceuticals, consumer-packaged goods, and food and beverage industries. Since 1997, TranSolutions Inc. has helped companies decrease freight claim-generation cycle time and increase claim documentation organization, while reducing data input errors, accelerating carrier claim payment, increasing efficiency, improving quality, and directly influencing the freight claims management process.

### Tranzact Technologies, Inc. • www.tranzact.com



A partnership that makes sense. TranzAct Technologies is the premier provider of logistics solutions designed to maximize your savings and your productivity through solid, time-tested solutions that reduce your freight and transportation expenses while eliminating time-consuming tasks. Our suite of products include freight payment services, LTL and TL brokerage, personalized tariff creation, carrier contract negotiation, and flexible, web-based rating, routing, settlement and reporting applications. Stop sweating the small stuff...that's our job.



## TRUCK EQUIPMENT



### Kalmar Industries • www.kalmarind-northamerica.com

**Worldwide Reach - World-class Moves.** Kalmar is a global provider of heavy-duty materials handling equipment and services to ports, terminals and industrial customers. With its market-leading lines of Ottawa terminal tractors and industrial forklift trucks, Kalmar helps customers operate with a higher level of efficiency. For more information, call 1-888-229-6300 or visit www.kalmarind-northamerica.com.

## TRUCKING

### Mayflower Transit • www.mayflower.com



Mayflower Transit moves more than just household goods. When you need on-time delivery for your trade show, high-value products or other specialized commodities, you can count on Mayflower Transit. With Mayflower's on-time, day-specific delivery guarantee, you will receive your shipment as promised or Mayflower will refund 25 percent of the line-haul transportation. For complete information regarding this day-specific, on-time service guarantee, visit the Mayflower Transit Web site. You'll also find information about Mayflower's various specialized services and answers to frequently asked questions.



## IN THIS SECTION:

## Trucking – Heavy Specialized



### United Van Lines • www.unitedvanlines.com

United Van Lines moves more than just household goods. When you need on-time delivery for your trade show, high-value products or other special commodities, you can count on United Van Lines. With United's day-specific, on-time delivery guarantee, you will receive your shipment in the transit time promised – or you'll receive a refund of 25 percent of the linehaul transportation. For complete information regarding this day-specific, on-time service guarantee, visit the United Van Lines Web site. You'll also find information about United's various specialized services and answers to frequently asked questions.

## TRUCKING - FLATBED

### Acme Truck Line • www.acmetruck.com

Acme is an oil field and general commodity carrier established in 1960. It specializes in expedited service with a fleet of 1,900 trucks serving over 6,000 customers throughout the United States and Canada. The company has over 90 offices, most of them open 24/7. Acme Truck Line Inc. attributes its ongoing success to the company's devotion to customer service and safety.



### Sammons Trucking • www.sammonstrucking.com

Sammons Trucking is a publicly held flatbed/specialized trucking company owned by UTI Worldwide, a \$3.2-billion 3PL firm operating in the United States with services to/from Canada and Mexico. Since the mid-1950s, shipper/clients have received our benefit of on-time service with a dependable fleet. Sammons Trucking specializes in open equipment from one- to 150,000-pound shipments, plant/construction machinery, building products and steel, as well as project management and import/export through various company terminals located at many U.S. ports.



## TRUCKING - HEAVY SPECIALIZED

### Acme Truck Line • www.acmetruck.com

Acme is an oil field and general commodity carrier established in 1960. It specializes in expedited service with a fleet of 1,900 trucks serving over 6,000 customers throughout the United States and Canada. The company has over 90 offices, most of them open 24/7. Acme Truck Line Inc. attributes its ongoing success to the company's devotion to customer service and safety.







**Sammons Trucking • www.sammonstrucking.com**

Sammons Trucking is a publicly held flatbed/specialized trucking company owned by UTI Worldwide, a \$3.2-billion 3PL firm operating in the United States with services to/from Canada and Mexico. Since the mid-1950s, shipper/clients have received our benefit of on-time service with a dependable fleet. Sammons Trucking specializes in open equipment from one- to 150,000-pound shipments, plant/construction machinery, building products and steel, as well as project management and import/export through various company terminals located at many U.S. ports.

### TRUCKING - LTL

**H&M Bay Inc. • www.hmbayinc.com**



H&M Bay understands the importance of providing innovative solutions to move your freight fast and efficiently. H&M Bay is a premier freight broker/forwarder of LTL and TL frozen and refrigerated commodity shipments, with six strategically located facilities located in California, Florida, Massachusetts, Maryland, North Carolina, and Washington. H&M Bay's focus on customer satisfaction continues, through a host of Web-based services and a computerized dispatch and tracking system that enables customers to access real-time reports on their order and delivery status. To grow your business with H&M Bay, log on to the Web site today.



**Pitt Ohio • www.pittohio.com**

Pitt Ohio Express strives to be people driven, customer driven, and quality driven. Pitt Ohio is an LTL carrier that delivers 10,000-plus shipments each day with 98-percent on-time delivery and next-day service throughout the entire Mid-Atlantic region as well as Chicago, Indiana, and Michigan. Pitt Ohio Express is an innovator in the industry. Let Pitt Ohio be your transportation solutions provider. *We're Always There For You!*

### TRUCKING - OPTIMIZATION

**Advanced Logistics Systems • www.advanced-logistics.com**



Advanced Logistics Systems Inc. provides Advanced Business Solutions. Our forte is optimizing physical distribution for immediate bottom-line results. We have developed a modular solution set containing proven enterprise-wide logistics solutions for transportation management, supply chain management, order management, load planning and simulation, warehouse management, automation, and information assets. Consulting, software, systems integration, and project definition are a sample of services and solutions offered by Advanced Logistics Systems Inc.

## IN THIS SECTION:

## Trucking-TL – Warehousing

### TRUCKING - TL



#### Crowley Maritime Corporation • [www.crowley.com](http://www.crowley.com)

Crowley provides ocean cargo transportation between the United States, the Caribbean and Central America with more sailings to more destinations than any other carrier. Additionally, Crowley offers a myriad of logistics services, including air freight, cargo consolidation, cargo insurance, customs brokerage, distribution (including pick & pack), freight forwarding, inland transportation (U.S. and foreign), NVOCC, SED preparation, truck brokerage and warehousing. To learn more, please visit: [www.crowley.com](http://www.crowley.com).

### VENDOR COMPLIANCE

#### ClearTrack Information Network • [www.cleartrack.com](http://www.cleartrack.com)

ClearTrack is the leading provider to the retail industry of global end-to-end supply chain visibility and Supply Chain Event Management (SCEM) technology.

ClearTrack offers a hosted, online supply chain event management service electronically connecting silos of information with all trading partners while offering users access via an easy-to-use tracking, reporting, and alert notification tool.



### WAREHOUSING



#### Fresh Warehousing • [www.freshwarehousing.com](http://www.freshwarehousing.com)

Visit our Web site and protect your business with free evaluation tools and a free report to assist you in selecting the best warehousing and fulfillment provider. Our team can help you in St. Louis with cost-effective, caring solutions. Competitive LTL rates provide the best Midwest warehousing logistics solution for your distribution, warehousing, and fulfillment needs. Strong relationships with brokers move your goods to any shipping point or freight forwarder within the North American continent.

#### Meritex Logistics • [www.meritexlogistics.com](http://www.meritexlogistics.com)

For more than 90 years, Meritex Logistics has provided full-service, third-party warehouse and value-added services from our food-grade facilities to more than 50 customers. We offer food grade and air-conditioned or ambient space from our locations in Kansas City, Nashville, and Memphis. In Warren, Ohio, we offer affordable ambient space to a variety of customers.





### Wagner Industries • www.wagnerindustries.com

Wagner Industries is not just a trucking company, warehousing company, or any other narrowly defined organization. We're a third-party logistical services company with multiple competencies to provide diverse services for our many customers across the United States. We provide contract trucking and transportation management, distribution centers, warehousing centers, packaging and assembly operations, and fulfillment. Plus, all services are provided with the highest standards of quality and the most technologically advanced information management systems. With our many areas of expertise, we can tailor a supply chain solution for your company to provide you with superb service while lowering your net cost.

### WOW Logistics • www.wowlogistics.com



Headquartered in Appleton, Wisc., WOW is a nationally recognized leader in the third-party logistics industry. During the past 30 years, WOW has grown from a single 108,000-square-foot warehouse to over 7 million square feet encompassing 26 warehouse locations in three states. In addition to public and contract warehousing, WOW offers a vast array of value-added services including transportation services, 3PL consulting, and cheese financing programs. WOW distribution centers offer multi-temperature AIB certified ambient, refrigerated, and freezer storage.



## WMS



### Knapp Logistics Automation • www.knapp.com

Knapp's KiSoft WMS solution has been designed with robust, intuitive functionality to easily and quickly optimize the flow of goods to assure a flexible, efficient and accurate distribution process. With over 1,000 off-the-shelf features, this highly configurable system requires less customization and reduced implementation time, resulting in a faster return on investment.

### SmartTurn Inc. • www.smartturn.com



SmartTurn™ provides Web-based, on-demand inventory control and warehouse management solutions that deliver real-time, accurate visibility of inventory across single or multiple warehouses. Designed to deliver enterprise-class capabilities for small to medium-sized business at a fraction of the cost of traditional license and installed software. For one low, monthly fee you get unlimited users, access to all critical inventory and warehouse functions, built-in integration to QuickBooks and most CRM/ERP/POS systems. Add a mobile device at no additional cost, no support or maintenance fees or upgrade headaches. Powerful enough for 3PLs, manufacturers and wholesalers who need turn-key, customizable visibility for all your customers or trading partners. Create a new value curve for your business and improve your customer service levels instantly. See the demo now.





## IN THIS SECTION:

# WMS/TMS • Yard Management

# WEB\_CITE CITY

www.inboundlogistics.com/web\_cite

## WMS/TMS



### Agistix • www.agistix.com

Get the technology and services you need to increase visibility and control inbound and outbound logistics costs with Logistics Management Automation (LMA) solutions from Agistix. LMA enables you to gain visibility and control of your shipments through a carrier-neutral, centralized system that leverages a rules-based workflow engine to manage internal and external shipment processes. By streamlining processes and information management associated with all shipping modes and locales, Agistix reduces costs, increases efficiency, and improves process compliance. Put Agistix to work for you today; visit the Web site to get started.

### SmartTurn Inc. • www.smartturn.com



SmartTurn™ provides Web-based, on-demand inventory control and warehouse management solutions that deliver real-time, accurate visibility of inventory across single or multiple warehouses. Designed to deliver enterprise-class capabilities for small to medium-sized businesses at a fraction of the cost of traditional license and installed software. For one low, monthly fee you get unlimited users, access to all critical inventory and warehouse functions, built-in integration to QuickBooks and most CRM/ERP/POS systems. Add a mobile device at no additional cost, no support or maintenance fees or upgrade headaches. Powerful enough for 3PLs, manufacturers and wholesalers who need turn-key, customizable visibility for all your customers or trading partners. Create a new value curve for your business and improve your customer service levels instantly. See the demo now.



## YARD MANAGEMENT



### Cypress Inland Corporation • www.yardview.com

Named "Best of Breed" by the Aberdeen Group. Great features and world-class functionality for thousands, tens of thousands, even hundreds of thousands less than other yard management software. The distance between your yard inventory and your warehouse might be the most expensive mile in the supply chain. YardView yard management software is designed for any size operation to organize trailer, container, and railcar activity. Stop using manual methods. Get everyone on the same page. Simple navigation, alerts, a drag-and-drop interface, and configurable features of the .NET program help reduce late loads and detention charges. Contact Cypress Inland Corporation for more information: 281-469-9125.

### PINC Solutions • www.pincsolutions.com



Yard Hound™ from PINC Solutions is the answer to your least-talked-about bottleneck in the logistics system: the yard. Increasing yard operations efficiency may be the next great opportunity to improve your logistical performance. With real-time visibility of all your yard activities accessible through a Web-based platform, managing yard operations becomes an integral part of your supply chain management practice. No longer is there a missing link between the warehouse and transportation logistics. For a Yard Hound Web presentation visit www.pincsolutions.com.



# CALENDAR

**April 27-29, 2008, The National Private Truck Council's Education Management Conference, Cincinnati, Ohio.** Workshop topics include curbing driver turnover, reducing accidents through investigation, surviving a DOT audit, and wringing out fuel purchase savings. Attendees can also browse the exhibit hall and get new perspectives from featured speakers.

703-683-1300  
[www.nptc.org](http://www.nptc.org)

**May 1-2, 2008, Intermodal Association of North America's Operations and Maintenance Seminar, Oak Brook, Ill.** The program includes a "roadability" equipment demonstration by the Commercial Vehicle Safety Alliance and the fourth annual Innovative Intermodal Symposium, a showcase for new products and services. Workshop topics include resolving equipment damage disputes and outsourcing maintenance and repairs.

301-982-3400  
[www.intermodal.org](http://www.intermodal.org)

**May 4-7, 2008, Warehousing Education and Research Council's 27th Annual Conference, Chicago, Ill.** Speakers from major companies such as Frito-Lay and Procter & Gamble will explore topics including materials equipment options, best security practice implementation, and lean principles. Facility tours of six distribution centers, including the world's largest package distribution facility, let conference attendees see best practices at work in the real world.

630-990-0001  
[www.werc.org](http://www.werc.org)

**May 8-9, 2008, Process Standards Workshop, Lombard, Ill.** Attendees at this event, sponsored by the Council of Supply Chain Management Professionals, will learn to assess their

internal processes, define minimum performance expectations, and enable process benchmarking. The workshop offers real-world examples, interactive cases, and group discussion.

630-574-0985  
[www.cscmp.org](http://www.cscmp.org)

**May 12-14, 2008, The International Air Cargo Association's Executive Conference, Copenhagen, Denmark.** This event features sessions on security, "green" air transportation, developing a presence in China, and building intermodal relationships. Speakers include experts from government and industry, including Douglas Brittin of the U.S. Department of Homeland Security, Dr. Peder Jensen of the European Environmental Agency, and Sebastian Chan of UPS.

786-265-7011  
[www.tiac.org](http://www.tiac.org)

**May 13-14, 2008, Center for Value Chain Research Spring Symposium, Bethlehem, Pa.** Co-sponsored by the Council of Supply Chain Management Professionals, this event offers informative sessions by industry executives from companies such as Hershey's, GE, and Johnson & Johnson. The symposium, held at Lehigh University's Rauch Business Center, focuses on the theme "Supply Chain Optimization for Speed, Agility and Efficiency."

610-758-4052  
[www.lehigh.edu/~inchain](http://www.lehigh.edu/~inchain)

**May 18-20, 2008, The Enterprise Procurement Exchange, Pinehurst, N.C.** An exclusive gathering designed for heads of corporate procurement organizations tasked with ensuring the competitiveness of their businesses, this event will address common challenges faced by the profession, their solutions, and the latest strategies for improving

efficiency and performance for smarter cost savings.

416-355-7333  
[enterpriseprocurementexchange.com](http://enterpriseprocurementexchange.com)

**May 19, 2008, Performance-Based Logistics (PBL) for Outsourced Supply Chain Operations, Lombard, Ill.**

Attendees of this educational workshop, sponsored by the Council of Supply Chain Management Professionals, will learn the basics of PBL, how to apply a PBL agreement to outsourced operations, and the attributes of a good PBL contract.

630-574-0985  
[www.cscmp.org](http://www.cscmp.org)

**May 27-31, 2008, International CeMat Conference, Hannover, Germany.** Presented by the CeMat trade fair and developed in conjunction with the Supply Management Institute of the European Business School, this program covers logistics management and supporting technologies and services. Discussion topics include climate protection, raw materials, health care, disaster relief, future market developments, and international collaboration in the coming years.

609-987-1202  
[www.hfusa.com](http://www.hfusa.com)

**June 2-3, 2008, Strategic Issues in Supply Chain Management Workshop, Chicago, Ill.** Created exclusively for the Council of Supply Chain Management Professionals, this workshop delves in-depth into the topics—such as cost reduction, infrastructure, and metrics—that make or break a supply chain's efficient flow. Interactive instruction and case studies will teach attendees how to maneuver through the supply chain's components and concepts.

630-574-0985  
[www.cscmp.org](http://www.cscmp.org)

## June 9-10, 2008, **Greening the Supply Chain Conference, Sacramento, Calif.**

This event, the first collaborative effort by the Council of Supply Chain Management Professionals, the International Warehouse Logistics Association, and the Warehousing Education and Research Council, brings together innovators, practitioners, and regulators to disseminate information about technologies, regulations, and best practices in sustainable resources.

630-990-0001

[www.greeningthesupplychain.com](http://www.greeningthesupplychain.com)

## June 16-18, 2008, **The Reverse Logistics Association Conference and Expo, Amsterdam, The Netherlands.**

Session topics include field service, RMA,

help desk/call centers, and mergers and acquisitions. The Expo showcases service providers in the IT, high-tech, retail, telecommunications, medical, consumer electronics, pharmaceutical, and automotive industries specializing in logistics, repair, help desk, recycling, warranty-returns processing, and fulfillment services.

510-440-8565

[www.rltshows.com](http://www.rltshows.com)

## June 23-25, 2008, **The European PLM Summit, Toulouse, France.**

Bringing together industry leaders in product lifecycle management (PLM), this program includes a pre-event tour of the Airbus manufacturing plant in Toulouse to observe PLM in action. Two days of

sessions explore PLM integration, product lifecycle visibility, and the extended supply chain.

44-207-202-7558

[www.plmsummit.com](http://www.plmsummit.com)

## June 25-27, 2008, **SMC<sup>3</sup> Summer Conference, Boston, Mass.**

Sessions developed for shippers, carriers, and supply chain partners explore transportation infrastructure, carbon footprinting, economic concerns, and the latest developments in supply chain technology. Jim Craig, former professional hockey player and goaltender for the 1980 U.S. Olympic hockey team, will deliver the keynote presentation.

800-845-8090

[www.smc3.com](http://www.smc3.com)

## Need a Warehouse? Have a New Logistics Project?

### Inbound Logistics Can Help!

Whatever your warehousing, production, storage, fulfillment or logistics needs, **Inbound Logistics** has a database of warehouse solutions that can fit the demands of most any project.

Whether you have an immediate need for space, are shopping for a DC site or want strategic advice on reconfiguring your supply chain, our **Warehouse RFP** will put you in touch with the experts at leading warehouse solutions providers. The **Warehouse RFP** is your opportunity to have logistics experts look at your specific warehousing challenges and logistics network needs, and give you free, no-obligation advice, solutions, and information specific to your request.

Choosing the best warehouse for your project can be time consuming. But not if you use this **Warehouse RFP**! This free service from Inbound Logistics will simplify the task of creating a database of likely partners, building your knowledge base, and preparing your Warehousing Request for Proposal list.

Navigate to **[www.inboundlogistics.com/warehouse](http://www.inboundlogistics.com/warehouse)**

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Be responsible for developing a new account base through cold calling, follow-up on leads, networking, trade shows and conferences. Directors are also responsible for making, maintaining and developing effective relationships with existing accounts.

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- strategic and functional level design and analysis solution
- 5+ years related experience in business development

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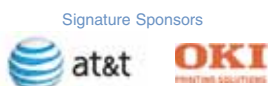
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**INDEX**

ADVERTISER	PAGE	ADVERTISER	PAGE
Appian Logistics	13	Maersk Logistics	45
ATC Logistics & Electronics	9	MagicLogic Optimization	101
Averitt	31	Mattech 2008	154
Baruch College	47	Motorola	17
BNSF Logistics	39	nVision Global	35
CDM Software Solutions Inc.	36	Pelican Products	95
Cheetah Software Systems	7	Pennsylvania State University, Smeal MBA	96
Corporate Traffic	50	PINC Solutions	19
CRST Logistics	Cover 3	Priority Distribution Inc.	55
CT Logistics	85	Progressive Manufacturing Summit	153
Dodge	10-11	PSS Warehousing & Transportation	33
Ford	Cover 2-pg. 1	QuestaWeb	20
Fortigo	63	Ryder	3
Freightgate	87	SinoNRS	51
Hampton Roads Economic Development Alliance	53	SmartTurn	81
IES Ltd.	61	SmartWay Transport	104
Integration Point	30	SMC <sup>3</sup>	59
Lean Six Sigma for Defense Conference	99	TMSi	23
Lily Transportation Corp.	15	Transplace	43
Lion Technology	103	Unyson Logistics	21
LOG-NET	56	UPS Freight	Cover 4
Lufthansa Cargo	26	Verizon Wireless	5
Lynden	37	Yellow	29

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# THE LAST MILE



## Poles Apart

**B**usinesses polarized by lengthening supply chains and discerning customer demands have nothing on the Far Eastern Shipping Company (FESCO). Then again, shipping project cargo to some of the most inhospitable places on earth is a core competency few transportation carriers, let alone shippers, lay claim to.

For the Vladivostok, Russia-based ocean liner, transporting mission critical supplies and materials to North and South Pole outposts is a niche operational sphere that comes with its own territorial challenge—namely, breaking ice without compromising timely and reliable service.

Established in 1880 to facilitate passenger and freight movement between European Russia and its Far Eastern hinterlands, today FESCO is Russia's largest container operator with a fleet of 72 vessels, including timber ships, ice-breakers, container vessels, and ice-breaker cargo combos.

By sheer necessity, intermodal transport at the “top of the world” requires both dedicated equipment and expertise. Recently, the Argentinean Navy chartered FESCO's ice class vessel, *Vasily Golovin* (pictured, above), to resupply Argentina's Antarctic Station with 220 tons of fuel, provisions, and research equipment, in addition to carrying 20 members of a polar expedition. Capable of navigating through five feet of ice and equipped with a helicopter pad, the *Vasily Golovin* is suitable for delivering cargo to remote locations by air or sea.



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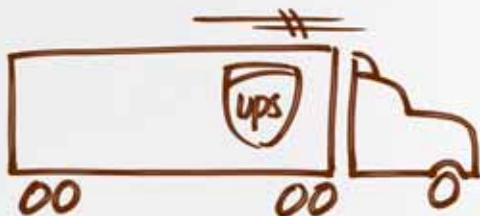


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