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CHECKING IN

Felecia Stratton

by Felecia Stratton | **Editor**



America's Got Supply Chain Talent

Every state says it wants to attract logistics business that can keep its workforce employed. Florida is actually doing something about it. The state has gotten behind the Talent Supply Chain, an association of state, local, education, and business organizations whose goal is to boost Florida's economy by encouraging and expanding workforce development, training, and job retention across the state. While the association is supported by the state, its driving forces are the education and business communities.

Florida fully supports this association because it recognizes that creating a business-friendly climate goes beyond low taxes, reasonable regulatory oversight, and "getting government out of the way of business to spur economic growth," as Florida Governor Charlie Crist said at a recent jobs summit. Developing a business-friendly environment takes a workforce equipped to meet the demands of businesses in a more global economy.

And here's the exciting part – one of the hottest segments of the Talent Supply Chain is actually the supply chain! According to labor market statistics, approximately 500,000 workers in Florida perform distribution and logistics tasks—earning *33 percent more pay* than the state average. When you look at the future demand for logistics practitioners, the trend is up.

In Florida, logistics skills will be in demand for the foreseeable future. Consider the coming expansion of the Panama Canal, current transport infrastructure investments at the ports, the anticipated growth of trade and logistics activity, and the expected baby boom retiree influx that will spur in-state shipment activity. Tracking that growth is the investment in logistics training by the state, the education community, individual businesses, and business organizations.

The public/private collaboration of Talent Supply Chain members is not just concerned about today's unemployment numbers; it has tomorrow's numbers in sight. The Talent Supply Chain has developed a long-term vision and plan because they know that it takes years to bear solid results for businesses and their workers, and they realize that the time to invest in logistics education is now. The association is working to create programs that ensure a next generation of skilled supply chain and logistics practitioners.

Can you apply Florida's example to your career by using some of the logistics education resources in this issue? How about in your community by allying with businesses, schools, and public resources? The time to build your own Talent Supply Chain is now. ■

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10TIPS

STEP-BY-STEP SOLUTIONS

by Deborah Catalano Ruriani



Implementing an RFID Solution

Proper management and execution are key to a successful RFID implementation project. Santa Clara, Calif.-based semiconductor company Intel Corporation experienced this firsthand when it deployed RFID at its factory's receiving docks to track inbound chemicals. Scott Thomas, senior engineer at Intel, shares what he learned to help ensure your smooth RFID implementation.

1 Evaluate tracking alternatives. Determine if RFID is the best solution for your company by comparing all the options, including bar-code labels and other tools. The more important an asset is to your company's success, the more closely you should track it.

2 Bring suppliers on board early in the process. Work with your supply chain partners to identify mutually beneficial process improvements the RFID initiative can deliver.

3 Select equipment carefully. Test multiple readers and tags from several manufacturers. The equipment should conform to industry standards, such as ISO 19000-6C and EPC Gen 2. Any tag should work with any reader so your enterprise does not get locked into a proprietary solution.

4 Locate an RFID equipment vendor. This can be as simple as calling your existing logistics software provider to find out what readers are compatible with your current infrastructure. Trade shows, references from existing users, and online research are also common ways to locate vendors and resellers.

5 Understand the costs associated with RFID. RFID hardware is only a fraction of the deployment cost. The real money is in software, integration, and ongoing tag expenses. RFID is just a data collection tool. To realize the RFID project's value, focus on the systems and processes that can use that information to improve supply chain indicators, such as lowering supply chain risk while reducing inventory levels.

6 Buy at least one test unit early in the project. Run the test unit in an area of the facility with the worst conditions for as long as possible to make sure it will be reliable.

7 Consider ways to reuse tags. In large volumes, disposable tags are often the largest cost driver. Reusable tags significantly reduce this burden. If you currently use reusable totes or pallets, this may be a great way to leverage reusable tags. If you do not own reusable

totes or pallets, consider using them to simplify the process and reduce the ongoing tag cost burden.

8 Consider the capabilities of your suppliers. If you plan to deploy RFID in inbound logistics operations, your suppliers may need help and guidance. Do not expect them to switch to RFID overnight.

9 Be diligent with documentation. Provide suppliers with a formal request to begin RFID tagging, including a deployment schedule; a primer on RFID and how/where to place tags; minimum performance standards; IT requirements for data file transmissions; and requirements for tag encoding. Most suppliers will also require tests to make sure the program will run in their environment.

10 Develop business processes for exceptions. Tags sometimes stop working. Readers sometimes fail. Networks go down. Power goes out. Develop procedures and train employees to handle complications and equipment failures. For example, consider using bar codes as a backup system in case tags or readers fail, and set up alternative read locations to cover reader failure. ■



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[INPERSPECTIVE]

BY PERRY A. TRUNICK

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Assemble the Fragments

A national transportation policy could help link some good fragments into a coherent plan.

The media love a good fight, and the Administration's latest budget satisfied their blood lust. But beneath the often bitter exchanges over bailouts and deficits lie some important indicators for U.S. businesses.

Opening the hearing before the Senate Finance Committee, Senator Max Baucus (D-MT) cited Congressional Budget Office numbers suggesting last year's Recovery Act created between 600,000 and 1.6 million jobs. He looked ahead to a job creation tax credit for small businesses, incentives to small businesses for investment in plants and equipment, and increasing small business lending through the Community Development Financial Institutions network. "We must also push to open new markets to U.S. exports," said Baucus.

Echoing some of the same hope for small business growth, Chuck Grassley (R-IA) warned against direct and indirect taxes and penalties that would result from the rising federal deficit and strike at small businesses. "Don't bury recovering small businesses with new taxes and penalties," he urged.

Treasury Secretary Timothy Geithner took his turn and promised to "extend Recovery Act business tax relief, and to create a new, temporary

tax credit for job creation.

"All businesses will be eligible for a \$5,000 tax credit for every new employee they hire in 2010," he continued. "An additional bonus amount will be available to firms that increase their payroll by adding hours or raising wages."

In addition, \$30 billion from TARP will be available to "small and community banks," ostensibly to accomplish what the big banks did not do with bailout funds—namely, provide financing for small businesses to grow.

Then there are the infrastructure investments that were previously cited as job creators. But recent reports in states such as Michigan indicate cash-strapped state governments have struggled to find cash to qualify for federal matching funds on a number of infrastructure projects. At least in Michigan, many planned infrastructure projects will be canceled.

This adds up to the appearance of funding where the need is great. But

in an environment of tight credit, will small businesses be able to qualify for loans to expand, then realize the hiring incentives? Michigan is looking at increasing fuel taxes to help fund those stalled projects, creating some of that burden in Senator Grassley's warning.

What we need, at least on the transportation infrastructure side, is a coherent, carefully constructed, and efficiently administered non-partisan national transportation policy, not a series of fragmented funding promises that can't deliver.

High-speed passenger rail systems, for instance, won't help small (or large) businesses increase exports and grow employment. They're political paybacks, and by definition they are good spending when they're in your district and wasteful if they're in someone else's. They don't build a strong core capability to support stated policy goals of tripling exports and creating long-term jobs.

Instead of promising to ride the first high-speed train from Tampa to Orlando, President Obama should promise to deliver the first paycheck to a new worker whose job in a small business was created as a result of increased exports. ■



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READER
PROFILE

by Merrill Douglas

Doing Fine, Moving Wine

Kathy Zepaltas began her career in logistics one day in 1996 when her employer tossed her a legal pad. Zepaltas was a sales assistant at Regal Wine Company, a subsidiary of Santa Rosa, Calif.-based Jackson Family Wines. Regal distributed four Jackson Family brands within the state, but the winery’s owners had decided to give Regal its entire portfolio. That move would boost Regal’s shipments to restaurants and retailers from 3,500 cases a year to more than 100,000.

“I need you to figure out what our infrastructure should be,” said Zepaltas’s boss. He gave her one week to devise a plan.

“Every night I went home with my legal pad,” she says. “I just started doing the math.”

She crunched the numbers so well that Regal soon named Zepaltas operations director. In 2000, she joined the “mother ship,” taking a job as manager of warehousing and transportation at Jackson Family Wines. Today, as director of logistics, she’s responsible for distributing Kendall-Jackson and Jackson Family’s other brands to wine distributors worldwide.

It has been a whirlwind decade. In 2002, Zepaltas closed a distribution center in Reno, Nev., and consolidated all of Jackson Family’s logistics operations in one building in Santa



The Big Questions

What do you do when you’re not at work?

I am happily married to my high school sweetheart. We have 12-year-old twins, two dogs, and two cats (I call it our ark). I enjoy wine, cooking, home decorating, gardening, the outdoors, downhill skiing, and travel. My husband and I are big Green Bay Packers fans, and we run full- and half-marathons every few years.

Ideal dinner companion?

While Winston Churchill would be on my list, I’d enjoy dining with my entire family – from my husband and children to my parents, eight siblings and their spouses, plus nieces and nephews.

What’s in your briefcase?

Nothing. Everything is on or in my desk.

Business motto?

Quality and pride.

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

I’d love to act or sing on the stage, which I’ve done at small local venues. I’d also like to be an interior designer.

PREMIUM
VINTAGE

- NAME:** Kathy Zepaltas
- TITLE:** Director of logistics, since 2001
- COMPANY:** Jackson Family Wines, Santa Rosa, Calif.
- PREVIOUS EXPERIENCE:** Inventory control coordinator, Apperson Business Forms; accounting assistant, BIW Connector Systems; recruiting specialist, S.L. Drown Associates Professional Placements; operations manager, Regal Wine Company; director of distribution, Jackson Family Wines
- EDUCATION:** BA, business management, Sonoma State University of California, 1992

Rosa. But the business soon outgrew that facility, and the company started leasing third-party feeder warehouses, trucking wine up to one hour away for storage, then back to the DC as needed.

It was not an ideal solution. "It led to additional transportation and warehouse handling costs," Zepaltas says. She started developing a plan to build a bigger facility.

Just as Zepaltas had to learn logistics from the ground up, she now had to learn to supervise a major building project. "It took 11 months and two weeks from the start of construction to

opening the doors," she says.

In November 2009, Jackson Family Wines moved the wine from its 11 feeder facilities to the new 650,000-square-foot DC in American Canyon, Calif. In January, it brought over its remaining stock from Santa Rosa.

With that project complete, Zepaltas says she'll now have time to focus on big-picture concerns, such as customer service. One of her goals is to enable customers to place and track orders online. She also wants to persuade more customers to use the rail spur at the new DC.

"Currently, we build truckloads of

wine, drive the shipments at least one hour away, unload them through a warehouse, and put them on a boxcar to move across the United States," Zepaltas says. Customers who take possession of their wine in American Canyon and load it into boxcars there can move the product more efficiently and reduce their carbon emissions.

Other opportunities are bound to arise now that Zepaltas no longer has to face the inevitable complications of shuttling product between facilities. "I will analyze our processes and see how we can improve them," she says. ■

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IN FRONT

UP THE CHAIN

Ricky Tai Jen Chan has been appointed senior vice president of Asian operations for **Enesco**, a global giftware and home and garden decor company. Chan is responsible for supply chain management, production planning, order management, engineering, quality assurance, and quality control for the company’s Asia business.

Dan Hurdle has been named senior vice president, retail operations and product management, for **Caribou Coffee**, the second-largest coffee chain in the United States. He assumes the retail operations leadership role in addition to product management responsibilities, which include oversight of supply chain and store development functions.



SEALED DEALS

Dole Fresh Fruit has begun using **iGPS’** all-plastic pallets with embedded RFID tags to ship products within North America. The non-porous pallets prevent the absorption of liquids, providing an extra margin of safety for food supply. Embedded RFID tags enable tracking of shipments throughout the supply chain.

Chrysler has selected **Wallenius Wilhelmsen Logistics** to provide ocean transportation for two important trade lanes: North America to Europe, and North America and Europe to Australia/New Zealand. The agreement covers a variety of Chrysler models made in the United States and Canada, including the 300C, Charger, Compass, and Nitro.

m&a

Software outsourcing company **IACP Asia** plans to merge with French IT group **Capgemini** to help both companies expand their businesses. It also marks the first step for Capgemini to enter the Vietnamese market, where IACP Asia is headquartered. The newly merged firm will focus on bringing advanced technology to Vietnam and promoting the country’s industrialization and modernization processes.

Appian Logistics Software has acquired **TruckStops North America** from MicroAnalytics, strengthening its portfolio of automated fleet routing and GPS solutions for the transportation industry. This transaction allows the logistics IT vendor to expand its reach to more operators in North America.



GREEN SEED

Norfolk Southern recently joined the **U.S. Green Building Council**, a non-profit organization that promotes the benefits of green buildings. As part of its proposed Crescent Corridor domestic intermodal route, the railroad has committed to seeking Leadership in Energy and Environmental Design (LEED) certification for buildings that will be part of three proposed intermodal terminals in Birmingham, Ala., Greencastle, Pa., and Memphis, Tenn.

UPS has deployed 245 new delivery trucks in Colorado and California that are powered by compressed natural gas. The vehicles are externally identical to UPS’ signature brown fleet, but are expected to yield a 15-percent emissions reduction versus standard diesel engines.

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TRENDS

Kraft Foods' Avon, N.Y., manufacturing facility (below) is among the many local businesses that have benefited from access to the Livonia, Avon & Lakeville Railroad.



by Joseph O'Reilly

The Little Railroad That Did

Small railroad communities used to be widespread across the United States. Rural transportation and commerce were railroad-tied, each dependent on the other. In western New York towns such as Livonia, the past was very much aligned with the tracks. So is its future, thanks to a little foresight and determination.

Livonia, a town of 7,000 in the state's Finger Lakes' region, lays claim to 29 miles of track operated by the Livonia, Avon & Lakeville Railroad (LA&L). Forty-five years ago, the Erie-Lackawanna Railroad decided to abandon its branch line to Lakeville. Recognizing the threat posed by permanently losing the shortline rail service, a group of local business leaders with no railroading experience resurrected and reincorporated it as the LA&L.

"It was an 'all-in' bet at the time, and we were not sure we could make it work," says Gene Blabey, the railroad's current president. Blabey was the Rochester, N.Y., bureau

chief for United Press International and part of the 1964 acquisition and startup effort. "We felt there was potential, and we raised funds to cover the initial costs to get the railroad running. Then, we had to learn how to make ends meet with limited resources, and that was an eye-opener."

Freight traffic in the initial year amounted to a mere 50 carloads. To supplement sparse freight revenues, the LA&L began running passenger excursions. But it kept chugging along. In the late 1970s, the railroad dropped passenger service in favor of targeting freight, which received a boost when the railroads were

PHOTO: PETE SWANSON

deregulated in 1980.

"We had to be resourceful in the early years because revenue was meager, so we came up with creative solutions to keep things going. But our focus was always on service," explains Vince Milliken, vice president of customer service. "That paid off. As traffic increased to approximately 5,000 annual carloads in the past few years, we were able to reinvest to improve track, structures, and equipment."

Shortline railroads such as the LA&L are all about customer service, and that builds long-term partnerships with local businesses. Large domestic and international companies with production and distribution facilities on the LA&L benefit from the railroad's responsive service and independent access to three Class I railroads. In 2008, Barilla, an Italian pasta manufacturing company, opened a \$97-million facility in nearby Avon, joining a list of local rail shippers including Kraft Foods, Archer Daniels Midland, Sweeteners Plus, Perdue, and Cargill.

Today, the LA&L has grown to become a regional system. With two affiliated shortlines, it covers more than 400 miles of route in western New York and northwestern Pennsylvania. The railroad also contributes to the regional economy by promoting economic development—providing jobs, paying taxes, and purchasing goods and services.

"We started with very little and built a solid, long-term enterprise that provides environmentally friendly, competitive transportation services extending well beyond the region," notes Blabey.

For the town of Livonia, and others around the country, the LA&L is a parable that speaks to current economic development efforts as much as the past. If you think it, you can.

P&G Explores B2C

Conversations among Procter and Gamble (P&G) and its retail customers are a little awkward now that the consumer goods manufacturer—famous for its Tide detergent, Pampers diapers, and Gillette shavers—has entered the direct-to-consumer space. In a move that puts it in direct competition with retailers, P&G is bringing many of its popular brands to a Web site near you.

The manufacturer plans to launch an eStore in spring 2010, following a pilot with 5,000 consumers early this year. Owned and operated by PFSweb, a Plano, Texas, multi-channel outsourcing solutions provider, the online outlet will exclusively sell P&G products to U.S. consumers.

"As the growth in consumer Web commerce continues to evolve, we see a strong trend toward broadening consumer purchase interests into more product categories," says PFSweb CEO Mark Layton.

"With each new product category comes the opportunity to develop and test marketing, sales, and retention concepts," he adds. "Working with P&G on our eStore, we look forward to uncovering new insights and innovations that deliver on the potential of e-commerce as a powerful sales channel."

P&G sees this venture as a way to capture more accurate point-of-sale information—demand-side data that can help it better align new products and inventory with what buyers want. Given the impact of the economic downturn, shopping habits have become unpredictable as consumers weigh the economies of less-expensive generic brands against established name brands. The manufacturer plans to share this information with retail customers, dispelling worries that it is trying to compete for market share.

P&G will use the site as a consumer research lab, which Layton likens to a "giant sandbox for brands to play in." The eStore will test several concepts—product pairings, social media links, environmental sustainability, and packaging options—as it seeks to strengthen consumer relationships.

For P&G, growing a retail presence may well be a way to improve supply chain responsiveness—with the side benefit of creating a potential new sales stream.



GLOBAL LOGISTICS

by Joseph O'Reilly



Middle East Logistics Heads North

The Middle East's express, freight forwarding, and logistics sectors are expected to weather a global depression and experience considerable growth during the coming years, according to *Middle East Transport and Logistics 2010*, a new report from Transport Intelligence, a Wiltshire, U.K.-based research firm.

Despite recent problems in Dubai, foundations are in place for buoyant growth once the global economy recovers, reports the study, which examines air, sea, road, and rail industries throughout the Gulf. Middle Eastern countries have invested in and built out transportation infrastructure that will allow

the region to optimize its location as a regional transshipment hub.

Nowhere is this more apparent than in the United Arab Emirates (UAE). The World Bank recently identified the country as the best-performing logistics hot spot in the Gulf, ranking 24th in the financial institute's biennial *Logistics Performance Index*. UAE is followed by Bahrain (32), Kuwait (36), Saudi Arabia (40), Qatar (55), and Oman (60).

Aside from its transport infrastructure—which includes Jebel Ali Port and UAE's three main airports—the World Bank study also cites the country's favorable proximity to a market of four billion people within eight hours by air.

Still, as Transport Intelligence points out, the oil-rich region has its problems. One example: Abu Dhabi had to bail out Dubai following the collapse of its construction and real estate markets.

Regional reciprocity has been visible elsewhere in the Middle East as less-developed countries, such as Egypt and Jordan, capitalize on the benefits that port and airport development have brought to the economies of their ambitious neighbors.

Transportation and logistics facilities such as the Sharjah Inland Container Depot in the UAE (left) are sprouting up all over the Gulf region, building a foundation for continued economic growth.



Source-side Activity Inches Upward

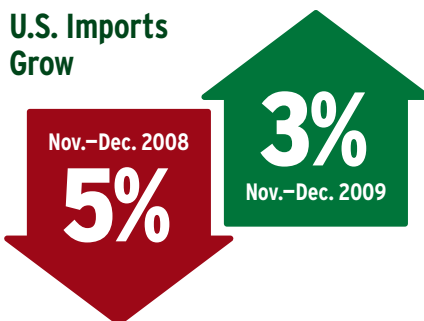
December 2009 was a surprisingly good month for global trade, according to data gathered by Panjiva, a New York City-based company that profiles offshore manufacturers and suppliers.

There was a three-percent increase in the number of global manufacturers shipping to the U.S. market (compared to a five-percent drop in 2008), as well as a two-percent increase in the number of U.S. companies receiving ocean shipments from global manufacturers. Traditionally, these numbers decline from November to December.

Still, Panjiva cautions that year-over-year comparisons need to be considered within the context of the recession—at this time last year, global commerce was in a free fall. The absolute level of world

trade still falls well below pre-recession activity. Reports of a robust or sustained recovery are premature, despite hints of a positive turn.

U.S. Imports Grow



U.S. imports increased three percent between November and December 2009, versus a five-percent drop during the same period in 2008.

British Parcel Service Changes Hands

One year after stopping U.S. domestic deliveries, Germany's Deutsche Post DHL will no longer operate its domestic parcel service in the United Kingdom. It sold DHL Day Definite Domestic, its U.K. domestic business-to-business (B2B) and business-to-consumer (B2C) parcel delivery operations, to Home Delivery Network Limited (HDN).

Combining the businesses, which together deliver more than 180 million packages annually, will net HDN, the U.K.'s largest dedicated B2C service, annual sales of more than \$974 million.

"The growth of e-commerce has transformed our marketplace and our customers' demands," says HDN CEO Brian Gaunt. "Combining these businesses will enable us to offer shippers a wider variety of products and more efficient service."

By the end of the first quarter 2010, HDN will take on the business' 4,700 employees, five U.K. hubs, and 71 service centers. The company will retain the DHL Domestic brand in the short term.

"It was important to us to divest our parcel business to a company that we trust," says Ken McCall, CEO of DHL Express UK. "HDN is a strong and well-respected player in the B2C field and complements the B2B-focused services we currently offer."

The sale supports DHL's move to focus on international express and freight services, and does not include DHL's U.K. international time-definite and same-day express services. — Catherine Harden ■

Flight or Plight?

Air France Cargo's current plight serves as an example of the challenges confronting the global airfreight industry. Responding to the economic downturn, France's national carrier has made moves to rationalize its cargo capacity in an effort to bring its freight business to break-even numbers for fiscal 2011-2012.

Air France-KLM, the carrier's European holding company, registered a net loss of \$598 million from April to June 2009, largely as a result of sharply declining airfreight volume. In the same period, the airline recorded a 22.7-percent year-on-year slump in cargo traffic, despite a 17.2-percent reduction in capacity.

And the cuts keep coming. More recently, the carrier opted



to sell off two of its yet-to-be-delivered Boeing 777 aircraft to FedEx rather than replace older assets. Air France Cargo currently operates five Boeing 747 freighters.



IT MATTERS

by Jim Burleigh

Web-Based WMS Solutions Drive Automotive Supply Chain Efficiency

The U.S. auto industry is facing the greatest adversity in its history. One segment of the industry, however, has thrived – aftermarket auto parts. This segment has grown exponentially during the economic downturn, as consumers have been forced to repair their aging vehicles instead of buying new ones.

In an industry where specialization and customer service are keys to success, effective supply chain management is paramount for long-term sustainability. But several factors make this a difficult time for automotive logistics.

■ **Auto industry supply chains faced consolidation.** Component supplier mergers, acquisitions, and financial difficulties created a lack of available suppliers. This shortage impaired delivery, upgrade/repair time, and, ultimately, profit margin.

■ **Inventory levels have dropped.** Faced with inconsistent demand and the need to reduce inventory carrying costs, shippers have kept less inventory in stock, relying on road transport and route consolidation to make up for these shortfalls. Shipping parts via truck and air for quick, local departures and deliveries closer to the manufacturing site can

raise transportation costs. Route consolidation, which focuses on making more pickups, but with less frequency, can also increase costs.

■ **As suppliers disappear, new sources will likely be located farther away.** Overseas manufacturing growth means that component suppliers may now be located halfway around the globe instead of in the next state.

With these issues complicating aftermarket auto part supply chains, shippers must plan now or pay later. For the aftermarket parts business, where materials handling is as important to the bottom line as execution, planning now begins with implementing a warehouse and inventory management system (WMS). The development of Web-based or software-as-a-service WMS solutions has significantly cut implementation time and improved accessibility.

Automotive component facilities operating without a WMS typically achieve inventory accuracy of 90 percent and less, compared to 99-percent accuracy in operations using a WMS. Improving shipping accuracy can lower labor costs, reduce time spent re-creating shipping documents due to errors, and present consolidation opportunities resulting in

time and fuel savings. It can also help secure new business through higher service levels, and increase customer satisfaction with faster response times.

Web-based WMS solutions also offer an advantage in establishing supply chain collaboration with new suppliers and customers, because they are accessible over the Internet.

Auto parts companies' relatively simple inventory management and order fulfillment requirements are suited to Web-based WMS solutions, which can handle functions such as purchasing, receiving and putaway, inventory control, order fulfillment, shipping, integration, and mobile computing. Web-based inventory systems work particularly well for online stores, which tend to stock larger varieties of general and specialty parts.

Auto parts companies that have put off implementing a WMS solution can benefit from a Web-based WMS that offers the right features and flexible configurations at a lower cost. When considering a WMS, no longer is it just about what's in the warehouse. It's about creating a complete supply chain execution strategy that saves as much money as it brings in. ■

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VIEWPOINT

by Chip Smith

Building Better 3PL Relationships

Third-party logistics (3PL) providers are tremendously popular with shippers for surface transportation in North America. Freight brokers, forwarders, and intermodal marketing companies offer capacity, expertise, technology, and buying power on a scale no shipper can replicate on its own.

Not all 3PLs are the same, however. Here are a few tips to help you get the most out of yours.

■ **Make sure your 3PL has the legal authority to provide the services it is offering.** Federal law requires any company arranging motor carrier transportation for compensation to either have a property broker license from the Federal Motor Carrier Safety Administration and a \$10,000 surety bond or be registered with that agency as a domestic freight forwarder. This rule applies to warehousing companies and motor carriers that broker shipments to other carriers when short on equipment. If a claim or accident occurs, don't assume the insurance covering their business assets will cover a brokered shipment.

■ **Ask your 3PL how it qualifies carriers.** 3PLs utilize other companies'

assets to serve you, and you entrust them to select the appropriate carriers to move your freight. At a minimum, they should verify operating authority and insurance, and assess each carrier's safety rating. What process do they have to prevent unscrupulous carriers from re-brokering your freight without consent? Make sure they execute a written contract with each carrier that includes clauses to protect you.

■ **Find out what technology tools the 3PL offers that could help you work smarter, faster, and more efficiently.** Information is a 3PL's greatest asset, and many invest heavily in IT systems designed to streamline information flow and access. Most 3PLs offer online tools ranging from full logistics management outsource platforms to standalone tools for rating, optimization, tracing, and document retrieval. If you have special needs, some will even customize an application for you. Choosing the right 3PL can save you costly IT investments of your own.

■ **Check out the 3PL's financial health.** Run a credit report. Is the 3PL paying carriers on time? Does it have

any judgments against it? If you're dealing with a broker, get a copy of its surety bond to verify it is current and offers adequate coverage. Many brokers now have bonds of \$25,000, \$50,000, or even \$100,000. A certificate of insurance shows the 3PL's coverage for cargo, liability, and errors and omissions. Be aware of "follow form" cargo policies, which are subject to the exclusions and terms in the underlying carrier's insurance. If any red flags are raised, ask for an explanation.

■ **Execute the correct type of 3PL contract.** Many shippers mistakenly use a motor carrier contract with 3PLs. Unfortunately, these contracts include many clauses that are not enforceable with 3PLs and omit key protections. If you use 3PL services from asset-based providers, make sure your contract with them includes specific language addressing those services. Don't assume your relationship with the asset side of their business does.

3PLs are market makers and the natural product of a free market economy. They offer tremendous value – if you do your homework. ■



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3PLLINE

by Cliff Otto

Today's Warehouse Plays a New Role

Warehouses are no longer just for storage. In today's cost-conscious, efficiency-driven environment, many manufacturers are reevaluating their definition of warehousing. Anything that doesn't lend itself to a high-speed, highly mechanized, low-labor environment is being sent to the warehouse.

Driving this evolution is a desire to take links out of the supply chain and make sure that costs are optimized and as close to the customer as possible.

INNOVATIVE WAREHOUSE USES

As a result of this shift, manufacturers are gradually expanding the services they expect from their warehousing providers, seeking ways to increase flexibility, improve inventory control, manage costs, and streamline the supply chain.

Three services, in particular, are drawing considerable interest:

1. Shared space environment.

Companies with dramatic seasonal or promotional fluctuations face unique warehousing challenges. They don't want to invest in space that they can't fill year-round, but they must accommodate business surges. A shared space

environment accommodates shipping peaks and valleys by balancing multiple manufacturers' requirements with complementary surges.

To manage this arrangement, a third-party provider analyzes shippers' space requirements and identifies peak periods of activity. Shippers with peaks at opposite times of the year can be paired in a single facility. For example, a sunscreen manufacturer might be paired with a holiday gift basket company.

The companies' operations are located at opposite ends of the building and ebb and flow toward the middle as required. Both companies are guaranteed additional overflow space, but only pay for the space as they need it. They're able to meet maximum requirements and accommodate business growth without having to invest in permanent space and equipment. Locating the facility in an optimal location also helps minimize transportation costs and maximize responsiveness to customer needs.

2. Secondary packaging. Many manufacturers also want to bring functions such as secondary packaging closer to the customer to give them the flexibility to accommodate seasonal fluctuations or delay product configuration until the

last minute to meet current demand.

Approximately 40 percent of manufacturers currently outsource some or all of their secondary packaging services, according to the *2009 Secondary Packaging Outsourcing Report*, sponsored by Saddle Creek Corporation. Increased flexibility and reduced costs are the top benefits reported.

Whether it's assembling a back-to-school point of purchase promotion, adding a colored face plate to a cell phone, shrink-wrapping a rainbow pack of sports drinks, or formatting computer disks with the latest software, outsourcing secondary packaging services allows manufacturers to meet customer needs and increase efficiency without increasing overhead. The move can also reduce transportation and labor costs, as well as costs associated with carrying and managing inventory.

3. Cross-docking. As manufacturers seek ways to move products more efficiently and cost-effectively, many are rediscovering cross-docking—moving product directly from receiving to shipping with little or no inventory and minimal handling. The process is resurfacing as a way to take costs out of the supply chain, accelerate inventory

velocity, and improve service levels.

While historically used for durable goods, high turn rates and reduced handling make cross-docking an effective solution for everything from perishable products to high-value/high-security goods. The process helps get product to market quickly and economically while reducing the need for warehouse space and inventory carry costs.

Many companies are exploring variations on traditional, “pure” cross-docking, integrating transportation strategies such as consolidation and deconsolidation to maximize savings. For example, a company may receive

inbound loads daily but ship out just twice a week, reducing transportation spend while making deliveries that meet end-user requirements.

INVOLVING A 3PL

Many manufacturers are recognizing that 3PLs are often better positioned than their own internal operations to adapt to the expanded warehouse role.

Experienced 3PLs offer convenient facilities with a skilled workforce, state-of-the-art equipment and facilities, and established systems and processes for peak performance. Because warehousing, packaging, and transportation

operations take place under a single roof, communication and planning improve, helping to ensure performance quality and timeliness. Effective 3PLs also routinely review forecasting, scheduling, processes, equipment and other variables, looking for opportunities for improvement.

Demand for specialized warehouse services will climb for the foreseeable future as manufacturers intensify their focus on core competencies. Fortunately, third-party providers can provide innovative, flexible solutions to help streamline their supply chains, increase flexibility, and better manage costs. ■

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LOGISTICS EDUCATION

MORE IS BETTER

**Evolving to meet changing industry needs,
logistics and supply chain education helps students
hone their skills, gain a broader perspective,
and bring bottom-line benefits to employers.**

by Merrill Douglas

The more you know, the more you can shine. That makes education especially crucial in today's tough economic climate. Whether you're grooming yourself for a new position or striving to stand out in your current job, further instruction in logistics or supply chain management may offer the edge you need. And if you're working to transform your supply chain operation into a powerful profit center, education for your team might make a critical difference.

"Every company is under pressure to improve supply chain performance," says Lei Lei, professor of supply chain management and marketing science, and director of the Center for Supply Chain Management at Rutgers University in New Brunswick and Newark, N.J. Institutions of higher learning nurture the talent that companies need to make those improvements.

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They also give individuals myriad ways to distinguish themselves. "The more you learn, the more degrees and certifications you earn, the more doors open for networking opportunities to present themselves," says Donald Jacobson, president of Optimum Supply Chain Recruiters, Rutherford, N.J.

Schools and professional associations continually refine their offerings to keep pace with evolving industry needs. That's true of traditional bachelor's and master's degree programs, executive education programs, certification courses, and workshops that develop employee skill sets in specific areas.

Ready to boost your knowledge of the current state of logistics and supply chain education? Read on.

OUTSOURCING EDUCATION

When is the right time to go to school to study logistics or supply chain management? Just about any point in your career will do. The era when people finished high school or college, took a job, then learned all they needed to know at the workplace has come and gone.

Complex supply chains and a growing dependence on sophisticated information technology have rendered in-house training less attractive.

"Companies began to realize that not only could they not teach supply chain management on the job, they didn't have the time," says Marianne Venieris, executive director of the Center for International Trade and Transportation at California State

University, Long Beach.

Just as a firm might hire a third party to manufacture products or run a warehouse, companies increasingly turn to universities and professional organizations to teach employees the nuts and bolts of the supply chain.

Companies might pay higher-level employees to go through graduate school. For example, Theresa Foran, director of contract logistics strategy at DB Schenker in Atlanta, won a seat in Georgia Tech's Executive Masters in International Logistics and Supply Chain Strategy Program (EMIL-SCS) through a sponsorship competition in her business unit.

"Employees interested in being sponsored competed by writing an essay



Employers expect to get full value when they send supply chain and logistics professionals to off-site educational programs such as CSCMP's Global Conference (left) and Georgia Tech's Supply Chain and Logistics (SCL) Institute (below), where students learn from subject matter experts Harvey Donaldson, SCL's managing director of executive education, and instructor Dr. Ed Frazelle.





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As part of her coursework for the Georgia Tech Executive Masters in International Logistics and Supply Chain Strategy, Theresa Foran (third from right) traveled with a group to Shanghai, China, to participate in an intensive overseas program.

outlining why we would be the best choice—what benefits sponsorship would bring to the company and to our own professional development,” she explains.

Besides providing financial support, DB Schenker allowed time for Foran to participate in the residential portions of the program, which took her not only to Georgia Tech’s campus in Atlanta, but to Europe, Latin America, and Asia.

WORKERS’ ED

Along with programs for executives, demand is heating up for courses geared to rank-and-file workers. “Companies are looking to increase warehouse workers’ education levels,” says Kathleen Hedland, director of education and research at the Council of Supply Chain Management Professionals (CSCMP).

Management wants those employees to understand how their work affects customers, and how it’s linked to company activities at other locations. Education also helps such workers move up in the organization, Hedland adds.

Besides looking for courses that cover basic material, companies also are seeking courses tailored to their own business issues. Just because a firm outsources logistics education doesn’t mean it wants a one-size-fits-all curriculum.

A continuing education program with open enrollment may draw

students from across the industrial map, from aerospace to footwear to bulk chemicals.

“As a result, the knowledge will be very generic,” says Ted Stank, Dove professor of logistics and associate dean for executive education at the College of Business Administration, University of Tennessee, Knoxville. “That’s why customized programs are growing in popularity.”

APPLY HERE

As universities and associations educate employees, they try to do more than simply teach supply chain principles. Students must know how to apply what they learn.

“A good idea that you can’t implement successfully isn’t helpful,” explains John Langley, SCL professor of supply chain management, and director of the supply chain executive programs at Georgia Tech’s H. Milton Stewart School of Industrial and Systems Engineering.

These days, executive education at Georgia Tech places greater emphasis on how to bring meaningful change to the supply chain, Langley says. Instructors spend more time on best practices, success stories, and pitfalls to avoid.

Education needs to provide a clear return on investment. “Companies are willing to send an employee for continuing education if they believe it will generate immediate benefits when the

employee returns to work,” says Stank.


With that in mind, many Knoxville executive education programs now require students to grapple with real-world supply chain challenges. An instructor introduces a concept, then asks students to apply it—in a case study or exercise—to challenges they’re facing at their own work sites. In a few courses, students work with faculty mentors to develop solutions for their companies, sometimes aiming for specific ROI targets.

Syracuse University’s Six Sigma-Black Belt Program, part of the online Supply Chain Executive Management Certificate program, boasts precise, tangible benefits to employers. All students taking this course must complete a project that yields money-saving improvements at their firms.

“This program has saved 30 companies more than \$6 million,” says Patrick Penfield, assistant professor of supply chain practice and director of management executive programs at the university’s Whitman School of Management.

Bang for the buck also is a vital concern for companies that take advantage of workshops and online courses offered by CSCMP.

“Companies want their employees to gain practical information, and to really understand what they’re learning,” says



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Hedland. In particular, employers want CSCMP to test students' knowledge when the course ends.

VIDEOS, BLOGS, AND WEBCASTS

While they're answering demand for a clear return on investment, schools also are exploring new ways to teach. These innovations often feature technology.

The MBA program at Miami University in Oxford, Ohio, uses video

to liberate students from in-class lectures, leaving more time for give-and-take.

"Teaching classes by lecturing in front of students is no longer relevant," says Thomas Speh, James E. Rees distinguished professor of distribution and senior director of the university's MBA programs. "Students learn better by being actively engaged."

Miami's program doesn't offer a supply chain concentration, but it does emphasize supply chain concerns

throughout the curriculum, Speh says.

To help students take charge of their own learning, instructors in some courses at Miami professionally videotape their lectures. Students view those lectures online at their convenience, then come to class prepared to hold a discussion or work on a project.

"Many times, the professor just guides that process, rather than being the central figure," Speh says.

American Public University (APU),

WHAT ELSE IS NEW?

Fresh options for studying logistics and supply chain management abound.

Rutgers University introduced its undergraduate program in Supply Chain and Marketing Science last fall at its New Brunswick, N.J., campus and will add the same program at its Newark campus in fall 2010.

By the time students in New Brunswick started enrolling

in the major last year, local companies such as Johnson and Johnson, Panasonic, and L'Oreal had announced that they would provide a total of 14 scholarships, many accompanied by internships.

The undergraduate offering follows the success of Rutgers' MBA program in the same discipline, launched in 2001. Thanks to close ties with corporations in the New York-New Jersey region, that graduate program placed 100 percent of its students in internships and jobs in 2009, despite the weak economy.

Rutgers University's Lei Lei launched an undergraduate supply chain program at the New Brunswick campus in 2009 and will expand it to the Newark campus in late 2010.

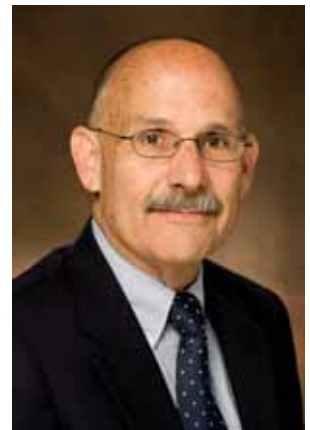


The 12 students who enrolled this fall in **Louisiana Tech University's College of Business'** new interdisciplinary Bachelor of Science program in Sustainable Supply Chain Management learned right away that this wasn't a typical management curriculum. "We start students out not just in the College of Business, but in Biology," says Tony Inman, Ruston Building and Loan endowed professor of management in the school's Department of Management and Information Systems.

From there, students move on to classes that focus on the usual array of supply chain and logistics topics, but always with an emphasis on people and the planet, as well as on production and profit.

Louisiana Tech developed the Sustainable Supply Chain major in part to distinguish its program from other supply chain degrees, says Inman. But its creators also believe that the program answers a pressing business need.

"Sustainability is a major initiative for most large, leading-edge corporations," says Laura Birou, Patricia I. Garland



Miami University of Ohio's MBA overhaul incorporated a supply chain perspective, says program director Thomas Speh.

endowed professor in the Department of Management and Information Systems, who runs the new program with Inman. "It will be an ongoing issue, as part of a strategy, for decades to come."

Although the program currently offers just one internship, Inman and Birou intend to add more as the economy improves. Eventually, they hope to require an internship in order to complete the degree.

Popular demand spurred **Syracuse University** to add a course on finance and

an online institution based in Charles Town, W. Va., uses message boards and other Web-based tools to provide the equivalent of classroom discussion for students who may be located anywhere in the world.

"I teach students who are in the military, based in Afghanistan and Iraq. Another works for a trucking company in Hawaii," says Irvin Varkonyi, adjunct professor and marketing manager for the university's Transportation

and Logistics programs. "And they're all equal, because our online system allows individuals from around the world to learn together."

APU serves students who are active in or retired from the U.S. military and public safety organizations, but it's expanding to educate students who work in the private sector. Web-based technology that doesn't require students to convene in real time allows them to fit studies around their jobs

and family obligations, Varkonyi says. It also lets students in time zones around the globe put their heads together in class discussions.

In a typical class, the professor posts assignments and questions to an online message board. Students complete the assigned readings, then use the message board to respond.

"We have created the kind of discussion that would result from a blog," Varkonyi says. "From that comes a

accounting for supply chain managers to its online Supply Chain Executive Management Certificate program. And in the school's undergraduate and graduate programs, students can now earn certifications from the American Society of Transportation and Logistics (ASTL) by completing the appropriate courses. "If students take certain classes, ASTL will waive the exams," says Patrick Penfield, assistant professor of supply chain practices and director of management executive programs at the university's Whitman School of Management.

The Council of Supply Chain Management Professionals (CSCMP) made some recent additions to its broad variety of online, self-study supply chain courses. One new class presents the basics of radio frequency identification (RFID) and explains how companies incorporate it in their businesses. Another recent addition prepares students for Lean Six Sigma certification.

CSCMP also is launching a series of online courses called Supply Chain Essentials. "These courses cover a variety of topics, including

manufacturing, purchasing, and procurement," says Kathleen Hedland, CSCMP's director of education and research. "They help students build on existing knowledge."

Business students at **Miami University of Ohio** are enjoying the results of a recent, complete overhaul of the MBA program. "We focused on what we called the enterprise and the extended enterprise. We wanted our MBAs to understand the whole picture of a corporation, as well as how it interacts with partners in the supply chain," says Thomas Speh, James E. Rees distinguished professor of distribution and senior director of the school's MBA programs.

The courses emphasize case studies and hands-on learning, and each student must intern with a company once a week, each semester. At the end of the program, students spend six weeks in either Europe or Asia working in a global internship. In China, for example, interns have developed performance metrics for a Penske Logistics distribution center, recommended changes to the sourcing of packaging materials for Eaton

Corp., and created a reverse logistics strategy for a Dell computer factory.

The biggest news at **Georgia Tech's Supply Chain and Logistics (SCL) Institute** is its new Trade, Innovation, and Productivity (TIP) Center in San Juan, Costa Rica. Opened in August 2009, the research facility provides opportunities for education and professional development.

"We will conduct executive education programs there, and use it to recruit students to Georgia Tech," says Harvey Donaldson, managing director

logistics infrastructure and human resources.

Another new focus is information technology. SCL recently introduced a four-day course on IT for supply chain management. Later in 2010, the Institute will open a technology showcase where students and other visitors can get a firsthand look at solutions for managing the supply chain.

Information technology is crucial to supply chain management, but it's also very expensive, and many IT initiatives fail. That's a major reason why Georgia Tech developed both the IT class and the



Georgia Tech's Harvey Donaldson (right), pictured with Dr. Oscar Arias-Sanchez, president of the Republic of Costa Rica, helped develop the school's new research facility in San Juan.

of the SCL at Georgia Tech's H. Milton Stewart School of Industrial and Systems Engineering in Atlanta.

Georgia Tech developed the TIP Center as part of a broader initiative to help expand trade and economic development in Latin America by improving

showcase. "We hope to help companies better understand how they can increase the likelihood of success with IT," says John Langley, SCL professor of supply chain management, and director of Georgia Tech's supply chain executive programs.

tremendous learning experience.”

The SCL Institute at Georgia Tech added a new kind of distance learning to its executive education offerings this year. In the past, the Institute offered its World-Class Logistics and Supply Chain Strategy course on campus and online. In February 2009, for the first time, the school also delivered the executive education course, taught by Edward Frazelle, as a four-day live webcast.

“The webcast is a full-function, HD-quality transmission of Dr. Frazelle’s course,” says Harvey Donaldson, man-

Two elective courses in Rutgers’ MBA program in Supply Chain and Marketing Sciences focus on SAP. “After students take these two courses, they can take the SAP Consultant’s license exam,” says Lei.

All students participating in Rutgers’ undergraduate and graduate supply chain programs must earn at least one professional certificate. Along with SAP Consultant, students can choose to pursue any of four other certifications: Six Sigma Green Belt, Project Management Professional,

Management in Rio de Janeiro. As of January 2010, the university was still selecting partners in Western Europe and Asia.

Along with taking a broader view of the world, educational programs also need to take a broader view of the supply chain discipline. “Students need to learn about negotiation, corporate culture, sustainability, collaboration, leadership, and teamwork,” says Speh. “We infuse those topics into many of our supply chain classes.”

UNEXPECTED GAINS

By providing skills in specific areas, conveying new knowledge, and imparting a wider understanding of the supply chain, educational programs can reveal a host of new opportunities. That’s true for students just embarking on careers, for front-line employees, and for high-level managers.

For Foran, one of the most valuable aspects of her graduate study was seeing the contrast between supply chains in the United States and abroad. The overseas experience built into her masters program made it easier to learn the ropes when DB Schenker promoted her in 2009. Her previous job as an account manager focused on the United States, while the new job covers all of the Americas.

Foran headed to grad school expecting to gain a new sense of confidence and credibility, and to learn fresh perspectives that would benefit DB Schenker’s customers. “We could show them new—perhaps better—ways of operating,” she says.

What she did not expect was how much she would gain from getting to know her fellow students. “I met a diverse range of classmates—both culturally and in experience levels,” Foran says. She continues to network with them to this day.

Like Foran, many other students find that an educational program in logistics or supply chain management nets more benefits than expected going in. Institutions of higher learning are continually finding ways to help newcomers and veteran professionals alike grow and shine. ■



Continuing education students, such as this University of Tennessee group touring a Kraft Foods facility in Buenos Aires, benefit from each other’s cultural and professional diversity.

aging director of the SCL Institute. “Other than the day not being as long, students have the full experience of sitting in a classroom.”

Students e-mail questions to the professor, and he answers in real time.

NEW SUBJECT MATTER

Just as methods for delivering instruction are evolving, so are the subjects covered. One trend is to give students practical experience with enterprise resource planning (ERP) software.

“Three of our supply chain classes require students to do some outside work utilizing SAP,” says Tony Inman, Ruston Building and Loan endowed professor of management in the Department of Management and Information Systems at Louisiana Tech University. “When I tell recruiters about that, their eyes light up.”

Green Supply Chain Leadership, and Purchasing Professional.

Another important focus for supply chain education is global trade. For example: “What does it mean to work within Asia—in terms of culture, regulations, and business infrastructure?” asks Stank. In the executive MBA program at Knoxville, and in some longer certificate programs, students travel abroad to study those issues, and others.

In the same spirit, in 2011 the University of Tennessee will launch an executive MBA program with a focus on global supply chain management. “The program will be delivered with four global academic institution partners and offered on four continents over 15 months,” Stank says.

Two partners are Central European University in Budapest and the Institute of Logistics and Supply Chain



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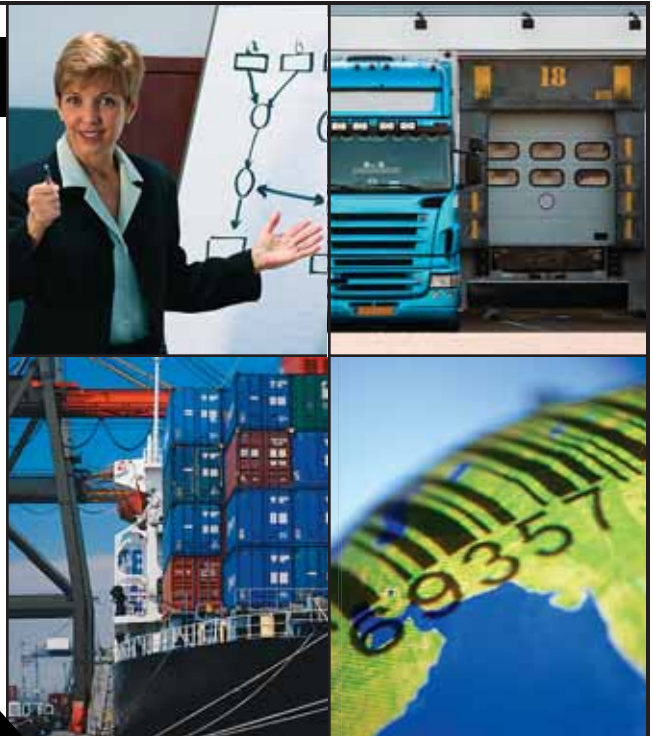
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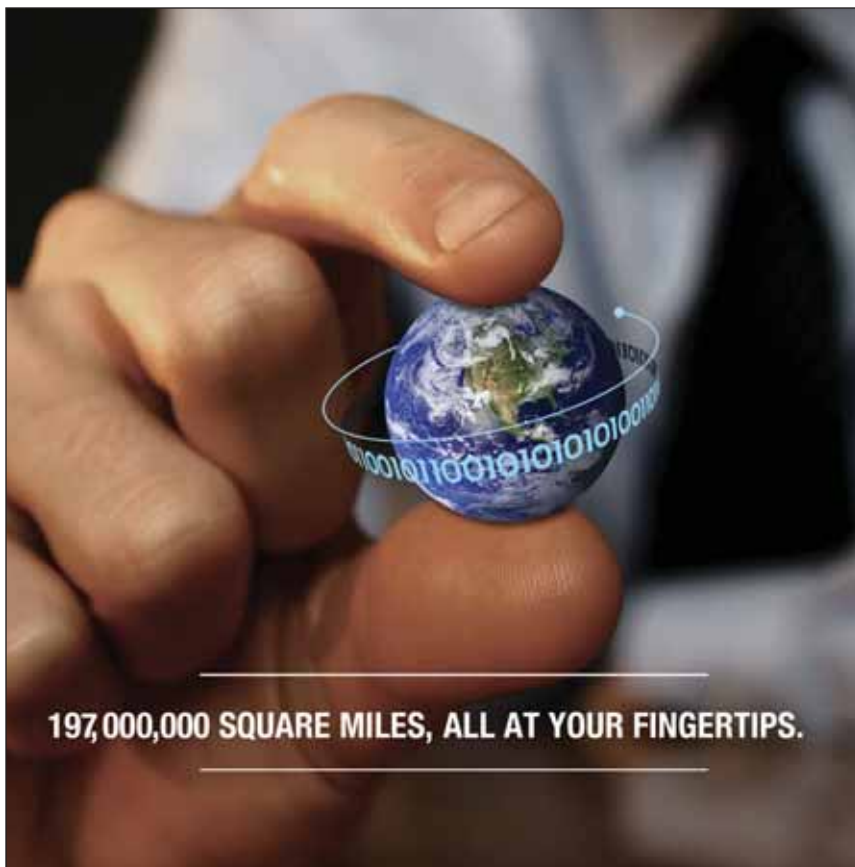
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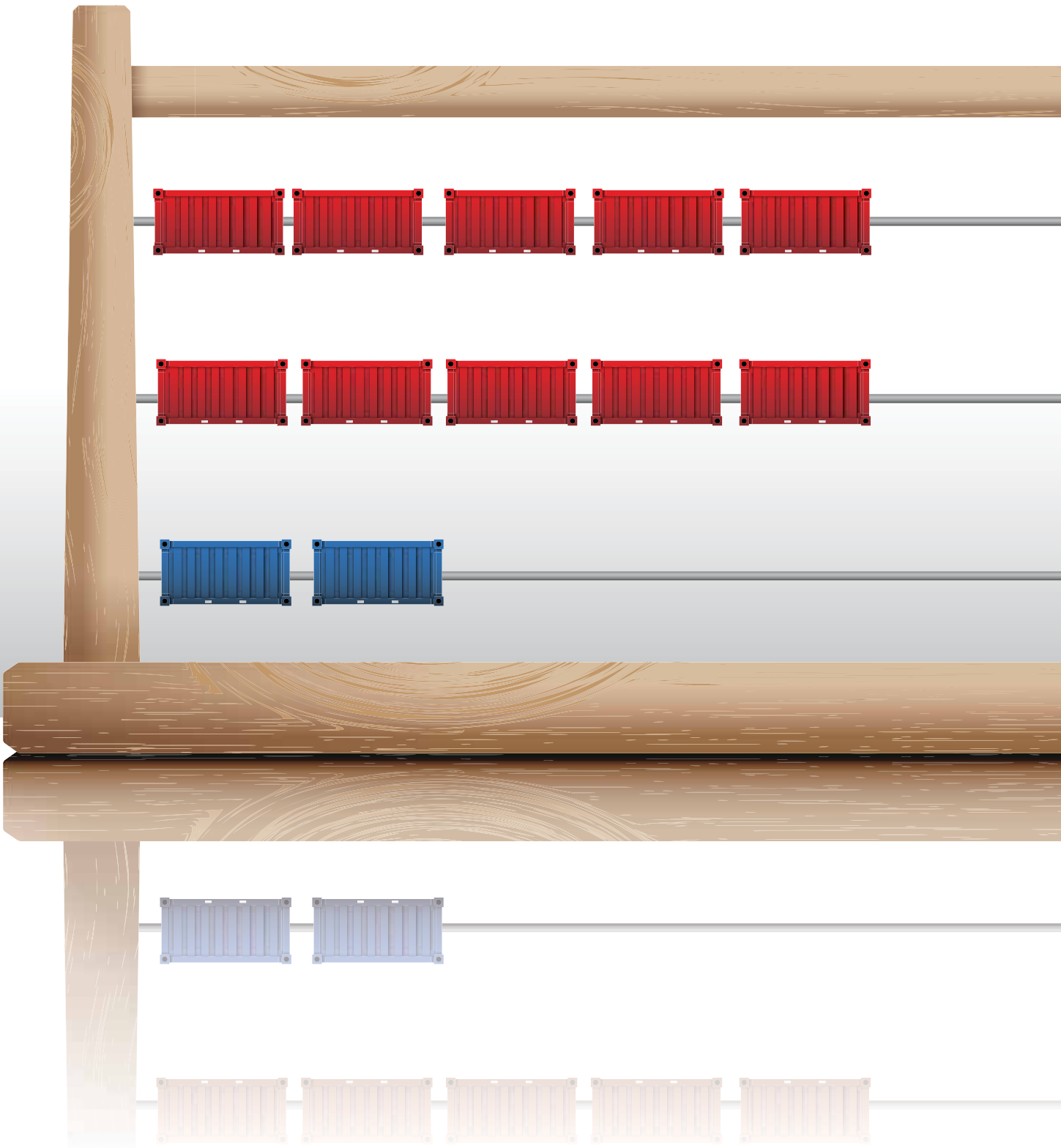
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ISF COMPLIANCE

Solving 10+2

Importers and exporters must make sure CBP's new 10+2 equation adds up. Here's the formula for successful compliance. **BY AMY ROACH PARTRIDGE**

Importers and exporters have spent a lot of time trying to figure out 10+2 lately—and they are not practicing basic math skills. They are working toward complying with a new U.S. Customs and Border Protection (CBP) cargo security regulation. The Importer Security Filing (ISF) regulation, enacted in 2008, but put into full effect on Jan. 26, 2010, is commonly referred to as the 10+2 initiative because it requires importers/exporters and ocean carriers to provide trade data—10 elements and two elements each, respectively—for all non-bulk ocean cargo shipments arriving into the United States.

Under the new rule, before merchandise arrives by vessel into the United States, importers—or their customs broker or freight forwarder—must submit certain cargo information to CBP in the form of an ISF. Importers/exporters must now send CBP 10 data elements; file the first eight no later than 24 hours before the cargo is loaded on its U.S.-bound vessel; and submit the last two no later than 24 hours prior to the ship's arrival at a U.S. port. Carriers must also submit two elements.

Screening for Security

While providing this new data has caused headaches for many importers and exporters, the reasoning behind the regulation is sound: CBP wants to improve its ability to identify high-risk shipments in order to prevent smuggling and ensure cargo safety and security.

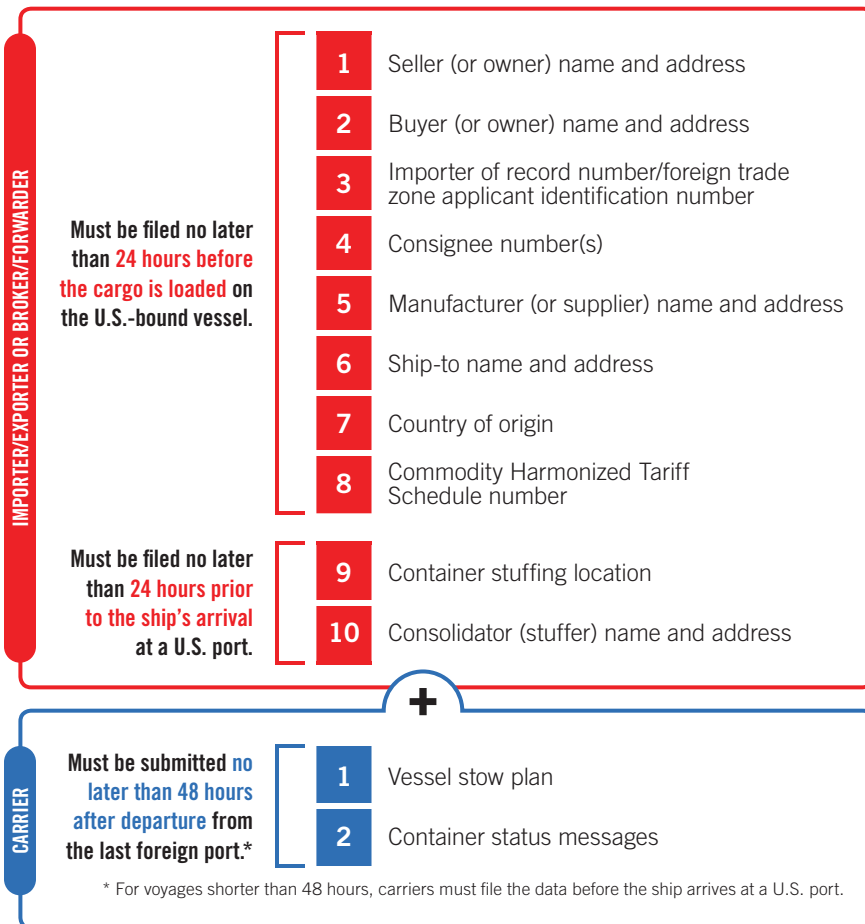
"We can't physically examine every load of cargo, so we have to rely on data to help us screen and filter out shipments most at risk," explains Rich DiNucci, CBP's director of the secure freight initiative. "Having accurate data helps CBP determine what action to take to mitigate whatever risk might be associated with a shipment."

Based on what the data indicates about a particular shipment, a CBP screener might, for example, decide to X-ray the container, perform a radiation detection test, conduct a physical exam, or request more information from the importer. The additional data that importers provide as a result of 10+2 will help CBP refine its process of determining cargo risk.

"We always look to improve our screening and security procedures," DiNucci says. "10+2 came about as a result of our internal reviews, as well as Congressional oversight."

The specific data elements that importers must now provide are surprisingly simple and equip CBP with transaction basics such as: What is the actual cargo? Where did the cargo originate? Who are the parties involved in

Understanding 10+2 Data Element Requirements



transporting the cargo? At what point do certain parties touch the cargo and the container?

"With the new ISF regulation, we know who sold the goods, who bought the goods, where the container was stuffed, and if the goods are sold in transit, among other information," DiNucci explains. "It provides greater transparency."

But is what's good for CBP also good for importers and exporters? Opinions vary, but many shippers find that compliance has its benefits, even though it has proved challenging. One example: some importers have discovered additional supply chain visibility as a result of obtaining the data that CBP requires.

"Many importers must deal with a black hole—from the point in the

supply chain when merchandise leaves a manufacturer's factory until a freight forwarder takes possession of the goods," says Virginia Thompson, director of import/export operations and international trade compliance for furniture and home furnishings chain Crate & Barrel.

"By requiring us to gather more information about that time frame—who is putting the goods in the container, and where and when that is happening—the ISF regulation has provided additional supply chain visibility," she continues. "Now, if we encounter a shortage or damage, we know more quickly and easily how to resolve the situation and identify the liable party because we have to compile that data."

The additional data also helps the

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company control transit times, and identify consolidation opportunities among its many overseas manufacturers.

Crate & Barrel Catches On

Crate & Barrel imports approximately 7,500 40-foot equivalent units annually—about 60 to 65 percent of what the company carries in its Crate & Barrel, CB2, and Land of Nod stores. The retailer deals with more than 30 countries of origin and more than 600 active import vendors. It also boasts a growing export business, as it begins to open international locations.

To help wrestle this large import/export business into ISF compliance, Crate & Barrel selected an ISF system from Charlotte, N.C.-based global trade management software provider

Integration Point in early 2009.

Integration Point 10+2 facilitates Crate & Barrel's ISF filing while allowing the retailer to retain control over the process. When overseas vendors are ready to ship an order, they send Crate & Barrel an advanced shipment notice (ASN), which contains traditional data such as what items are being shipped and when. It also contains new information, such as stuffing location, that the company needs for ISF filing. Crate & Barrel then uses that information to build the ISF file in its enterprise resource planning system and sends that file electronically to Integration Point.

"We then marry the different data streams, validate the information, and transmit the ISF data to CBP," explains Melissa Irmen, vice president, product

and strategy for Integration Point. "We also maintain Crate & Barrel's ISF filing records."

While the process sounds fairly simple, getting all the various supply chain players in line has been a complex task. Crate & Barrel asked its vendors to provide ASNs at least three days before a vessel sails so the company has enough time to receive the information into its system, validate the data, and resolve any questions or issues—no easy feat.

"We depend on vendors to provide the correct information when we need it," Thompson explains. "But they are still confused about what information they have to supply and where they need to input it. We've spent a lot of time auditing the ASNs and going back to the vendors to explain what we need."

Once the vendors are better educated and accustomed to using the system, Thompson expects it will only take about 10 man hours a week to file its 7,500 annual ISFs.

Yamaha's A-ha! Moment

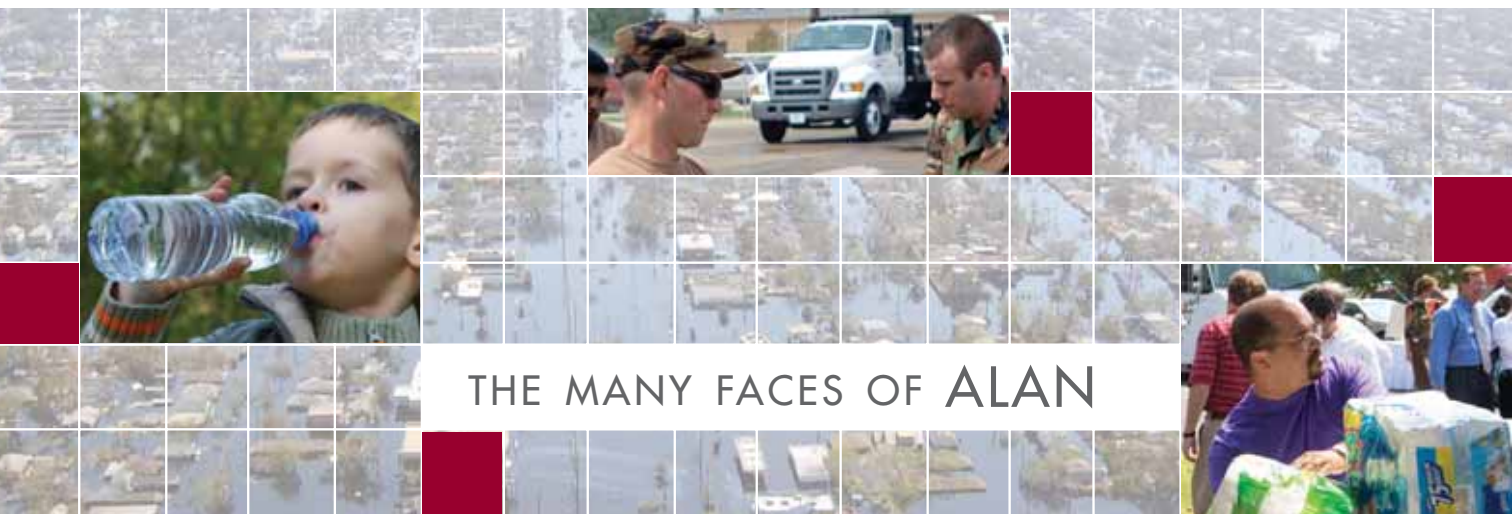
ISF filing can get even trickier when an importer based in the United States is part of a company headquartered in another country. Such is the case for Yamaha Corporation of America, the world's largest manufacturer of musical instruments and a leading producer of audio/visual products.

In order to comply with the 10+2 regulation, Yamaha had to find a way to encompass the roughly 1,700 to 1,800 annual ISF filings to be done by its headquarters in the United States and Japan, as well as 14 Yamaha and OEM factories, in addition to some 30 other shipping agents. Adding to the complexity, the company's numerous corporate units use different codes for Yamaha's various musical instruments, electronics, and professional audio products.

"We have our own item numbers in the United States, but our parent company in Japan and factories in China, Malaysia, Indonesia, and Japan use a



Home goods retailer Crate & Barrel set the table for ISF compliance by investing in global trade management software.



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The data provided to CBP through the 10+2 initiative helps customs officers identify high-risk shipments. Checking a suspicious container's contents by physical inspection, X-ray, or radiation test helps promote cargo safety and security.

global material code (GMC)," explains Juna Kim, import/export director for Yamaha.

When the company searched for a vendor to provide an electronic ISF filing solution, the ability to marry those diverse codes topped the list of criteria. "Another compliance requirement was that each factory could access only its own product and client information," Kim says.

A Custom Solution

It found the solution from QuestaWeb, a global trade management software provider in Westfield, N.J. The company's products operate on a Web-based, modular architecture that offered Yamaha important customization.

"QuestaWeb created an upload program that lets our parent company in Japan and our Asian factories use the GMC codes, and the system automatically finds the matching U.S. item code," explains Kim. "It then extracts all the necessary information we need for ISF

filing, and pushes the data electronically to CBP."

"The biggest challenge for ISF filers has been gathering the information in a way that works best for them," says Wayne Slossberg, vice president of sales, QuestaWeb. "The system is flexible enough to work for both the filers and their outside vendors."

Thanks to this method, Kim did not worry about meeting the January 2010 deadline. "Yamaha has been 10+2 compliant since we filed our first ISF shipment in June 2009," she notes.

In addition, she has benefited from the system's reporting capabilities and the increased data she now has at her fingertips. "I can run reports to see how many shipments each factory is creating, and what kind of product they are bringing in," Kim explains.

"Though ISF has been complicated for many importers, compliance has helped them automate and improve visibility to their entire supply chain," says Slossberg.

Assessing the Damage

So what can importers and exporters expect now that the Jan. 26, 2010, deadline for ISF filing has come and gone? CBP can issue liquidated damages of \$5,000 per violation to importers filing an inaccurate, incomplete, or untimely ISF filing.

CBP may also withhold the release, unloading, or transfer of cargo that arrives in the United States without an ISF filing; and could also subject non-compliant cargo to "do not load" orders at the point of origin. The agency will be using a graduated approach to enforcement, however, to give importers and exporters a chance to adapt to the new regulation.

"We know some importers/exporters are facing filing challenges and we've made it clear that we will not jump all over them with claims and penalties immediately after Jan. 26," CBP's DiNucci says.

"But shippers can expect to hear from us if they are not filing." ■

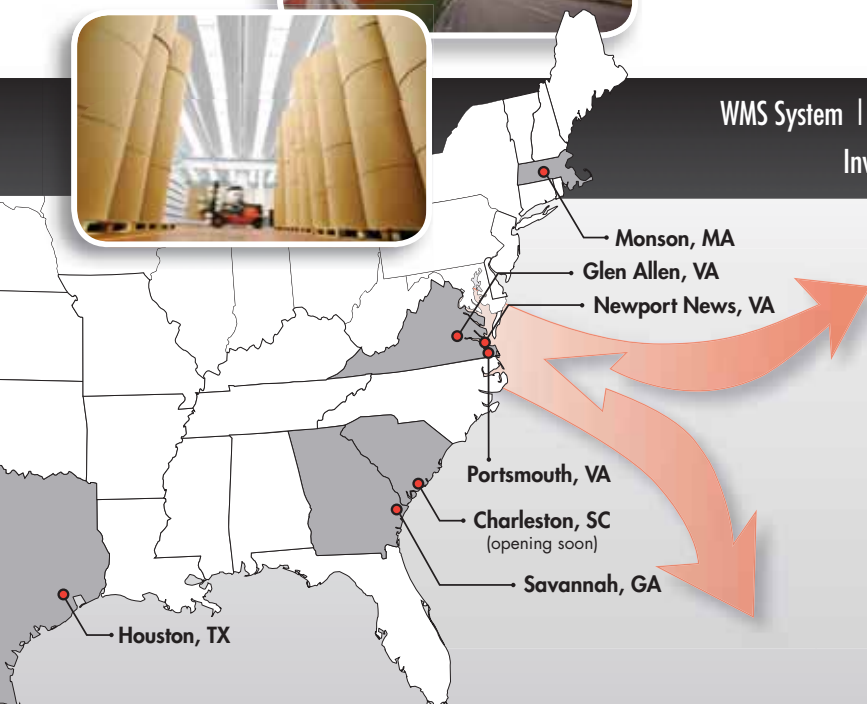
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10+2 SOLUTIONS

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COMPANY	PRODUCT	DESCRIPTION
ASCI of Miami Miami, Fla. 305-554-1325 asciofmiami.com	ISF (10+2) Procedures	Streamlines ISF data entry via user interface or EDI. Provides reporting capabilities and internal editing to ensure compliance.
Artemus Group Virginia Beach, Va. 866-744-7101 artemus.us	Artemus Customs Reporting System	Provides global access, customer and vessel profiles, customized reporting, arrival notices, and direct access to responses from U.S. and Canadian Customs. Includes performance reports, multiple transmissions for consolidated shipments, and full EDI message capabilities.
CargoSmart Limited San Jose, Calif. 408-325-7600 cargosmart.com	Cargo Smart ISF	Offers an online platform for importers and logistics service providers to streamline data collection and submit filings. Dashboards, reports, and filing history search help shippers monitor their filings. Other features include templates, an address book, and Harmonized Tariff Schedule codes.
CargoWise Schaumburg, Ill. 847-364-5600 cargowise.com	EdiEnterprise	Delivers an integrated data collection and filing solution with Web-generated ISF filing; system alerts when ISFs are created; shipment search and lookup; electronic storage of CBP messages and other documentation related to the ISF; and reporting capabilities.
CDM Software Solutions Chicago, Ill. 312-867-8778 isfsoftware.com	CDM ISF Solution	Provides a Web-based solution with a shipment copy feature and the ability to receive ISF data via EDI or API from third-party software. Automated ISF acceptance response sent via e-mail includes ISF receipt.
Descartes Systems Group Waterloo, Ont. 800-419-8495 descartes.com	Descartes 10+2 Importer Security Filing Service	Helps manage legally required containerized shipment information to ensure compliance with CBP ISF programs. Deploys solution across user's organization and integrates it with existing technology.
eCustoms Buffalo, N.Y. 877-328-7866 ecustoms.com	Visual Importer ISF	Collects required 10+2 information, verifies Harmonized Tariff Schedule numbers, and submits the information to CBP.
Freightgate Huntington Beach, Calif. 714-799-2833 freightgate.com	Compliance-Trek!	Supports importers, customs brokers, freight forwarders, and ocean carriers in import security compliance and trade data reporting to CBP. Re-usable templates eliminate duplicate data entry by storing parties, items, Harmonized Tariff Schedule numbers, and other pertinent information.
GT Nexus Oakland, Calif. 510-808-2222 gtnexus.com	GT Nexus Easy ISF	Allows importers to create ISF filings online and submit them directly to CBP. Collects response and status advisories from CBP and presents them to users in a central dashboard.



COMPANY	PRODUCT	DESCRIPTION
IES Midland Park, N.J. 201-639-5000 iesltd.com	E-Cellerate	Facilitates acquiring ISF, purchase order, commercial invoice, and booking data elements from the global supply chain. Provides tools to ensure data and business relationship confidentiality. Supports collaboration, EDI, visibility, and compliance.
Integration Point Charlotte, N.C. 704-576-3678 integrationpoint.com	Integration Point 10+2	Compiles data from various parties involved in an import transaction into a single database and provides tools to assist the importer with correctly completing and submitting an ISF.
International Trade Systems Portland, Ore. 888-861-7227 its4abi.com	ITS4ISF	Prepares data and documentation for filing to CBP. Includes Web-based tracking tools.
Kewill Chelmsford, Mass. 978-482-2500 kewill.com	Kewill Customs Brokerage	Automates and accelerates the import clearance process for brokers and/or importers clearing their own shipments.
Livingston international Bensenville, Ill. 630-766-0202 livingstonintl.com	Insight ISF Solution	Allows importers to manage and monitor their own ISF filings. Features custom forms and templates to simplify data entry and has built-in compliance and security features.
LOG-NET Red Bank, N.J. 732-758-6800 log-net.com	LOG-NET Importer Security Filing	Web-based solution links directly to CBP and provides filing results in seconds. Supports various levels of automation – from manual templates to integration with electronic master data, purchase orders, or shipping data.
Management Dynamics East Rutherford, N.J. 201-935-8588 managementdynamics.com	Customs 10+2	Automates compliance to prepare and submit all ISF data reporting requirements directly to CBP or to a designated agent for filing. After receiving an advanced shipment notice, the system leverages shipment transaction data to perform all ISF-related validation and file preparation.
NetChb Tucson, Ariz. 520-577-6801 netchb.com	10+2/Importer Security Filing Module	Provides importers, customs brokers, and freight forwarders ISF filing flexibility through Web-based shipment data recording.
Netwin Solutions Westminster, Calif. 714-903-2121 netwinsolutions.com	GTKonnect ISF	Facilitates ISF creation through defaults and templates. Transmits data to CBP via a secure VPN tunnel to ensure data security and timely filing.

10+2 SOLUTIONS

Software and Services for ISF Compliance

COMPANY	PRODUCT	DESCRIPTION
NG Jensen Minneapolis, Minn. 888-645-9777 ngjensen.com	ISF Express	Enables multiple parties to input the required 10+2 data, helping users instantly view, correct, and manage ISFs.
QuestaWeb Westfield, N.J. 908-233-2300 questaweb.com	QuestaWeb 10+2 (ISF) module	Facilitates information gathering and data submission and supports use in either a manual or an automated mode. Allows firms to build ISFs automatically from purchase orders and commercial invoices, and ties the final entry information back to the ISF filing for recall when needed.
SmartBorder Niagara Falls, N.Y. 800-572-2734 smartborder.com	ISF Importer Security Filing	Allows shippers to input ISF data through an online portal, while customs brokers and freight forwarders can file using a standalone ISF service center module.
TradeBeam San Mateo, Calif. 650-653-4800 tradebeam.com	Import Management Solution	Assists in preparing, filing, and maintaining ISF data records as part of import compliance documentation.
TradeCard New York, N.Y. 212-405-1800 tradecard.com/10plus2	The TradeCard Platform	Compiles data from purchase orders and packing and shipping documents, and links all necessary transaction parties through a global network. Provides access to all 10 data elements and automates transactions between buyers, vendors, manufacturers, agents, and factories.
TradeMerit Boston, Mass. 866-322-2816 trademerit.com	ISF Enhanced	Allows importers to submit the required ISF data elements directly to CBP and receive ISF status updates. Saves drafts to ensure data accuracy before submission to CBP and maintains a record of every ISF filing along with its version, time, and the name of the user who edited it.
Trade Tech Bellevue, Wash. 425-837-9000 tradetech.net	Importer Security Filing Solution	Creates automatic importer security filings for CBP and a virtual back office of personnel located in major port cities around the world, facilitating timely data filing.
TRG Direct Bozeman, Mont. 847-852-3170 trgdirect.com	10+2 Importer Security Filing	Allows importers to self-file ISF data and customs entries directly to CBP. Features include templates for repetitive entries, spreadsheet upload, parts table upload, multiple users, and vendor access.
Xtheta Skippack, Pa. 610-584-1262 xtheta.com	ISF Module	Supports all ISF requirements and provides online access to all reports and notifications issued via email. Importer profiles enable quick entry of repetitive information.

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E-FULFILLMENT

Finding the Perfect Fit

There's a fine line between almost and just right. It's a degree of detail that Bonobos, a New York City-based "e-tailor," has aligned its fortunes to. The company peddles pants that suit the average man better than average. "We sell pants that trump fit as the distinguishing factor," explains John Rote, "ninja manager" for Bonobos.

The idea for a "haberdasher-e" sprang in 2007 when two Stanford Business School roommates with a sewing machine decided to spool disdain for baggy trousers into a new venture. As Rote's job title suggests, the company branded its internal job functions with the same creativity it brings to its broader mission of saving the Congolese Bonobo primate. Its pants deliver to a similar civility.

"The cut is more fitted than most pants on the market," says Rote. "Instead of targeting 100 percent of the male population with a product that is less fitted, we're targeting a portion of the population with a product that is more fitted."

Bonobos' made-to-suit pants took off. But by summer 2009, the e-tailer recognized its capacity to manage

inventory and distribution in-house was bunching like competitors' slacks.

"We were a typical startup that had a lot of learning to do," says Rote. "The warehousing, inventory management, and shipping functions were a distraction. Our small staff was doing many different jobs. A computer programmer might be working as a janitor and customer service representative at the same time."

So Bonobos decided to add a new thread to its supply chain by outsourcing distribution to Quiet Logistics, an Andover, Mass.-based third-party logistics (3PL) provider that has been stealthily making some noise of its own.

Bonobos' business is significantly Web-driven. "We're the intersection

Online haberdasher Bonobos focuses on details to guarantee pants that fit. Naturally, it demands the same diligence from its third-party fulfillment partner.



of good product, service, and technology,” says Rote. So when this junction became too busy to direct internally, it turned to Quiet Logistics’ outsourced fulfillment solution.

Bonobos was operating out of a New York City office split between administrative and storage space. Its staff was also sharing functional roles beyond creative and marketing. The e-tailer had one in-house employee responsible for handling fulfillment and another to manage inventory—which was essentially making sure boxes were neatly stacked on shelves.

“Our expertise was in marketing and branding the product, not packing boxes,” notes Rote. “And we couldn’t afford full-time warehouse staff to manage peak season demand.”

At the same time, the popularity of Bonobos’ products was growing rapidly—as was SKU complexity. Managing inventory, shipping, and exceptions, while also capitalizing on new marketing efforts, presented both a challenge and an opportunity.

“We had been struggling with the decision of when to outsource,” says Rote. “But when we met with Quiet Logistics, we knew immediately it was the company we wanted to partner with.”

Bonobos has an avant-garde business culture. So does Quiet Logistics. The 3PL has built its value proposition around an automated fulfillment solution developed by Kiva Systems, Woburn, Mass. Quiet Logistics’ robotic materials handling setup was the perfect foil for Bonobos’ progressive business acumen.

“When we started the business in January 2009, we wanted to take our warehouse expertise directly to the customer with this technology piece,” says Jacqueline Riggs, vice president of operations, Quiet Logistics. The company’s leadership came from both sides of the third-party warehousing divide. Riggs brings more than 25 years of experience in distribution

operations, including stints at Office Depot and drugstore.com.

Pairing this industry pedigree with a proprietary warehouse management system (WMS) and Kiva’s innovative robotics materials handling solution created the foundation for a unique, customer-driven e-fulfillment operation.

A QUIET SOLUTION

Quiet Logistics’ fulfillment system provides a completely transparent multi-tenant WMS and transportation parcel system that integrates with its customers’ platforms. But most visible is the 3PL’s automated, and quiet, warehouse operation.

Quiet Logistics currently operates two DC facilities in the Andover area, one of which is supported by Kiva’s automated storage and retrieval technology. With the robotic element in play, receiving and putaway, picking, packing, and shipping are fully automated.

Quiet Logistics’ materials handling system brings eases, cartons, or pallets to work stations where employees can receive and stock units. “Product flows to the worker,” says Riggs.

The system works as efficiently on the outbound side. The drive units (robots) pull storage pods to pickers who build orders for fulfillment. The system intuitively grabs multiple orders at the same time, and can prioritize items by specific characteristics such as next-day air, first-in first-out, and specialized VIP shipments—all while eliminating human movement between storage space.

The 3PL has also greatly increased the capacity of its distribution facility. Storage pods are squeezed into a much smaller area because there is no need for walk space—and pods can move around at will along the warehouse grid. Quiet Logistics can hold three times more inventory than a traditional warehouse.

Perhaps the only thing more striking than the robotic automation is the lack of ambient noise. “It’s a 180-degree turnaround from warehouses with five-mile-long conveyor systems,” says Riggs.

The hush of the facility challenges a common misperception. “People often associate productivity with noise,” Riggs says. But Quiet Logistics is more than willing to demonstrate the difference.

INTERLACING WITH DEMAND

In the world of e-commerce, “each picks” drive fulfillment, and Quiet Logistics’ DC is tailored to that demand. Companies such as Bonobos want product care, speed, and accuracy so they can deliver that service to customers.

With traditional conveyor systems, orders often fall out of sequence. ABC-type warehouse processes add touches to product handling and are also labor intensive.

“In our DC, one person fulfills orders instead of multiple handlers and processes,” explains Riggs. “We can also more easily increase



PHOTO: PETER MCBRIDE

New York City-based Bonobos has a hip business culture defined by its signature slacks. Quiet Logistics’ unique fulfillment solution provides the perfect match.

and decrease staff based on workflows.” This efficiency helps improve turns and reduce errors.

Quiet Logistics currently manages all of Bonobos’ fulfillment and shipping. Since the partnership began, efficiencies on the distribution side have had an impact on the e-tailer’s customer-facing operations.

“Our error rate has dropped significantly,” acknowledges Rote. “We can also handle orders later in the day, so we are pushing our cutoff from 3:30 p.m. into the evening. If a customer places an order, we can say it will ship in one hour. We have greater flexibility to meet customer demand.”

VALUE-ADDED BENEFITS

Outsourcing fulfillment and shipping also allows Bonobos to build out its SKUs and grow the catalog. It used to sell pants with different waist sizes. Now it sells pants with different waists and in-seam lengths. Not one to sit on the seat of its signature slacks, Bonobos also sells polo shirts, shorts, and swimwear.

“Quiet Logistics’ DC eliminates touches, which helps us reduce order fulfillment time,” Rote adds. “Customers aren’t just ordering one product, they are purchasing one unit in different styles, sometimes in a few different sizes, to find what fits. The cost and time to fulfill orders has improved markedly.”

Because of its automated system, and the fact that inventory is pulled to work stations, Quiet Logistics has the flexibility to scale from one-unit orders to 20 at the same time—depending on demand.

This efficiency presents other value-added opportunities. It allows Bonobos to dedicate packaging materials to specific customers. For example, it can provide a catalog to first-time buyers or include special promotions for VIP customers to inform them about related products and give them the option to make another buy. In this manner, packaging and fulfillment efficiency enhances marketing efforts.

“We’re expanding products to different types of customers,” says Rote. “Our product is nice, and we think



Quiet Logistics’ robotic warehouse fulfillment operation, powered by Kiva Systems, enables fully automated receiving, putaway, picking, packing, and shipping.

presentation should mirror that quality. Now we can tailor materials to what’s in an order.”

MEASURED APPROACH TO GROWTH

Together, Bonobos and Quiet Logistics are exploring opportunities to stretch their respective businesses.

Bonobos currently sources most of its apparel from local garment manufacturers in New York City. “But we don’t want all our eggs in one basket; we need scale,” Rote explains. The e-tailer is already awaiting its first shipment of product from overseas.

Quiet Logistics is looking to build on its early success, too, eyeing expansion into the U.S. Southeast.

Bonobos benefits from its partner’s distribution experience and warehouse flexibility. Quiet Logistics, in turn, continues to build its customer portfolio and leverage economies of scale to provide even greater total value.

For example, the 3PL is using Kiva’s technology to drive packaging improvements, letting the system dictate what

size boxes are most efficient for a specific product—then leverage packaging volume to drive down pricing and share those economies with the customer.

Bonobos is also becoming more sophisticated in managing transportation, from consolidating shipments and batching orders to communicating better with carriers and consequently providing real-time shipment visibility to customers.

“Our partnership with Quiet Logistics has helped us grow up in terms of organizing product delivery,” says Rote. “When we were doing it ourselves, we were always tempted to rush things through. Now that we are feeding a sophisticated system, we are more disciplined in how we get product.”

For a company that places so much value on making sure its product meets customers’ specific needs, finding a logistics service provider that brings a similar attention to detail was important.

Bonobos has a thing for perfect seams. But with Quiet Logistics, it has discovered a seamless solution. ■

3PLs



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3PLs- Education



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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.



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The World Academy • www.theworldacademy.com

The World Academy offers a myriad of seminars, both in-house and at selected venues, dealing with logistics, supply chain issues, and import/export compliance. Our teachers are all experienced professionals from the logistics industry with a minimum of 19 years of hands-on experience. We offer classes on certification for shipping dangerous goods, C-TPAT workshops, import/export compliance management, and many others. Please visit our Web site at www.theworldacademy.com to view our course offerings.



University of Denver

www.du.edu/transportation/exc_masters_program.html

The University of Denver's Intermodal Transportation Institute's Executive Masters Program is the only graduate program of its kind in intermodal transportation. The program is delivered through a combination of on-site residencies and off-site distance delivery follow-up, so students can work full-time, from anywhere, while earning a graduate degree. The program includes: finance, management, and leadership studies; U.S. and international law and global trade courses; an intermodal business planning project; a personal leadership development planning project; a travel seminar to an area with intermodal facilities; and team projects and study groups.



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www.intermarineusa.com 800-229-8701

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www.agsystems.com 800-645-8300

CaseStack

Partnering with manufacturers and retailers, CaseStack launched a retailer consolidation program in its Chicago warehouse. The service combines multiple less-than-truckload shipments headed to the same retailer distribution center on one truck, reducing cost and increasing efficiency for all three parties.

www.casestack.com 866-828-7120

▼ Materials Handling: Raymond Corporation

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www.raymondcorp.com 607-656-2311



Fetch Logistics

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www.fetchlogistics.com 800-964-4940

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www.hermannntds.com 800-524-0067

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www.smithsdetection.com	973-830-2100
www.lufthansa-cargo.com	800-LH-CARGO
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GAC Transfer Services and MariFlex

GAC Transfer Services, a division of Dubai-based third-party logistics provider Gulf Agency Company, and Rotterdam-based ship-to-ship transfer services (STS) firm MariFlex created an alliance to offer STS for dry and liquid cargo such as crude oil, petroleum products, and liquefied gas throughout Europe, Asia, the Arabian Gulf, and the Indian Ocean region.

www.gac.com	713-533-3200
www.mariflex.net	713-534-7100

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www.milanexpress.com	800-231-7303
www.cavalier.ca	800-263-2394
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www.tharo.com	800-878-6833
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WEB INTTRA

Act Track and Trace 2.0 is an online solution to track in-transit container events provided electronically by carriers on the INTTRA platform. Shippers and freight forwarders can search by container, bill of lading, carrier booking number, carrier name, and date range. Filtered results facilitate multi-carrier container tracking.

www.inttra.com	973-263-5100
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A.N. Deringer

A new automated online tool, Deringer Dispatch Shipment Tracking, allows shippers to track ground freight shipments and request, track, and save freight quotes from Deringer's carrier network.

www.nderinger.com	802-524-8110
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TMSi Logistics

TITLE: *Are You Ready for a Third-Party Logistics Provider?*

LENGTH: 3 pages

DOWNLOAD: www.tmsilog.com/FileAccess/FileAccess.aspx

SUMMARY: Outsourcing your supply chain is a big step. Many companies have built their logistics alongside their business, keeping supply chain management in-house. The right 3PL partner will maintain and strengthen your relationship with your clients and customers, while improving your bottom line. Don't know the right questions to ask? This TMSi Logistics whitepaper provides the answers.

Saddle Creek Corporation

TITLE: *2009 Secondary Packaging Outsourcing Report*

LENGTH: 12 pages

DOWNLOAD: www.saddlecrk.com/whitepaper/welcome.asp

SUMMARY: Increased flexibility and reduced costs are two top reasons why manufacturers are outsourcing their secondary packaging services, according to a new study sponsored by Saddle Creek Corporation and *Contract Packaging* magazine. Based on an online survey of contract packaging users, the *2009 Secondary Packaging Outsourcing Report* explores these benefits, as well as common practices and emerging trends in the outsourcing of secondary packaging.

Ryder Supply Chain Solutions

TITLE: *Optimizing DC Networks for Global Sourcing*

LENGTH: 9 pages

DOWNLOAD: www.ryder.com/lms_outsource.shtml

SUMMARY: Flexibility in DC networks is the competitive edge your company needs to be successful in an economy where the global supply chain grows more complex every day. Outsourcing DCs provides companies the flexibility to add new products, markets, sources of goods, and capabilities while keeping their focus on their core business. To learn more about how outsourcing distribution centers offers more flexibility and less risk, download Ryder's whitepaper.



C.H. Robinson

TITLE: *Identifying Opportunities With Your Inbound Transportation*

LENGTH: 8 pages

DOWNLOAD: www.chrobinson.com/AboutUs

SUMMARY: With the right processes and visibility, companies of any size can improve the inbound segment of the supply chain. In this whitepaper, C.H. Robinson focuses on how visibility and business processes can drive improved savings and service. The paper discusses common inbound logistics gaps, where to find inbound savings, how to start an inbound program, ways to take a proactive approach to managing an inbound program, and steps to discovering new opportunities in inbound logistics.

SAP

TITLE: *Optimal Service-Parts Management*

LENGTH: 16 pages

DOWNLOAD: www.sap.com/solutions/business-suite/scm/brochures/index.epx

SUMMARY: By combining best-in-class processes and planning techniques supported by an appropriate IT infrastructure, organizations of all sizes can gain efficiencies and boost the success of their service parts management businesses. In the first of a five-part series, this whitepaper describes how Cat Logistics implements demand planning and leverages its experience to support service-parts logistics needs. It also illustrates how Cat developed best-in-class processes that it can apply across industries.



UPS Supply Chain Solutions

TITLE: *Inventory in Motion: A Direct Alternative to Global Fulfillment*

LENGTH: 9 pages

DOWNLOAD: www.ups-scs.com/solutions/whitepapers.html

SUMMARY: Logistics visionaries have talked for years about eliminating or at least reducing the role of inventory in modern supply chains. What is appealing in this vision is the reduction in logistics costs and the fulfillment cycle. Download this whitepaper to learn how a direct-to-store or distribution bypass approach to global fulfillment can lead to a leaner supply chain.

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- ☐ A Air Freight Services
☐ B Motor Freight Services (TL/LTL)
☐ C Ocean, Ocean Intermodal
☐ D Rail, Rail Intermodal
☐ E Small Package Delivery, Expedited
Freight, Express Services
☐ F Third Party Services (3PL), Contract
Logistics
☐ G Supply Chain Technology, Software/
Systems
☐ H Transportation Equipment
☐ J Warehousing & DC Services
☐ K Materials Handling Systems, Equipment,
Forklifts
☐ L Packaging/Labeling Systems
☐ N Intl. Shipping Services, Freight Forwarding
☐ P Fleet Operations, Dedicated Contract
Carriers
☐ R Site, Port, or Facility Selection
☐ X Other: _____
☐ Z None of the above

3 Number of people at your location.

(YOURSELF PLUS OTHERS)

- ☐ M 1000+ ☐ L 500-999
☐ K 250-499 ☐ J 100-249
☐ E 1-99

4 Business category.

(CHECK THE BEST ONE)

- ☐ 1 Manufacturer/Producer (any product)
☐ 2 Retailer, Wholesaler, Distributor
☐ 6 Services: (Medical/Health, Financial,
Insurance, Legal, Gov't., Consulting, etc.)
☐ 3 Agri., Construction, Engineering, Mining
☐ 4 Utilities (Water, Power, Electric, Gas),
Telecommunications
☐ 5 Transportation, Logistics & Supply
Chain Services (Carrier, Broker, Freight
Forwarder, Transportation Intermediary,
3PL, Warehouse/DC)
☐ 9 Other: _____

5 Your job classification.

(CHECK THE BEST ONE)

- ☐ N Corporate Management
☐ Q Logistics, Transportation, Traffic Mgmt.
☐ P Supply Chain Management, Purchasing,
Procurement
☐ R Warehousing, Distribution, Inventory,
Materials Management
☐ S Operations, Production, Quality Mgmt.
☐ T Customer Service, Marketing, Sales
Mgmt.
☐ Z Other: _____

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PLEASE SIGN AND ANSWER ALL QUESTIONS TO VALIDATE FORM.

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▲ TITLE

▲ COMPANY

▲ ADDRESS

▲ CITY

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▲ ZIP

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SIGNATURE (required)

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THE LAST MILE



Uncommon Sense

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Shippers and consignees who need sensitive and intuitive information about products in the supply chain can use the *SenseAware* system to track temperature readings, identify a shipment's exact location, and receive tampering or exposure to light alerts.

The technology is also multi-modal, so FedEx customers can monitor conditions in the air and on the ground, for single shipments or palletized cargo.

The solution was beta-tested with input from healthcare and life science industry customers who demand better visibility to critical information about high-value and time- and temperature-sensitive shipments. But FedEx expects the solution will prove beneficial to shippers across different verticals.

Getting to know your shipment a little bit better just got a whole lot easier. ■

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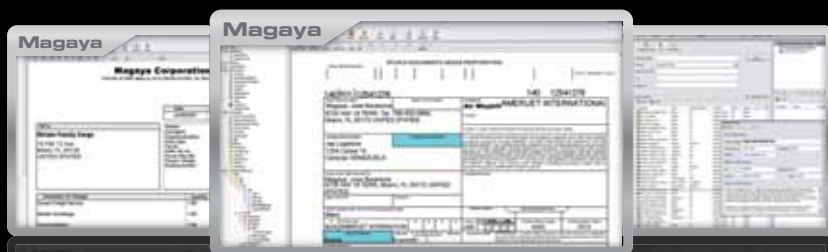
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