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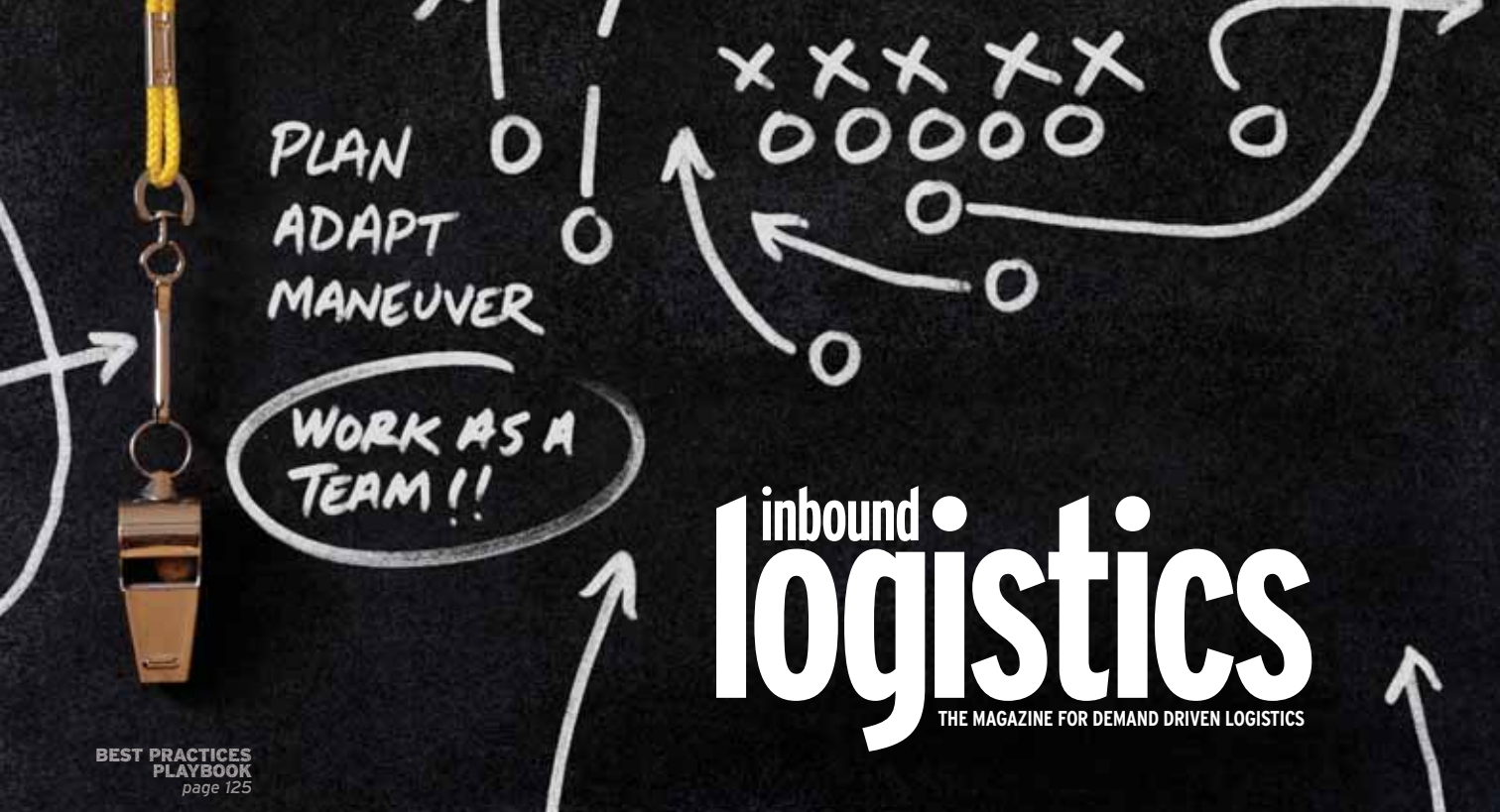
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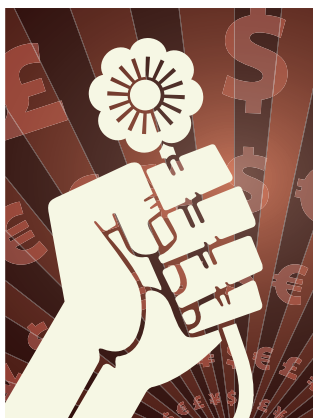
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Another sign your logistics provider might not be the right fit.

Just-in-time doesn't matter if it just isn't right. That's why more manufacturers, distributors, retailers and suppliers are switching to Pilot Freight Services for their logistics needs.

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CHECKING IN

Keith Biondo

by Keith Biondo | Publisher



"I ♥ My 3PL"

Based on the 6,000+ responses to our annual survey of the third-party logistics market, readers really love their 3PLs. Despite the economic downturn in 2008, more companies responding to the survey—from small B-to-C startups to large multinationals, from healthy businesses weathering the maelstrom to names in the news suffering through privation detailed in today's headlines—increased their use of 3PLs. If markets suddenly tank, companies of all sizes and scope might be more willing to pull the trigger on a new 3PL project or expand a current 3PL relationship to find even more efficiencies.

Cutting transport costs is always important, and even more so now, but you wouldn't know it from our survey results. Respondents say 3PL relationships suffer mostly from customer service lapses—23 percent cite failed expectations, 54 percent say service failures. Only seven percent say pricing issues stress relationships. Clearly, pricing takes a back seat to customer service in measuring 3PL excellence.

Here's a survey sampling that reveals how respondents feel about 3PL service:

"Absolutely the best customer service on the planet." Kris Buth, *Dekoron Wire and Cable Inc.*

"Best 3PL in the automotive business, period." Mathieu Cote, *BRP*

"Always there when I need them, I can always reach someone. The

guys I work with—Curtis, Colton, Stephen and Joe—are great." Denise McCullough, *Superior Walls of America*

"Their customer service qualities are outstanding." Kimberly Montgomery, *Eaton Corporation*

"Motivated employees, effective systems." S.J., *Ford Motor Co.*

"Totally seamless in providing exactly what the customer needs: excellent customer service and on-time delivery at fair pricing." Henry Peloquin, *CVS/Caremark*

"They have good service on a global basis with reasonable pricing. Their customer service is excellent and they are always on top of events in the global market." Michael S. Lyons, *Palm Inc.*

"Great proactive operational excellence and value for the services provided." Quin Hartman, *Bayer HealthCare, LLC*

Tactical operational results are fundamental to 3PL value, but so is the strategic vision of experienced logistics providers. Survey respondents say they appreciate 3PLs that are proactive, take the lead in offering suggestions, and help transform the enterprise:

"They are responsive but also proactive in presenting suggestions." John Haggengos, *Dean Foods*

"Lean operations, innovative thinking." Joe Kory, *Navistar*

One respondent went so far as to say, "They are critical to our business, as the middleware and manpower they provide is invaluable." And, "they constantly look at the business and formulate strategies and actions that can cut expense."

And look at this amazing admission: "They mask many of the supply chain faults we have in our network, and make it look very different to our customers."

3PL love is blind, I guess. ■

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CHECKING IN

Felecia Stratton

by Felecia Stratton | **Editor**



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"I ♥ My Customer"

If you think your love for a 3PL is an exclusive one-way street, think again. The feelings are mutual. Sure, you appreciate the value a logistics service provider brings to the relationship: the core intelligence, the sense and sensibility, the thoughtfulness when planning on future demand.

But don't be fooled. 3PLs have a vested business interest to look after your best interests—and naturally they like to keep you close to the vest.

Partnership is core to logistics and supply chain outsourcing success. It's what helps businesses negotiate rocky roads and rock on through the golden years; it's what enables tactical problem-solving and enthuses strategic decision-making. 3PLs are only too happy to make your acquaintance.

This being our annual Third-Party Logistics issue, outsourcing affection is all around. Small- and medium-sized businesses appreciate the care and attention 3PLs provide as together they size up opportunities to grow even when the chips are down. Merrill Douglas' article, *Small Fish, Big Splash* (page 133) illustrates the value smaller players reap by using 3PL partnerships to turn logistics into an expense rather than a capital cost. Who said outsourcing love couldn't be quantified?

Conversely, third-party logistics grew out of calculated, commoditized, and brokered warehousing and transportation contracts. As these relationships solidified, and functional silos crumbled, 3PLs built their value proposition by expanding services and resources, scaling inventory to demand, and growing more invested in their customers' business. *Switched On: Bringing the 3PL Machine to Life* (page 68) by Joseph O'Reilly explores the mechanics of logistics outsourcing partnerships, and how service providers and customers are spinning each other in new directions.

Current economic strife is also casting the transportation and logistics industry into uncharted territories. *3PL Perspectives* (page 85), our annual report of trends in the third-party logistics market, scopes out how service providers are investing in and tailoring their services to match customer needs and become better partners.

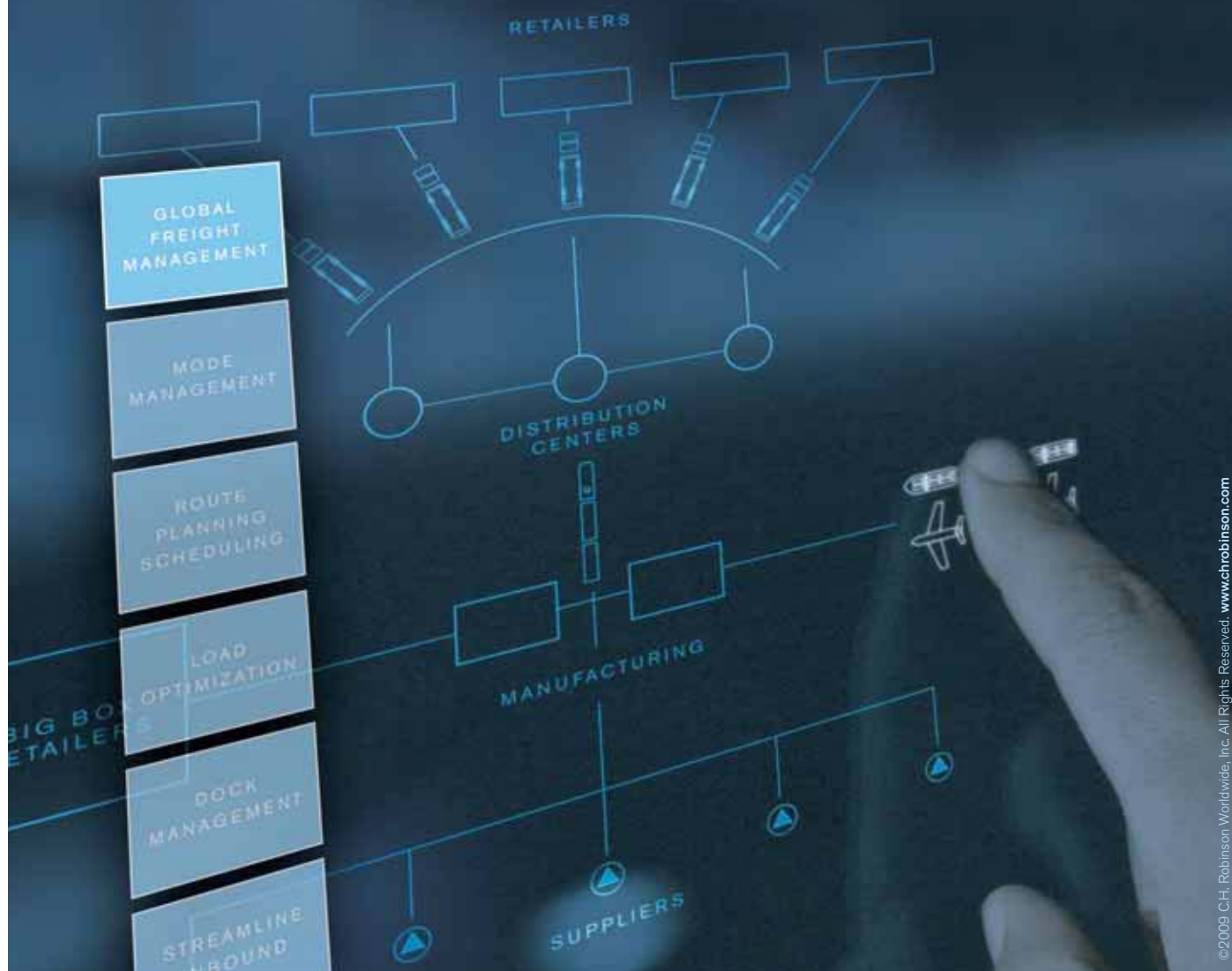
If you're in the market for a best-in-class 3PL, we can help. Our annual Top 100 3PL Providers list (page 104), hand-picked by *IL* editors, serves as an in-depth resource that identifies and illuminates leading logistics service providers.

Or, if you like, consider your peers' top picks. This year, *IL* readers cast more than 6,000 votes for 3PLs they believe are truly one-of-a-kind. Our Top 10 3PL Excellence Awards (page 115) profile these attention-getters.

The "3PL machine" is very much a study in change as companies and service providers adapt to enterprise- and market-driven forces. Outsourcing has become less mechanical and more instinctive—passionate, even—particularly as partners grow together and become extensions of one another.

That's why you love your third-party logistics partners—and why they return the favor in hearts of logistics gold. ■

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10TIPS

STEP-BY-STEP SOLUTIONS

by Deborah Catalano Ruriani



Choosing a Mobile Communications Solution

Communicating with field workers should not be a chore, but without the right equipment, it can be. Jonathan Turner, chief information officer for logistics provider 3PD Inc., Marietta, Ga., offers these tips for selecting a new mobile communications system.

1 Look for hidden costs. Prices for mobile communications solutions can range from several hundred to several thousand dollars per device. Bear in mind that the bargain-basement price of some devices is often merely a starting point. Many inexpensive options require you to purchase capabilities such as scanning for an additional fee.

2 Remember that not all users are computer gurus. The more intuitive and user-friendly the solution you choose, the more likely you are to see it deployed in the field—and to have it achieve its intended objective.

3 Keep piecemeal to a minimum. Accessories can be counterproductive. Additional equipment, such as printers and separate GPS receivers, provided to workers in the field increases the chances that something will be misplaced or left behind. Select a device that has everything you need on one unit.

4 Consider durability. Handheld devices are always susceptible to being dropped, especially in an industrial environment. Don't buy any mobile communications device without factoring in its durability rating. Be prepared to "drop" extra money if you want a more durable device.

5 Screen carefully. No one wants to tote around a clunky communications device, but sometimes smaller isn't better—especially when it comes to screen size. Make sure your chosen device has a screen large enough for workers to see clearly when they're capturing information; otherwise, you may find more input errors or partial entries.

6 Take it for a test drive. Build some time and money into your selection process to do a pilot project with a group of people who both represent your end users and can provide substantial feedback on the pros and cons of the test product. The pilot will verify the validity of your choice—or help you identify potential hurdles to address before you make a commitment.

7 Calculate a true potential ROI. Determining ROI for a mobile solution can be tricky because some of the returns are hard to quantify. Some of

the most notable are hardware (\$3,000 for a durable mobile computer with a three-year life expectancy), monthly subscription and hosting fees (which can range from tens of dollars to \$100 per unit), accessories (up to \$200 per device), a data plan (about \$50 per month, per unit), and support personnel.

8 Invest in training. The training program for your mobile communications solution should contain elements specifically designed by your company, because only you know the scenarios your personnel will face.

9 Stay in control. On occasion, even the best mobile communications devices experience technical glitches. Consider investing in software that enables your tech support crew to take over any of your mobile devices from a remote location and work with them until they're fixed.

10 Hire enough tech support people to handle incoming calls. Many driver teams run on tight schedules. Failing to get through to a "live person" immediately could result in a string of late deliveries. Keep your tech support department adequately staffed and open for business any time you have teams on the road. ■

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By Steve W. Martin
Vice President, Supply Chain Excellence, Ryder System, Inc.
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Why Shippers Should Care About Total Landed Costs

The unprecedented economic downturn, combined with the very unpredictable changes in key supply chain variables over the last few years, shows why shippers should take a more holistic approach when making network configuration decisions. The dramatic spike in fuel prices last year serves a perfect example. The fuel “crisis” was a catalyst that forced companies to reevaluate their supply chain footprint. However, in what has proved to be a highly volatile global economy, creating a network design based on just that one factor was like betting the odds.

There are many factors that impact the effectiveness and efficiency of a supply chain. Companies must take a number of quantitative and qualitative risks into consideration. Because these factors and risks can be a moving target, companies looking to be competitive in today’s marketplace need to consider the Total Landed Cost of goods when making supply chain decisions.

Total Landed Cost of a product incorporates all the costs incurred within the supply chain in order to make the product available for consumption. This includes but is not limited to manufacturing and sourcing costs, transportation, inventory, trade costs, and risk of disruptions, among others. The impact of changes in one or more of these factors can have a significant impact on the total cost of the product, and consequentially, the best way to configure a supply chain to bring that product to market.

In addition to some of the more obvious costs mentioned above, costs associated with quality, insurance, duties and taxes, expedites, deconsolidation, and rework or returns, all impact the total cost of a

product. By understanding and assigning costs associated with the various components of a supply chain, a company can determine optimal sourcing locations, optimize networks, identify high cost aspects of its supply chain, and perform “what if” scenarios and risk analysis.

The value of Total Landed Cost analytics allows businesses to model before they cut costs by truly optimizing their supply chain according to real market conditions, ultimately reducing working capital and improving cash flow.

Let’s take a look at how understanding Total Landed Cost impacts a decision to source in Mexico versus China. With a narrow view, the production costs from a vendor in China look significantly better than costs from Mexico. But once we factor in other variables such as the cost of inventory in transit, transportation, duties, and fuel, the Total Landed Cost of a product sourced in Mexico becomes clearly more attractive.

Being able to determine the true Total Landed Cost requires a significant amount of data, from across various functions in an organization—so this kind of analysis also becomes an exercise in teamwork that demands visibility beyond just the supply chain function.

The Total Landed Costs analysis strengthens the supply chain decision support process, by allowing companies to develop trade flow simulations that give visibility into the impact of making one supply chain decision over another. Ultimately, armed with this information, a business will have the coveted flexibility in their supply chain to adjust quickly to market realities and improve shareholder value.

Sourcing Decision Using Total Landed Cost Simulation



- Traditional usage of Total Landed Cost
- Emerging Market Sourcing Support

- Sourcing Diversification Strategies
- Product Availability Contingency Planning

SOURCE	CHINA	MEXICO
Product	53.6 MM	57.4 MM
In-Transit Inventory	1.6 MM	.32 MM
Transportation	7.1 MM	5.2 MM
Duties	2.8 MM	0 MM
Fuel	.9 MM	.47 MM
TOTAL	66 MM	63.4 MM

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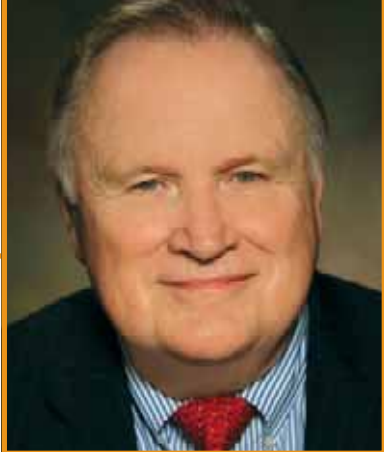
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By Clifford F. Lynch,
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It's 2009. Do You Know Where Your Freight Dollars are Going?

The last two years have proven to be very stressful ones for most supply chain managers. Hundreds of firms have failed and thousands of jobs have been lost throughout the industry. Most managers of virtually all functions are under more pressure to meet corporate goals than ever before.

According to the recent CSCMP State of Logistics report, transportation costs were up only 2% in 2008, but of course volumes were down—probably the lowest in a generation, so there still is a tremendous amount of pressure on supply chain managers to monitor and manage their transportation spend as closely as possible. The good news is that the downturn in the volume of some firms has enabled the managers to find time to analyze their expenditures and take appropriate action where they can. Even so, this can be a difficult task, and increasingly they are relying on some aspect of technology as a necessary management tool. In the case of transportation, they are turning to transportation management systems.

Transportation Management Systems (TMS) have been used by managers since the 1980s, but the modern systems are much more sophisticated, and afford greatly improved functionality to the users. Available modules provide systems for such functions as load planning and optimization, posting and tendering, order management, documentation, rate management, and modeling and benchmarking. Some systems are more elaborate than others, but some form of TMS has become critical to the successful management of a transportation function.

The selection of the system itself can be a daunting task. A TMS can be complex and expensive, and there are hundreds of vendors and a wealth of functionality to choose from. CTSI, for example, offers its TMS in modules, whereby the user can buy only what he or she needs and add on where appropriate. Most users will agree, however, that no matter which vendor is selected, a viable system must have four main components—the ability to plan, execute, settle, and measure.

Most users also would agree that the data capture is the major challenge to implementing a useful system. One of the advantages

of using a TMS from a freight bill audit and payment company, for example, is that it has the proven technology necessary to capture its client's data and, therefore, is in an excellent position to provide an effective system. These are usually sophisticated web-based applications for organizations seeking an enterprise-wide solution, managed through centralized administrative tools.

Effective transportation management systems should provide the ability to plan shipments in advance. Available tools will enable the selection of the carrier, the preparation of shipping documents, and optimization of both loading and routing, whatever mode is selected and whether the shipments are full loads, LTL, pool shipments or stop-offs.

The shipment execution modules should provide automated load tendering, quoting, and confirmation of delivery that matches the specific requirements of all parties. Routing guides can easily be updated online. Most important, they should afford visibility at any point in the process. Proactive monitoring can identify all pre-shipment, in-transit, and post-shipment activity.

Settlement systems will provide for the efficient audit and payment of all invoices, as well as the data capture necessary to utilize the measurement modules. It is absolutely necessary that the TMS chosen is able to capture data manually, through electronic data interchange or through online entry. Without the efficient capture of data, the measurement tools will be ineffective or incomplete.

Through the measurement functionality, tracking and reporting can be accomplished all the way down to the SKU level, and carrier performance can be measured according to any number of metrics. Executive dashboards can be generated, as well. These combine an intuitive graphical interface with the capability to drill down to any KPI. Many systems also contain a modeling capability.

In this economy the successful supply chain manager will be the one who is innovative and aggressively seeks the tools necessary to manage his function. He or she will also understand that the utilization of efficient and cost-effective transportation management technology can be one of the most important steps toward spend management goals.



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READER PROFILE

by Merrill Douglas

A Woman of Taste

Some supply chain professionals like their work best when things are humming. Not Beth Ford. “I can’t get enough craziness,” says Ford, executive vice president, head of supply chain at International Flavors & Fragrances Inc. (IFF) in New York.

What kind of craziness makes Ford’s day? Consider the time during her stint at Mobil Oil when one of the company’s massive tank trucks broke down at 3 a.m. on New York’s Long Island Expressway. Or when she was at Scholastic working on the launches of the last three *Harry Potter* books, each a top-secret operation that monopolized the publisher’s entire hardcover production capacity in North America for weeks. Or her work at Hachette Book Group, where she hired

private detectives to track down the fan who scanned the latest book in the popular *Twilight* series and posted it on the Web—before the publication date.

Ford enjoys a job that throws complex challenges her way. “I like projects that are tough, that I have to spend time figuring out,” she says. “I also like work to be fast-paced.” And she loves leading teams of smart, hard-working people.

All that makes her position at IFF a perfect fit. IFF produces flavors and fragrances used in a wide variety of manufactured goods. Its formulas help define the character of ice cream and fruit juice, dish soap and fabric softener, fine

THE FORD FORMULA

NAME: Beth Ford

TITLE: Executive vice president, head of supply chain, since 2008.

COMPANY: International Flavors & Fragrances Inc., New York.

PREVIOUS EXPERIENCE: Numerous positions (warehouse foreman, terminal manager, logistics analyst, supply analyst, manager of export operations) in the Marketing and Refining, and Supply and Trading divisions of Mobil Oil Corp.; director of supply chain, Perseco; director of supply chain strategy, PepsiCo and Pepsi Bottling Group; senior vice president of global operations and information technology, Scholastic Inc.; chief operating officer, Hachette Book Group.

EDUCATION: BBA, management, Iowa State University, 1986; MBA, finance, Columbia University, 1995.



The Big Questions

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

I focus most of my time on my three children and some volunteer organizations. I sit on the national board of trustees for the March of Dimes and on the board of the Iowa State business school. I also do volunteer work in the local schools. And I try to work out every day; that keeps me sane.

Ideal dinner companions?

My father, because he passed away a few months ago, and I’d like to have dinner with him one more time. And, Lou Noto, CEO of Mobil Oil before it was acquired by Exxon. I would like to hear his thoughts on leadership, empowerment, decision-making, and responsibility.

What’s in your laptop bag?

My purse, business cards, a portfolio for taking notes, files, and some mints. I’ll also add my BlackBerry when I head home.

First Web site you look at in the morning?

Yahoo! Finance and either NYTimes.com or CNN.com.

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

CEO.

fragrances, and many other products.

The company produces fragrance ingredients, fragrance compounds, and flavor compounds in 31 countries around the world. Some sites serve local or regional markets, and some ship globally.

IFF's international profile is, in part, what makes the company's supply chain so complex and interesting. "The issues at each facility are different, based on market conditions and the maturity or sophistication of our operations in those areas," Ford says.

Some products target highly specific markets. The taste of butter, for instance, changes according to geography. "In

Brazil alone, there are three different butter flavors, depending on region," Ford says. So imagine what it takes to satisfy local tastes around the world.

The nature of IFF's products also produces a great deal of complexity. "Every product we make is unique, and I can't overstate that," Ford says. A single product might contain 50 ingredients, and changing a formula to gain efficiencies or economies is no simple matter.

"We have to comply with regulatory and quality requirements," she says. "We may need to go back to a customer. We can't just swap out ingredients."

Since joining IFF last October, Ford

has been making sure the organization's structure is appropriately aligned, with the right capabilities in the right places. She and her team continue to optimize and better integrate the supply chain. She's also looking for new ways to leverage IFF's global SAP implementation to gain an extended view of the logistics network. "We have to make sure we're tightly integrated, from raw materials all the way to delivery," she says.

And Ford continues to relish her role as a corporate leader. "The people here are interesting, professional, and fun," she says. "The opportunity to impact their lives is a privilege." ■



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THE 20TH ANNUAL STATE OF LOGISTICS REPORT

Charting a New Direction

by Joseph O'Reilly

June 17, 2009: Against a monumental D.C. cityscape shrouded in gray, this year's 20th-annual State of Logistics Report sponsored by the Council of Supply Chain Management Professionals felt the full rush of a blurring economic cloud, as industry awaits the next turn toward recovery. Spinning off last year's "Surviving the Slump" report, author and analyst Rosalyn Wilson engaged attendees at the National Press Club with her "Riding Out the Recession" addendum—suggesting little has changed in the past year except perception.

In 2008, the full import of a global economic crisis was just beginning to manifest. This year, there was nowhere for it to hide. Consequently, many companies batten down the hatches, shed assets, and retracted operations while waiting for the doldrums to part. Others, however, are

thinking more proactively, trimming their supply chains, tacking their networks, and challenging the familiar by exploring new tactics and strategies.

Grounded in gridlock between Washington's Union Station and the National Press Club, my taxi driver raised a

July 2009 • Inbound Logistics 21

thoughtful point while deftly arcing his own path through a cacophonous tangle of traffic. "Why can't trucks make their deliveries at night?"

It's a question asked a few years too late, or perhaps before its time. It's also a telling reminder of where U.S. industry has been, where it is now, and where it's going; of how companies are learning from the past and reacting to the present, while strategically thinking about the future. Capacity constraints, congestion, and Hours-of-Service complications are fleeting memories as shippers and service providers instead grapple with fewer shipments, fewer assets, and greater pressure

to reduce costs. Nostalgia for bumper-to-bumper traffic might even be welcome if the business was there to show for it.

But those companies asking questions and seeking answers beyond the present will match any trifling taxicab obsession. For good reason: The current condition isn't worth dwelling on if you're not looking, and moving, forward.

Economy in Retreat

The U.S. economy grew at an average rate of only 1.13 percent in 2008, compared with 2.2 percent the year before, but not quite falling to the low growth rates during the 2001 recession.

Slack consumer spending contributed to a seven-month slide in retail sales through the end of 2008. Meanwhile, U.S. industrial production fell 7.8 percent in 2008, and the first quarter 2009 is down 20 percent year-over-year. New orders have contracted for 13 consecutive months, reflecting the lowest level on record going back to January 1948, according to data from the Institute for Supply Management.

As a result, the U.S. unemployment rate rose to a 25-year peak of 8.5 percent in 2008—with speculation that it could hit 11 percent by year-end 2009—bringing the 2008 total unemployed to a

THE STATE OF LOGISTICS: 2009 Trends By Mode



Air Freight

TRAFFIC	2008: ▼ 9.4%
	2007: ▲ 1.1%
	2006: ▲ 4.4%

Airfreight revenue declined 2.4 percent in 2008 and volume was down 9.4 percent from the year before, according to Rosalyn Wilson. High fuel prices, conflated by a global drop in air cargo shipments, caused airfreight carriers to post losses of more than \$4 billion. Companies responded by idling and downsizing planes and rationalizing passenger/combi and all-cargo services, reducing capacity by about 10 percent.



Trucking

TRAFFIC	2008: ▼ 14.1%
	2007: ▼ 1.5%
	2006: ▼ 1.3%

The truckload industry continues to face unprecedented challenges as freight volumes remain low and over-capacity threatens profitability. No less important, trucking companies are facing increasing competition from U.S. railroads. During 2008, more than 3,000 companies went belly-up, removing seven percent of the nation's capacity, according to Wilson. "Less-than-truckload companies, those that consolidate freight shipments at numerous terminals, have 20 percent excess capacity. Truckload carriers, those that haul a trailer full of freight, continue to silently consolidate because they primarily are small firms," she reported. The overall American Trucking Associations' (ATA) December truck tonnage index, which includes LTL and TL, was off 14.1 percent year-over-year in December—representing the worst decline monitored by the ATA since February 1996.



Maritime

TRAFFIC	2008: ▼ 2.6%
	2007: ▲ 3.4%
	2006: ▲ 7.9%

Costs for the maritime and domestic water sector rose 2.6 percent as ton miles carried dropped again in 2008. Traffic through the nation's ports contracted by 2.6 percent in 2008. "The three major East Coast ports posted gains in TEUs, while all the other top 10 ports lost traffic," reported Wilson. "The West Coast ports, particularly LA/Long Beach, are seeing what may actually be a permanent reduction in traffic levels." The one bright spot for U.S. maritime trade: Smaller ports are making great waves investing in and expanding infrastructure and services to capture market share.



Rail/Intermodal

TRAFFIC	2008: ▼ 3.0%
	2007: ▼ 1.9%
	2006: ▲ 4.5%

The cost for rail transportation was up 10.5 percent in 2008, while cumulative rail volumes were down three percent and intermodal fell 3.3 percent from 2007. "The biggest carload declines for the year were motor vehicles and equipment; crushed stone; sand; gravel; and coke," Wilson noted. "Coal carloadings were up 3.5 percent in 2008 and accounted for 45 percent of total U.S. non-intermodal carloads. Carloads of grain, another important commodity for railroads, also rose 3.1 percent in 2008." On the plus side, revenue per carload is rising, in part because of fuel surcharges.

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◀ CONTINUED FROM PAGE 22

six-decade high of 2.4 million.

Wilson's sobering assessment of macro economic trends shaded her analysis of the U.S. logistics system.

The cost of the U.S. business logistics system declined 3.5 percent in 2008, the first drop in six years. Business logistics costs fell to \$1.3 trillion, a decrease of \$49 billion over 2007, but were still the second highest on record. After surpassing the 10-percent threshold in 2007, logistics costs decreased from 10.1 to 9.4 percent of the nominal Gross Domestic Product in 2008.

In terms of transportation costs, Wilson reported a near two-percent increase in 2008, compared to six-percent growth the year before. Trucking, the largest component of transportation, rose only 1.3 percent. A drop in fuel prices later in the year meant fewer fuel surcharges, which had been one of the major contributors to revenue gains in recent years, said Wilson. This profit dip was accentuated by a swift retreat in freight flows.

"Shippers are moving an estimated 25

percent to 30 percent less freight nationwide today compared with one year ago," she added.

As freight demand drops faster than capacity, many trucking companies and asset-based service providers have been forced to jettison their fleets—a reality that continues to raise concerns about a dearth of capacity when the economy eventually rebounds.

Inside the warehouse, news is equally grim. Inventory is stacking up, carrying costs are rising, and turns are decelerating. Many warehouses are expanding their value-added logistics offerings and, where possible, investing in more efficient materials handling equipment and systems to offset lost revenue, Wilson noted.

What's more telling, demand for warehouse space has expectedly followed the freight demand curve, with businesses consolidating as much as possible and tabling unnecessary facility expansions or outsourcing efforts—which counter any investment in value-added services.

"By year end, vacancy rates were rising and rates were declining for the first time in more than three years," observed Wilson. "Many warehousing companies are reporting a drop-off in the ancillary services they provide as merchandise languishes on the shelf."

Less Inventory: A Model for Efficiency

The greatest bellwether for the current state of logistics is that supply chain inventories have declined while inventory-to-sales ratios have spiked.

THE STATE OF LOGISTICS 2009: For What It's Worth

CARRYING COSTS (\$2.026 Trillion, All Business Inventory)		BILLIONS
Interest		\$47
Taxes, Obsolescence, Depreciation, Insurance		\$252
Warehousing		\$122
SUBTOTAL:		\$421

TRANSPORTATION COSTS

Motor Carriers:		
■ Truck—Intercity		\$460
■ Truck—Local		\$220
SUBTOTAL:		\$680

Other Carriers:		
■ Railroads		\$63
■ Water	INTERNATIONAL	\$33
	DOMESTIC	\$6
■ Oil Pipelines		\$10
■ Air	INTERNATIONAL	\$16
	DOMESTIC	\$24
■ Forwarders		\$32
SUBTOTAL:		\$184

Shipper-Related Costs	\$8
Logistics Administration	\$52

TOTAL LOGISTICS COST \$1,345

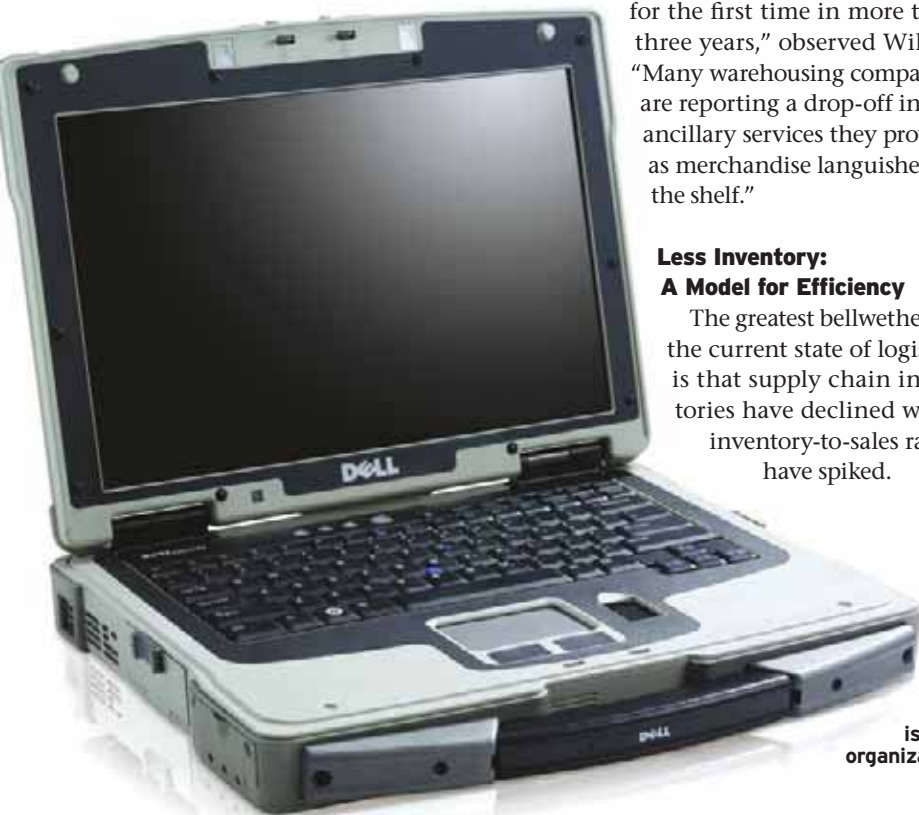
SOURCE: Council of Supply Chain Management Professionals

All business inventories rose for the first half of 2008, then plunged in the second half of the year. But businesses were still unable to liquidate product at a pace that matched the drop-off in sales.

"The increase of inventory/sales ratios has occurred across the entire distribution chain—wholesale, manufacturing, and retail levels," Wilson said. "Retailers and manufacturers are finding it difficult to draw down their inventories to match sales, and that trend will be a persistent problem well into 2009."

Such a precipitous drop in consumer demand, retail sales, and manufacturing output has placed a burden on supply chains, internally and externally, among service providers and shippers.

For Dell, inventory is a bad word. The company is focused on becoming a better supply chain organization by reducing inventory and speeding turns.



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STATE OF LOGISTICS

SOUNDBITE

“I was on Capitol Hill talking with legislators about the pending Employee Free Choice Act. **The provision that does away with secret union balloting has no place in our society, it is un-American.** With binding arbitration, the government does not have the right understanding to make some of these decisions. We are urging Congress to re-tailor the legislation. We oppose any compromise.”

— CLIFF OTTO, president, Saddle Creek, addressing his position on the Employee Free Choice Act

The short-term ramifications of inventory contraction are reshaping how businesses address and approach supply chain management for the long haul.

Inventory reductions create opportunities, noted Charles DeLutis, vice president field sales for LTL trucker YRC,

Overland Park, Kansas, one of several panel experts invited to answer questions following Wilson's presentation. “Inventory reduction means greater interest in near shoring; moving smaller, more frequent quantities of shipments; and demand for speed and precision.

Supply chain strategies are changing month-to-month, week-to-week, and every day,” he said.

From a warehousing perspective, leaner supply chains are forcing businesses to become more strategic in how they utilize space and assets.

“Leaner inventories mean excess warehouse capacity. Less capacity translates to more cross-dock activity,” observed Cliff Otto, president of Saddle Creek, a full-service warehousing and logistics company based in Lakeland, Fla. “There will definitely be an impact on commercial real estate development.”

Some shippers see current business sluggishness as an opportunity to tighten supply chains even further, using less inventory as a model for becoming more efficient and demand-driven.

“Inventory reductions will stick because we’re becoming a far more efficient supply chain,” added Paul Avampato, vice president, process design catalyst for Kraft Foods North America. “New relationships with vendors and customers drive out costs that will sustain after the recession.”

John Lebowitz, director of global trade for Dell, shared that opinion. “Inventory is not a good word inside Dell. We’ve become more of a supply chain company than a manufacturer, reducing inventory and increasing speed. We don’t see inventory growing,” he said.

Synergy Surge

But even as shippers and service providers relish the challenge of leaning out their supply chains and becoming more responsive to demand, enhancing visibility and increasing turns requires complete synergy between all transportation and distribution touchpoints.

For example, an increase in warehouse cross-dock activities places greater importance on expediting asset turns to match inventory flows. As domestic transportation costs wax and wane according to fuel price fluctuations, congestion issues, and process efficiency, companies are depending on transportation modes to keep up to speed.

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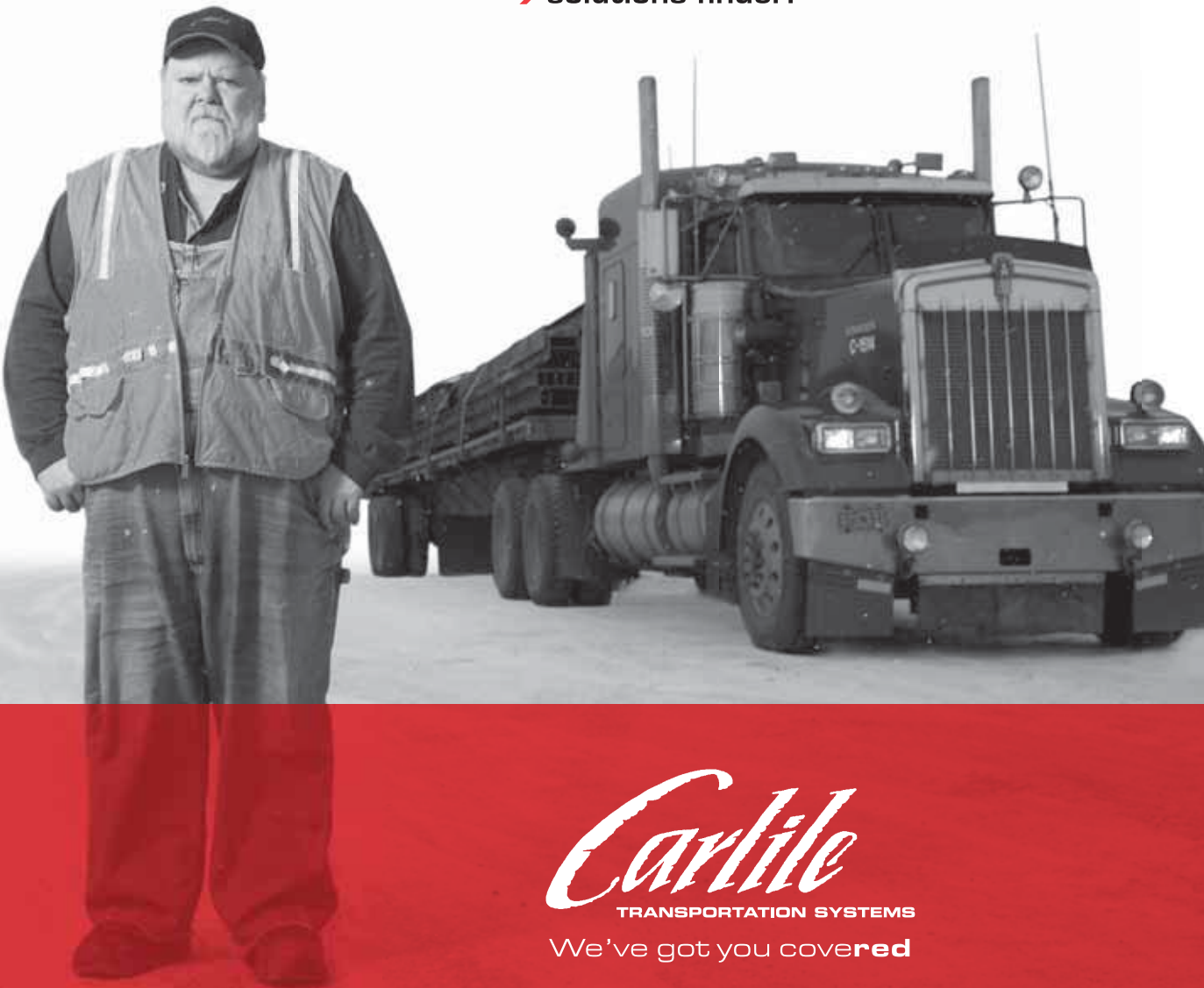
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◀ CONTINUED FROM PAGE 26

“More crossdocking means more LTL. Having more distribution nodes than we’ve ever had in the past means shorter moves,” added Otto.

As intermodal grows in importance, in part due to fluctuating transportation costs and the looming specter of a capacity shortage, U.S. railroads are upping the ante to meet growing velocity requirements.

“We’re making intermodal faster and more efficient, approaching over-the-road levels of service,” said John Lanigan, executive vice president and chief marketing officer at Burlington Northern Santa Fe. “We’re collaborating more with trucking companies.”

Increasing collaboration and competition between railroads and motor freight carriers will increase velocity and service. BNSF, by example, is experimenting with a Houston-to-Dallas service run, a traditional trucking leg, where it thinks it can be competitive, noted Lanigan.

For shippers such as global retailer Limited Brands, the promise of leveraging a faster intermodal system has huge dividends. “Our business is reenergized around the concept of speed. We’re



Increasing competition and collaboration between railroads and motor freight carriers is raising the bar for intermodal efficiency.

rethinking speed, getting goods to stores when customers want them,” said Rick Jackson, executive vice president, Limited Logistics Services, Limited Brands.

“This concept requires internal process improvement because speed for speed’s sake doesn’t work,” he added. “We’re looking at using intermodal for

less time-sensitive inbound shipments to the distribution center, then using truck to the stores for more time-sensitive movements.”

Bad Times, Good Time to Strategize

Given the limitations of the current marketplace, businesses are leveraging external stasis to drive internal action. There’s no time like the present to start thinking about the future.

“The time is ripe for redesigning business processes,” Avampato observed. “We’re trying to optimize silos within Kraft Foods. A significant portion of the business is repetitive, so if you look at the steady state, you can begin to optimize.”

Visibility remains the Holy Grail for supply chain practitioners as they explore better ways to aggregate and communicate information across the supply chain and leverage actionable information as a competitive enabler.

“Dell is looking to capture visibility earlier in the supply chain,” said Lebowitz. “With reverse logistics we often don’t see what we see until we get it, so we’re trying to increase visibility from retailers.”

Beyond technology, businesses are getting back to basics as they fine-tune transportation and logistics processes.

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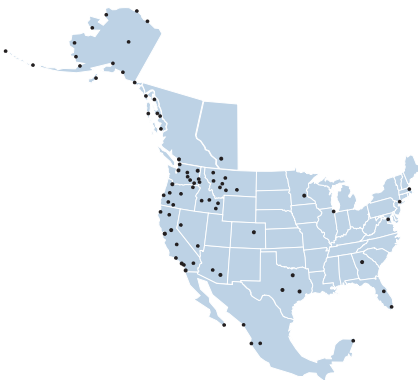
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"Sticking to the fundamentals and getting business processes in line are important in good times and bad. We want to create value for consumers, and drive out supply chain costs in the short and long term," added Avampato.

For trucking companies such as YRC, it's a matter of staying proactive even as the marketplace forces companies to retract and react.

"The current economic situation has forced us to be reactive," noted DeLutis. "We're counter-punching because we're not sure where the next punch is coming from—the economy, consumer demand, the automotive sector, a pandemic. Making a transition from reactive to proactive means learning from your reactions: integrating networks, getting

to know customers better."

Valued partnerships will be a critical success factor when the economy turns, Wilson observed. "There will be lower consumer spending for a while as disposable income and credit remain static. Now is the time to take advantage of this respite and build up. When we rebound in 2010 there will be an immediate trucking capacity shortage," she said.

To anticipate that transportation capacity, companies need to start working on their relationships with carriers and vendors, planning for and securing capacity now.

"Focus on what you can control," advised Jackson. "We're looking internally and challenging sacred cows and paradigms. We're taking people from one functional area to look at other functional areas."

Perhaps there's a lesson to be learned from an opinionated taxi driver stuck in the day-to-day fray. Questioning the

STATE OF LOGISTICS **SOUNDBITE**

“My advice to young supply chain professionals is to **be in a big hurry to go wide, not up.** They need to think horizontally, end to end. These end-to-end dynamics are becoming so much more important.”

— **RICK JACKSON**,
Executive Vice President, Limited Logistics
Services, Limited Brands, commenting on pursuing
a career in logistics

Grinding to a Halt

Perhaps it's a sign of the times, but with all the talk about a dearth of funding and surplus need for U.S. infrastructure investment, counties in Michigan are turning back the clock to repair failing roads.

With the state reeling from the automotive sector's swift decline, and budgets strapped for cash, some jurisdictions are turning once-paved rural roads back to gravel to save money and perhaps hearken back to the glory days of the Ford Model T.

More than 20 of the state's 83 counties have reverted paved roads to gravel, according to the County Road Association of Michigan. The counties are struggling with their budgets because tax revenues have declined.

Montcalm County, by example, converted nearly 10 miles of primary road to gravel this spring. The county estimates it takes \$10,000 to grind up one mile of pavement and put down gravel. It takes more than \$100,000 to repave one mile of road.

UP THE CHAIN

PEOPLE ON THE MOVE

Ursula Burns ▶ current president of **Xerox**, has been named to succeed retiring chief executive officer, Anne Mulcahy. Burns joined the company in 1980 as a mechanical engineering summer intern and later assumed roles in product development and planning. In 2000, she was named senior vice president, corporate strategic services, heading up manufacturing and supply chain operations. In her new position, Burns will be charged with positioning Xerox's document technology and services for long-term growth while mitigating current economic challenges. **Insurance Auto Auctions**, a leading North American salvage auto auction company, has hired **Kelly Ingersoll** as its director of transportation and logistics. He has been recruited to enhance the company's transportation and logistics strategy, as well as to coordinate catastrophe action plans. Ingersoll has more than 20 years of experience in the field and his background spans from supply chain strategy to international transportation and inventory management. He most recently worked with MABIS DMI Healthcare. **Thomas Kelly** has been named managing director-transportation and president of **Transtar**, U.S. Steel Corporation's transportation subsidiary. Kelly will be responsible for various aspects of transportation and logistics at U.S. Steel facilities in North America and will also oversee operations at the railroad and barge companies that comprise Transtar. He began his career at U.S. Steel in 1978 as a laborer and has been promoted through supervisory positions in steel production, iron making, and casting before advancing to supervisory roles within the company.





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TRENDS

◀ CONTINUED FROM PAGE 30

California's Gold Flush

How important is manufacturing in the broader scheme of economic health and wealth? In California, manufacturing's gold rush has dissipated faster than developers can say "eureka"—only to realize they have lost another claim.

A new study conducted by economic think tank The Milken Institute shows that the loss of manufacturing jobs in California has had a major impact on the state's economy. The study explored the manufacturing industry's decline and simulated how it would have positively impacted the state's economy if it maintained the same level of manufacturing from 2000 to 2007.

"The sector's steady decline is undoubtedly a 'canary in a coal mine' for the state's economy," says Jack Stewart, president, the California Manufacturers and Technology Association.

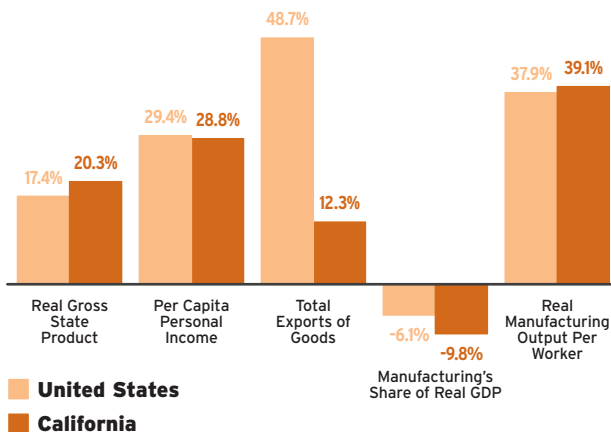
The state would have generated \$27.3 billion more in manufacturing wages and \$54.3 billion more in total manufacturing related output if the industry had remained consistent since 2000, according to the report.

The Milken Institute conducted a similar study in 2002 and since then—before the current economic recession—California manufacturing has continually been on a downward arc.

"Do the math to see how much more the state would have seen in tax revenue," says Stewart. "It's crucial that California doesn't neglect this sector for another seven years." ■

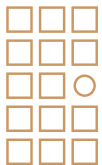
A Manufacturing Landslide

To place California's manufacturing industry in the proper context, the Milken Institute analyzed a set of economic indicators to determine the overall state of the economy and what implications it may have had on manufacturing. The data below show the percent change in the indicator for the United States and California between 2000 to 2007.



Sources: Bureau of Economic Analysis, Bureau of Labor Statistics, U.S. Census Bureau, Milken Institute.

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GLOBAL LOGISTICS

by Joseph O'Reilly



Green Peace or Free Trade?

Nationalism is alive and thriving, and that has some public and private sector interests around the world worried that inward-pressing cultural forces could scuttle past efforts to break down bureaucratic trade barriers.

Look no further than the recent riots and long-simmering feud between ethnic Han and minority Uighurs in China—a conflict originally stoked by Uighurs' resentment toward government policies on labor equality in the workplace. Despite the European Union's widespread efforts to assimilate monetary and cultural

differences, and grow trade synergies among member states, virulent strands of nationalism still exist there, too.

The Chinese government won't be cowed by this latest civil unrest; it's merely a blip on the country's ever-expanding economic radar. But elsewhere, fears are rampant that a widespread and lingering recession will compel governments, businesses, and consumers to pull back and protect their collective and respective interests. It's a natural survival instinct that breeds nativist attitudes toward commerce and trade, with both positive and negative consequences.

Labor Unrest

In terms of labor, economic nationalism protects domestic workers. But workers vote, too, which creates tension in the Western world, where labor is at a cost disadvantage. Authoritarian societies such as China have less proletarian-induced political pressure and are more easily able to quell resistance when it happens. To this end, they are acting more nationalistic, if less democratic.

The prelude to and postscript from this year's G8 Summit, which convened in L'Aquila, Italy from July 8 to 10, resulted in vigorous debate about how nationalism relates to economic



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recovery, free trade, and climate policy. In a meeting before the Summit, the International Chamber of Commerce (ICC) urged Italian Prime Minister Silvio Berlusconi and other global leaders to resist the pressures of economic nationalism amid these imminent challenges. "With the world as economically integrated as it has become over recent decades, any lurch into economic nationalism would dislocate commercial activity even further," observed ICC Honorary Chairman Marcus Wallenberg.

Paris-based ICC is the largest, most representative private sector association in the world, with hundreds of thousands of member companies in more than 130 countries. The United States Council for International Business (USCIB), based in New York, serves as ICC's American national committee.

The ICC praised recent promises by G20 leaders to refrain from raising trade barriers before the end of 2010, hoping signs that the recession may be bottoming out in some major economies would help increase manufacturing and consumer demand, and release credit worldwide.

The global association also encouraged the world's most industrialized countries to find more effective ways to reduce growing imbalances in their external current accounts and warned against a mood of regulatory enthusiasm in business sectors where self-regulation is working well.

Regulatory enthusiasm for climate control is raging. Rajat Gupta, ICC vice chairman and senior partner emeritus of the McKinsey Company, is resolute in calling for a unified position on emerging sustainability efforts. "Climate change is perhaps the best example of a global problem requiring a global solution," he says. "We are worried, however, about proposals in some countries to enact unilateral trade measures to address concerns arising from differences in climate policy among countries."

Cap and Trade or Cap and Tax?

In the United States, environmental policy stands front and center as a building drama unfolds on Capitol Hill. "Cap-and-trade" proponents are quickly pushing legislation through Congress, as "cap-and-tax" opponents hastily lobby for carbon offset tariffs on U.S. imports—one unilateral move after another, with the hopes they balance each other out. Some say that's progress; others think it's just cruel politics.

The idea of creating a level playing field, however, has been a rallying cry for the ICC and other private sector interests petitioning government and industry leaders to resist protectionism.

UPS CEO Scott Davis described global trade as a "positive force at a time when we are operating without a map and without precedent," while addressing government and business leaders at the Detroit Economic Club's National Summit this past June.

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"Trade is a major force for good, for growth, and for jobs," Davis observed. "The threats are from both economic turmoil and the protectionist impulses it drives. We must argue that protectionism is the worst response at the worst time. We can't let political expediency cloud global reality."

But embracing and executing policies that encourage and ensure fluid trade, create jobs and economic growth, and tow the sustainability line ultimately pit social conscience against national self-interest—especially when it comes to green politicking.

The USCIB chimed in with its own position on tackling climate change during the G8 Summit. "Policies should be tailored to work with national priorities and capabilities," the USCIB declared. "All energy options have to be pursued to promote a balanced and non-discriminatory energy mix – including traditional,



"Trade is a major force for good, for growth, and for jobs. The threats are from both economic turmoil and the protectionist impulses it drives. **We must argue that protectionism is the worst response at the worst time.**"

—Scott Davis, CEO, UPS

renewable, and nuclear energy sources – while exploiting fully the potential of energy efficiency."

As the USCIB suggests, "tailored policies" or compromises need to be made. Some countries exploit opportunities to harness nuclear energy and non-renewable fossil fuels; others seize the natural potential of renewable resources; fewer

still grapple with the challenges of curbing emissions altogether. But as China and other less-developed nations prove true time and again, playing the green card isn't realistic if it means choking a coal-fueled economic engine.

Other Western-facing countries are locked into the doctrine of Green Trade, embracing its commendable potentials while sometimes ignoring its pitfalls.

"To facilitate the commercial diffusion of energy-efficient and low-carbon technologies, G8 countries should actively promote freer trade and investment liberalization, and support strong rules for intellectual property rights protection," the USCIB noted. "All countries should drop 'buy local' clauses in their stimulus plans, as this will undermine the effective deployment of green technologies."

Carbon Footprint vs. Human Imprint

In the United States, the "buy local" mantra may not even be an option, depending on how government weighs economic liberty versus environmental chastity. Reducing carbon footprints may, in fact, displace human imprints from the U.S. industrial landscape.

There are spoken and less well-spoken, and equally ambiguous, assents and dissents that an emissions tax on American production may or may not force U.S. businesses and consumers to ultimately source manufacturing plants, consumer goods, and most importantly labor, elsewhere.

What does all this timely discussion

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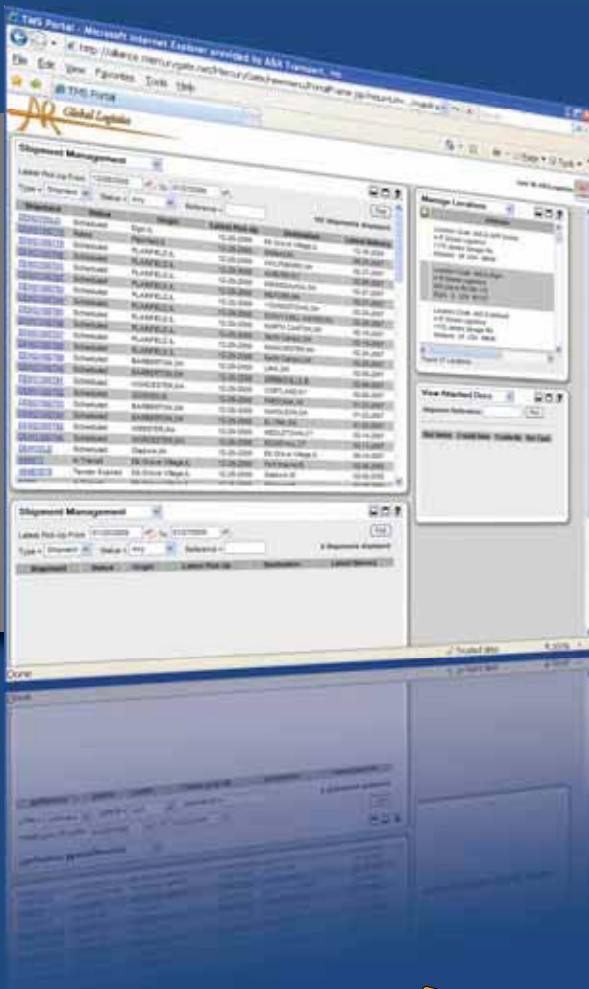
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and debate about global free trade and climate policy really prescribe? To echo the words of UPS's Davis: "We can't let political expediency cloud global reality." But is there time for political cloudiness to catch up to global expediency?

If nothing else, it suggests a need for more time and more discussion about striking an equitable balance between national self-interest and global altruism, between what is good for U.S. industry and labor and what looks and feels good in the global mirror.

In the short term, opportunities exist to coalesce government and private

sector support for sustainability efforts in a more collaborative way, instead of creating division. The Environmental Protection Agency's SmartWay Transport Partnership is one such example.

Realistically, in the long term, the war for free trade and green peace will likely be one of attrition—of pretense, then reality. Even with globalization, the world remains an uneven playing field, and climate policy is no different. There are countries that will be leaders, others that will follow, and those that will remain resolute in doing things their own way.

Connecting the Cosmic Supply Chain

Satcon Technology Corporation's future potential is blowing in the wind and shining from the sky. Its only suppliers are the earth and the sun. But its customer base is 6.7 billion strong, and growing. Naturally, the company is focusing on universal supply chain management to match renewable resources to ready demand.

Headquartered in Boston, Satcon Technology Corporation designs and manufactures energy systems for solar photovoltaic, stationary fuel cells, and energy storage systems, which allow utilities to capture renewable energy sources. The company recently announced plans to expand its global manufacturing capacity to more than 600 megawatts in 2009, between its manufacturing facilities in Burlington, Ontario, Canada, and Shenzhen, China. In concert with this production surge, Satcon is partnering with third-party logistics provider DB Schenker Logistics to provide global logistics and transportation services.

"As demand for our commercial and utility scale solutions increases worldwide, we must construct an international supply chain capable of delivering high levels of service and support for our customers," says Pete DeGraff, Satcon's vice president of worldwide sales and marketing.

"The combination of increasing our international manufacturing capacity and our partnership with Schenker will enable us to continue to deliver competitive product lead times, local spare parts inventories, and global logistics capabilities and ensure a high customer service level over the entire lifecycle of their solar projects," he adds.

Satcon will partner with DB Schenker's solar division to deliver global transportation services for its inverter operations located in Burlington; Shenzhen; and Fremont, Calif. Satcon will also utilize DB Schenker in North America, Europe, and Asia to provide logistics and distribution services, including final delivery to customers through the service provider's extensive land transport network.



India Attracts New Company

A delegation of 10 ports and logistics companies from the United Kingdom recently visited Chennai, India, to explore options for investing in the country's emerging port complexes. The invitation came as a result of the Indian government's stimulus package aimed at accelerating the growth of infrastructure via a private-public partnership working model.

The UK port development industry has reached critical mass with little room for additional growth, says Gordon Rankine, chairman, UK Ports and Terminals Group. By contrast, India has abundant potential and the government has placed a number of port-related projects on the fast track.

The delegation emphasized India's need for logistics parks—including ports, air terminals, roadways, rail connectivity, and warehouses—to manage cargo moving through its complexes. The country's reckoning as an offshore rival to China demands government make a concerted effort to develop India's ports and invest in inland transportation infrastructure to build out this network. By comparison, China currently touts nine container facilities among the world's top 50 ports. Of its 12 coastal ports, India has one, Jawaharlal Nehru, among the top 50; and it only surpasses one Chinese port, Dalian, in terms of TEU volume.

But the promise of growing foreign investment from countries such as the UK bodes well for India's future as a manufacturing and logistics crossroads.

The delegation expressed interest in engaging in technical consultancy, port management, and operations partnerships. European port companies are all looking at emerging markets now, however, and the most popular destination is the Middle East. "The Indian government might need to incentivize port activities in India to attract those companies here," says Rankine.

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RFID Wave Ready to Surge?

Walmart has been a vanguard in applying RFID technology throughout its supply chain, and encouraging suppliers and partners to comply. Now, other global-spanning pioneers are making the hype more hip.

Following the well-publicized Radio Frequency Identification (RFID) pilot programs engineered by German retailer METRO Group and IBM, European apparel retailer Charles Vögele is exploring its own horizons with the much-hyped visibility standard.

The \$1.3-billion, 851-store Swiss retailer recently implemented Checkpoint Systems' *Merchandise Visibility* software to provide a comprehensive, source-to-store solution across its entire supply chain—from point of manufacture to point of sale—using standard EPC Gen 2 labels.

Charles Vögele's application combines the strengths of the Thorofare, N.J., integrated solution provider's capabilities in shrink management and merchandise visibility—including hardware, services, and tags—and its Check-Net global ticketing service. The bundled implementation enables retailers to streamline



Swiss apparel retailer Charles Vögele has partnered with RFID solutions provider Checkpoint Systems to implement a source-to-store visibility system.

their supply chains by applying smart tags to apparel merchandise at point of manufacture, and reading the tags throughout logistics operations to the

retail point of sale.

Once at the store, retailers can improve operations and increase shelf availability by tracking item-level merchandise throughout the facility: into the back room, on the selling floor, in fitting rooms, and at point of sale. This visibility enables users to optimize inventory replenishment, reduce out-of-stocks and on-hand inventory, and improve sales. For Charles Vögele, this means getting the right merchandise to the right store shelves at the right time—which is no small task given the fact that it has 70 million garments sourced annually from more than 400 suppliers through 34 consolidation hubs in Asia and Europe.

"Our adoption of RFID has transformed and improved our operations from source to store," says Thomas Beckmann, vice president of supply chain, Charles Vögele Group. "We have begun streamlining operations and supporting sales in ways that were not possible before; in many ways this marks the beginning of a retail revolution."

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trace individual garments along its entire supply chain, gaining unprecedented real-time visibility. This capability enables retailers to reduce logistics errors automatically, eliminating exceptions such as packing errors and inaccurate shipments.

The benefits of the *Merchandise Visibility* solution extend throughout Charles Vögele's stores as well. Employees can capture a more accurate view of merchandise on the sales floor and in the back room, re-stocking inventory faster and more efficiently than using the previous manual process.

VALTRA LEANS ON RFID

Finnish tractor manufacturer Valtra has partnered with a compatriot RFID solution provider, Vilant Systems, to pull supply to demand by automating material supply processes and buffer management at its Suolahti manufacturing plant.

The RFID system triggers replenishment orders based on material consumption movements directly to suppliers. Goods-receiving is automated



Finnish tractor manufacturer, Valtra, recently implemented Vilant Systems' RFID solution to improve inbound parts movement at its Suolahti plant.

with RFID-enabled conveyors. Gates at the dock doors and material stock levels are maintained in real time, therefore improving efficiency, reducing errors, and preventing shortages.

In Valtra's system, RFID-enabled



forklifts read tagged pallets as they move from the material buffer to the consumption area where orders are triggered for replenishment. Goods-receiving dock doors and inbound conveyors are also equipped with RFID readers for automatic goods reception, and Vilant's software controls the readers and integrates the information to the manufacturer's ERP system.

Thus far, inbound visibility is improving material availability within the factory. Goods-receiving automation saves labor cost in the inbound process. Real-time visibility of goods movements enhances control, and inventory information is more accurate. The real-time replenishment for material consumption improves inventory cycle time.

In total, the RFID system improves many areas of material flow, which is one key component of modern lean production improvement methodology. ■

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IT MATTERS

by Bryn Heimbeck

10+2: Origin and Destination in Collaboration

The clock is ticking for importers struggling to become compliant with Customs and Border Protection's (CBP) Importer Security Filing regulation, commonly known as the 10+2 initiative. On Jan. 26, 2010, the interim final rule becomes mandatory, allowing CBP to begin assessing damages for failure to meet the new data-filing requirements.

The key to successful 10+2 filing is establishing collaboration among players at both origin and destination, instead of placing the onus on customs brokers, who are often ill-equipped to collect some of the crucial, time-sensitive data that is only available at origin.

TIMING IS EVERYTHING

The data fields required for 10+2 include static, unchanging data, and dynamic data that is shipment-specific and/or collected very close to the lading time, such as the bill of lading number and the container stuffing location data. Creating a collaborative environment between origin (the shipper or exporter) and destination (the customs broker or importer) helps alleviate the timing issue of getting dynamic data to CBP 24 hours before lading.

One way to achieve this collaboration is by using an Internet-based 10+2 system where dynamic data is inputted at origin as it is generated. This type of resource allows supply chain partners in different time zones to enter and access data during their own business hours.

TIME ZONE DIFFERENCES

According to regulations, the 10 elements to be provided by the shipper must be filed no more than 24 hours before containers load on board the vessel—known as the container yard (CY) cutoff. Most shipping vessels sail on the weekend, and approximately 65 percent of all automated manifest system data is input during the Asian workday each Friday—or 6 p.m. Pacific Standard Time (PST) Thursday evening through midnight. Administrative corrections are made in the last two hours before CY cutoff—1 a.m. to 8 a.m. PST Friday morning.

U.S. brokers without a local presence at foreign ports are forced to work through the night on Thursday to bring all 10+2 data into their systems in order to file with CBP before the deadline. To complicate matters, brokers attempting to contact a shipper directly must

contend with time zone and language challenges. Brokers in the United States could arrange to call late Thursday night while 10+2 data is becoming available during the Asian workday on Friday, but unless they can communicate clearly, getting all necessary information to file properly could be a challenge.

A 10+2 filing system must address Hold messages from CBP in real time, during the Asian/European workday, for example. Thus, a robust 10+2 solution includes a feedback loop to origin. A particularly good 10+2 option for a customs broker includes employing a support staff member at origin who can address Hold messages without forcing the broker to work through the night.

The most effective 10+2 solution involves the shipper or exporter in the reporting process and includes a local presence at origin to contact shippers directly if necessary. It creates a fully visible supply chain from the moment the container is stuffed—and a particularly robust system begins that process the moment a purchase order is filed. With this type of system in place for 10+2 compliance, the entire supply chain becomes far more visible, more efficient, and safer. ■



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by C. Daniel Negron



Foul Play: When Merchandise is Stolen, Who Pays?

Q: A Philadelphia newspaper recently reported an armed heist of Sports Authority merchandise worth \$500,000 from a local 3PL warehouse. According to the account, a former employee of a trucking company that delivered Sports Authority merchandise along the East Coast stole one of the company's trucks. He and two accomplices held a warehouse guard at gunpoint and took three trailerloads of merchandise from the warehouse.

One trailer was soon found empty at a nearby industrial park. A second trailer, still fully loaded, turned up in another industrial area and was returned to Sports Authority. After receiving a tip that large volumes of merchandise were being sold out of a local bar and warehouse, police recovered an additional \$200,000 worth of goods that had presumably been unloaded from the first trailer. The third trailer was later found set ablaze, with the stolen company truck parked nearby.

All three suspects were arrested and are facing criminal charges. The kingpin had a prior record of unrelated thefts, and was already facing charges in Texas.

Who bears the loss in this case? The vendor? The 3PL warehouse? The trucking company?

A: The facts of this case demonstrate what can happen when sensitive information is allowed into the wrong hands. Sports Authority will probably file a claim against its own insurer, which, in turn, is likely to claim against the 3PL warehouse and the trucking company. Each claim is considered separately.

If Sports Authority had its goods insured against theft, then it would probably file a claim with its own insurer for the value of the goods that were not recovered. On payment of the claim, the insurance company would acquire Sports Authority's rights to recover against the responsible parties.

If Sports Authority did not have its goods insured, then it may assert claims directly against both the 3PL warehouse and the trucking company. In its claim against the 3PL warehouse, Sports Authority would probably allege that in leaving the fully loaded trailers in its yard, the warehouse failed to take proper steps to protect its goods. The success of this argument depends on whether it was reasonable for the warehouse to have left the goods in the trailers, rather than having them unloaded, and if its security

measures were appropriate under the circumstances.

In a claim against the trucking company, Sports Authority might allege that the carrier failed to safeguard its goods against a potential theft. It is significant that the trucking company hired an employee with a prior criminal record in another state. A background check might have revealed this.

It is also significant that he was allowed to become privy to information regarding what appears to be more than one shipment of goods. He knew where the goods were being shipped, and he knew that they had not been offloaded. This indicates that the goods may have been delivered recently.

Finally, the fact that he was able to commandeer one of his employer's own trucks to perpetrate the theft demonstrates that he had relatively easy access to it. All these factors, if proven, will weigh heavily against the trucking company.

The theft of goods is often an inside job facilitated through the acquisition of sensitive internal information. Transportation providers must keep this information secure and perform background checks on the people they employ. ■



VIEWPOINT

by John Haber

Losing Money in LTL? Try Small Parcel

Complacency is costly. Nowhere is this truer than in the way some companies practice less-than-truckload (LTL) shipping. Many shippers are choosing costlier LTL services when they could be using small-parcel shipping. In fact, the average shipper may overspend by 15 to 20 percent on LTL, which is unconscionable in these cost-conscious times.

The problem is three-fold. First, even the most advanced shipping organizations are baffled by LTL and small parcel's changing weight requirements. Drop weights that were once suitable only for LTL—the 200-pound to 600-pound range—may now be more appropriate for small parcel.

Second, small-parcel carriers haven't done a thorough job of marketing themselves as an alternative for certain package weights.

Third, even companies that can confirm that LTL is appropriate for certain shipments aren't factoring in hefty accessorional charges. Despite a lower base rate, accessorional charges for some LTL shipments actually equate to a higher overall expense than small parcel.

One great example is fuel surcharges. Current published rate fuel surcharges

for ground small parcel shipments are approximately 2.5 percent, while LTL shipments are running at 12 percent.

WAYS TO AVOID LTL OVERSPENDING

Confused yet? Don't worry. Avoiding LTL overspending simply takes an investigative eye. Here are a few tips:

1. Analyze and rebalance. First, make sure you're comparing apples to apples. That means reviewing your LTL and small-parcel contracts and pricing, and normalizing data to ensure valid comparisons.

The next step is analyzing all LTL shipment costs and related accessorional charges for a specific time frame—one month or one quarter, for example. After you establish the true LTL cost, re-rate the same shipments for small parcel. This will provide the data you need to determine the weight break level that indicates when LTL is more cost-effective.

After you identify the weight break level, create a set of routing guidelines that clearly spells out what weights are best suited for LTL versus small parcel.

2. Measure compliance. Once you establish new routing guidelines, it's time to walk the walk. Make sure vendors, suppliers, and internal shipping

locations comply with these new rules.

Depending on the complexity of your supply chain, it may be a good idea to implement warehouse management or transportation tracking software to ensure changes are being made. These easy-to-use tools can help you report your savings and evaluate the effectiveness of your new LTL shipping strategy.

3. Ensure fair market pricing. If you haven't renegotiated your LTL and small-parcel carrier rates lately, you're letting complacency get the best of your shipping budget. It's a proven best practice to regularly solicit competitive bids from multiple carriers, regardless of how much you like working with your current vendor.

Once you compile competitive pricing information from multiple LTL and small-parcel carriers, familiarize yourself with each carrier's tariffs. Seventy percent off a UPS freight charge is not the same as 70 percent off a FedEx charge. One method used to normalize freight data comparisons is a median tariff structure—commonly called CzarLite—to achieve a coherent picture of pricing.

For some companies, navigating carrier renegotiations and complex pricing models may seem too time consuming



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VIEWPOINT

◀ CONTINUED FROM PAGE 50

If you haven't renegotiated your LTL and small-parcel rates lately, you're letting complacency get the best of your shipping budget. It's a proven best practice to regularly solicit competitive bids from multiple carriers.

and labor intensive. Making this effort is absolutely necessary, however, to prevent the overspending that gouges today's shippers.

Consider using a third party to verify your pricing. Most third parties work on a contingency basis and can help drive significant savings, or at least verify the rates in place. Even if your staff is proficient at these tasks, outside spend management experts have the market insight to cut out more fat—often at no additional expense.

4. Debunk LTL discounting myths.

As explained above, different carriers have different tariffs and discounts.

It's critical to read the fine print, especially when it comes to discounts that appear to deliver great savings but only under certain terms. What are the minimum charges? What other accessorial charges will impact your final cost? How will certain costs—such as detention fees, multiple stops or construction delivery charges—affect your spend?

Getting this perspective requires an in-depth understanding of your enterprise's unique shipping characteristics, as well as constant reconciliation with carrier rate changes and their implications. Certain discounts are ideal for some companies

and useless for others. Not until the final calculations are complete should you assume the cost-effectiveness of one LTL provider over another.

A TIME AND A PLACE

All this talk about overspending shouldn't deter companies from using LTL. There's a time and a place for it. However, it may not be the best solution for certain shipments. If shippers want to respond effectively to the cost crunch that will define 2009, they must take advantage of the cost benefits that both LTL and small parcel offer. ■

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ECODEV

ISSUES AFFECTING ECONOMIC DEVELOPMENT

by Kurt J. Nagle

Healthy Seaports: An 'Open for Business' Sign

Nearly everything we buy or consume—from the clothes we wear, to the food we eat, to the coffee we start our day with—comes to us on a ship, through one of our nation's seaports. In turn, nearly everything the United States sells in the global marketplace makes its way there via our seaports. This includes valuable domestic commodities such as machinery, steel, and building materials.

Today, as we confront a host of national challenges—chief among them, recovery from the current economic crisis—our seaports play a clear and critical role.

Deep-draft seaports—both coastal and fresh water—are dynamic, vibrant centers of trade and commerce, but what's most important to understand is that they depend on partnerships, both public and private.

A successful seaport is supported by clear and navigable federal waterways—dredged deep and wide enough for ships to pass through, and kept clean for the plants, fish, and wildlife around it to thrive. A successful seaport is also supported by a federal government that properly funds the roads, highways, waterways, and rail systems that

lead to it. Finally, a successful seaport is one whose state and local officials take an active role in the maintenance and upkeep of those systems.

SEAPORTS DELIVER PROSPERITY

In the United States, seaports invest more than \$2.5 billion every year to maintain and improve their infrastructure. In recent years, however, this commitment has not been adequately matched by the federal government. Many land and water connections are insufficient and outdated, affecting the ports' ability to move cargo into and out of the country. In turn, this hurts U.S. businesses, our workforce, and our national economy.

U.S. seaports need increased federal infrastructure investments that will correct this imbalance while delivering much-needed economic prosperity to the country. Recent estimates that the volume of international trade through our ports will double by 2020 only underscore this need.

Across the United States and around the globe, seaports are so much more than just safe havens in rough waters. They're centers of commerce and trade, busy and dynamic transportation hubs

that are constantly adapting to meet ever-changing global trade demands.

Seaports are where imported goods make their first landfall, and where the goods we export to the world first leave our shores.

Seaports help build and grow international trade, and strengthen local and national economies. They provide high-paying jobs and help increase our standard of living. And they connect us with the rest of the world—at a time when our mutual dependence on trade is becoming even more important. This is why keeping ports modern, navigable, safe, and properly supported must be a core priority for the nation.

CONSIDER THE NUMBERS

For every task performed on port sites, every piece of cargo they process, and every new capability ports can offer their customers, there is an associated employment and economic impact.

For example, in 2007, U.S. seaports were responsible for nearly \$3.2 trillion in economic activity. They generated more than \$212 billion in tax revenue, moved more than 99 percent of the country's overseas cargo, handled more than two billion tons of cargo,

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and supported more than 13 million American jobs, accounting for \$649 billion in personal income.

As broad and as big as their impact is, ports also serve as local economic engines. Consider the location of the largest U.S. metropolitan centers—such as New York, Los Angeles, Houston, Chicago, Seattle, Miami—and you'll notice a high percentage have ports that handle ocean-going vessels. Centers of international trade like these are magnets for business and economic development. Consequently, now, when an economic shot in the arm is needed more than ever, it is critical to invest in ports, their infrastructure, and their operations.

With multi-million-dollar projects underway at seaports around the country, port authorities have done a

lot to stimulate the economy in recent months—and the transportation infrastructure investments they are making are working. But there's still more to do.

THE FEDERAL ROLE

We must ensure that there's adequate, safe, and congestion-free access to ports from land, which is a federal responsibility. Another federal responsibility is to ensure modern, navigable waterside access—with channels that are deep and wide enough to handle today's modern vessels—and marine highways to provide transportation options for moving cargo between ports.

These priorities should be included in a long-term, national transportation plan that addresses freight mobility, congestion, and productivity. Without such a plan—and the necessary investment to

support it—America will be less competitive, consumers will pay higher prices for the things they need, and national, state, and local economies will suffer.

The federal government should play the appropriate role by helping enhance the movement of goods to help America regain its competitive footing.

Addressing goods movement challenges and alleviating freight congestion must be a top priority of the upcoming surface transportation legislation in order to help ensure U.S. farmers, manufacturers, and other businesses remain competitive in the global marketplace. Seaports can play a critical role in our national economic recovery; however, connecting infrastructure to ports requires higher levels of federal investment to create jobs, alleviate congestion, and deliver prosperity. ■

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3PLLINE

by Gary Weiss

Mission-Critical Service Parts Logistics: Making the Impossible Possible

Mission-critical service parts logistics requires sound processes, precision, and an organizational commitment to make the seemingly impossible possible. After all, guaranteeing expedited delivery within 90 minutes to four hours anywhere in the world can be a daunting challenge.

This is the reality that manufacturers and service providers face, however, particularly for high-tech equipment. With demanding service level agreement (SLA) obligations dictating minimal equipment downtime, and carrying exorbitant financial penalties, parts must be consistently accessible to field engineers for timely repair and maintenance.

REPAIR VS. BUY

The challenging economy further encourages a repair versus buy mentality as corporate IT budgets tighten. Many companies are seeking to maintain their high-value, high-tech equipment to extend life and delay new capital expenditures. The onus now falls on manufacturers and service providers to make this happen, or risk jeopardizing business relationships.

To support these requirements, readily available service parts are paramount. Those responsible for fulfilling aggressive SLAs need to consider several fundamental elements to make sure the right part is delivered to the right place at the right time.

These components include a comprehensive global IT platform, accurate visibility, and scalability that can require substantial investment to develop and support, depending on client base and geographical footprint. In many cases, a partnership with a well-suited third-party logistics provider (3PL) is a legitimate option to leverage variable resources and avoid the extensive overhead of fixed costs.

A comprehensive IT network is fundamental to supporting the movement of parts worldwide as efficiently as possible. Many companies make the mistake of maintaining disparate regional IT networks, which can limit the sharing of information, thereby duplicating efforts and mismanaging resources.

On the contrary, working from a single platform can provide a big-picture perspective, creating one massive

inventory pool. Under a regional model, for example, a company in the United States might be in desperate need of a specific part, committing extensive capital to obtain the inventory. All the while, the same part is in surplus in South America gathering dust.

In this scenario, the company makes an unnecessary investment and squanders resources. This is a small example of what can regularly occur when operating in regional silos. A global approach provides a complete view that helps maximize inventory without compromising service.

ACCURATE VISIBILITY

The global IT platform paves the way for accurate visibility that facilitates inventory optimization. This is critical to avoid over- or under-stocking of expensive, high-tech service parts. It is simply impractical to keep every imaginable service part on hand for each equipment install, especially in a tight economy.

Accurate visibility can determine the exact volume of parts that should be made available to fulfill service



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obligations. It also provides an understanding of inventory location and quantity to determine when new purchases are necessary.

Even with accurate visibility, merely understanding quantity and location is not enough for a strategic approach. Data should be utilized to identify trends, such as the volume and frequency of transactions. This historical data will impact parts allocation, and help prevent excess and wasted inventory.

FLEXIBLE SCALABILITY

Detailed visibility, based on a comprehensive global IT platform, is only a theory unless parts are strategically positioned to meet strict SLA time parameters. Without a global network of locations to efficiently distribute and manage parts, commitments cannot be upheld.

Accurate, global visibility is critical. It is impractical to keep every imaginable service part on hand for each equipment install.

This is where an outsourced partner's resources can become most valuable. As manufacturers and service providers strive to grow their customer base, they likely will need to expand globally. Attempting to achieve this broader reach internally requires significant investment, extensive overhead, and a tremendous amount of time to enter new markets. Many organizations seek to avoid this type of commitment.

A suitable 3PL that is aligned with a company's needs can offer the physical presence without fixed costs, and provide accelerated entry into new regions

for faster revenue generation. Then, it is easy to scale back or reconfigure operations when necessary without being bound to investments that are no longer relevant.

Tough times and increasing customer demands call for creative solutions. Service providers and manufacturers with mission-critical service parts commitments should closely analyze the current state of their supply chain, and make necessary adjustments. These enhancements can lead to improved customer retention and increased market share. ■

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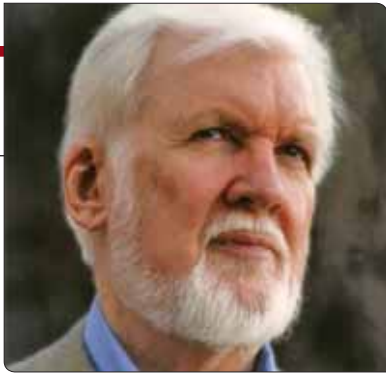
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[SCPERSPECTIVES]

BY ROBERT A. MALONE

Contributing Editor, Inbound Logistics
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Automation Grows, But We Still Need People

It seems as if automated processing has completely taken over supply chain management, but there is still room for human input and control.

One endless debate in space exploration is whether, and to what degree, humans can contribute. Do we send more robots to Mars or should we concentrate on a manned mission? While the cost of human space exploration is mind-boggling, it is hard to believe that human perception and inquisitiveness is of no use. It is the human proclivity for non-programmed behavior that is missing from algorithm-dominated automation systems.

By extension, is there room for people to contribute to today's supply chain? Or should we continue to automate?

The supply chain has been a target for increased automation over the past few decades. An increase in automation normally means a reduction in human input and output. Supply chain hardware, software, and processing solutions have been heavily automated, and there have been several outstanding developments.

The first and perhaps most important development is the use of automation for supply chain management. Working from a common database that includes a company, its suppliers, its logistics providers, and its customers all in one link is a benefit of automated digital processing.

Second, automation enables inexpensive and digital communication on a global level among suppliers, partners, manufacturers, transportation

providers, and customers. The value of that ability is unquestionable. The Internet plays a major role in the automated processing of supply chain business because logisticians want to be able to reach anyone, at any time, and in any place as business requires.

Third, at the heart of an automated supply chain is order management and subsequent inventory control. While bar coding was the traditional method used for inventory management and control, RFID is becoming the core automation technology in the supply chain process. It has also been the critics' whipping boy for the past several years.

PROBLEMS AND SOLUTIONS

RFID's problems focus on compliance, cost, maintenance, and systems compatibility. Every problem with RFID has been met with a raft of solutions and the adoption of a complex process of compliance and

pre-compliance testing. People have had to work extremely hard to accomplish further automation of RFID. Securing an accurate signal repeatedly over a distance is not a simple task and has created a whole new industry of solutions and sub-solutions. Let's give thanks for human innovation.

ADVOCATING RFID

Some organizations, namely Walmart and the Defense Advanced Research Projects Agency (DARPA), have pushed RFID automation, despite the technology's marginal success, according to critics. Across the board, Walmart suppliers have not been able, or in some cases willing, to comply with the retailer's RFID mandate.

Large suppliers, such as Procter & Gamble, have complied and in some respects have become Walmart's partners in RFID technology applications. Small suppliers are plagued with cost problems generated by the pre-compliance and compliance requirements of achieving an accurate and reliable RFID process.

Whether its RFID processes are perfect or not, however, Walmart is the world's largest retailer and can turn stock with amazing efficiency by anyone's standards. Part of the retail giant's financial success during this



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recession is its ability to keep inventory low while having shelves stocked with products customers want when they want them. Walmart is betting on automated technology, even if it is not perfect or complete, and this approach has put the retailer in a command position. You can dislike the company, but don't blame its automated tools.

Neither Walmart nor DARPA can claim their supply chains are fully automated, and given the pace of technology, achieving this goal is a pipe dream, anyway. Just as a system approaches what is perceived as full automation, it is likely to get upgraded, which requires enormous human input.

Upgrading can mean a finer level of detail – higher resolution, faster

processing, and/or stricter security. It can also mean extending the process into unknown areas or untried applications. There are always other worlds to conquer, there are always more functions to connect, and there are always more issues of reliability to iron out.

DOING THE DIRTY WORK

As long as people plan, design, and build hardware and software, and manage those processes, the contribution of humans to automation is assured – but always in a condition of change. What we really want to automate is the dirty work, the repetitious work, and the work that can go wrong through the foibles of human memory.

To remember, recall, or physically record all the processes of one

Walmart purchase would be a daunting task, even if it was limited to a single store. Extend the need to the central data repository, the warehouse, the transportation provider, and suppliers worldwide, and the task becomes impossible. We need automation to intelligently handle such a load and so many factors, places, and requirements. The battle is striking a balance between the right automation technology and the right blend of people, processes, and machines.

It is hard to discount the contribution that DARPA and Walmart have made in automating the supply chain through an ever-changing, and hopefully improving, RFID-centered process. These organizations are delivering a new message, and it is never wise to shoot the messenger. ■

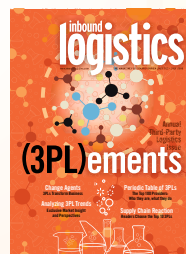
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ITCHED ON

THE 3PL MACHINE TO LIFE by Joseph O'Reilly

WAREHOUSING

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Like any well-oiled, multi-articulated machine, today's supply chain comprises many inter-related parts that alone serve specific needs and together function as a finely calibrated mechanism for consuming raw materials and spitting out finished goods. Its complexity is borne by countless factors: demand and supply, product differentiation, business process strategy, mode utilization, distribution planning, geographic scope, and working capital, among others. Its efficiency is bounded by various speeds, torques, frictions, and trajectories, internally and externally driven, that impact inventory flow.

As a microcosm for this complexity, the third-party logistics (3PL) industry is an exploding dynamo within an equally mercurial supply chain machine. It comprises a widening array of players with differing degrees of expertise—from asset-based, regional companies with vertical-centric solutions to non-asset-based global players touting 4PL capabilities.

Recurring pressures to add value to the outsourcing paradigm cast

intermediaries in numerous directions, leaving manufacturers, retailers, and distributors with a dizzying variety of options to pick from. Where do you begin?

At the core of every machine is an engine that converts intent into action. In the supply chain, demand signals trigger production, which in turn harmonizes, then synchronizes, a cacophony of bells and whistles that spin warehousing and transportation

gears into motion. Inside the enterprise, the 3PL serves a similar function as change agent, sparking greater supply chain efficiency and economy.

3PLS EMPOWER SUPPLY CHAINS

Outsourcing begins with an input, a need. 3PLs grow by meeting a basic need in warehousing, transportation, forwarding, freight payment, truck lease, chemical, automotive, electronics, or myriad other functions. Over time, and with innovation and successful execution, this dynamic builds into something bigger.

Finding partners capable and willing to evolve with a company's needs, that share a similar cultural makeup and show a willingness to adapt when necessary or stick to the basics where appropriate, helps craft a mold for outsourcing success. But it's rarely static, and the ongoing challenge for 3PLs is to expand and enrich value, and cast, break, and re-cast these molds.

The outsourcing vignettes that follow expose a progression in how companies leverage transportation and logistics partnerships to empower their supply chains and their enterprises. They



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ON THE GO: Exel warehouses like this one have operated since 1985, when England-based National Freight Consortium formed the company in Westerville, Ohio, from a consolidated group of U.S. warehouse and transport service providers.

illustrate core tactical elements and less-tenuous strategic and consultative asides, self-interest as well as a willingness to work in concert. Then there are the intangible chances and circumstances that drive innovation and collaboration.

From decades-old partnerships to recent engagements, transactional short-term incentives to collaborative long-term designs, these case studies trace how 3PLs have grown out of their functional silos, switched track, adapted, and evolved by following and leading customers in different directions. They also reveal the unfolding value propositions logistics service providers flaunt, and customers want, as they together explore new ways to recharge the supply chain.

Collectively, these stories also present a fascinating timeline of the third-party logistics industry, how macro and micro economic trends, twists, and turns in U.S. manufacturing and retailing have shaped the course of this evolution—and will continue to do so.

Where do we begin? In the core of the machine, naturally.

TRIGGERING OUTSOURCING EXEL-ENCE

On the heels of its semi-centennial anniversary in 1988, Toledo, Ohio-based Owens Corning inaugurated a partnership with an upstart 3PL to help consolidate a network of small, locally owned facilities northeast of Columbus.

Exel, then, was still in its infancy. Only three years earlier, National Freight Consortium (NFC), a United Kingdom-based transport company, had acquired several independent warehouse and transportation management companies in the United States, which it re-branded as Exel and located in Westerville, Ohio.

“The time and effort NFC spent in acquiring these businesses, connecting different systems and cultures—the heavy lifting—is reflected in our integrated business delivery process today,” says Vince Peters, vice president, Exel.

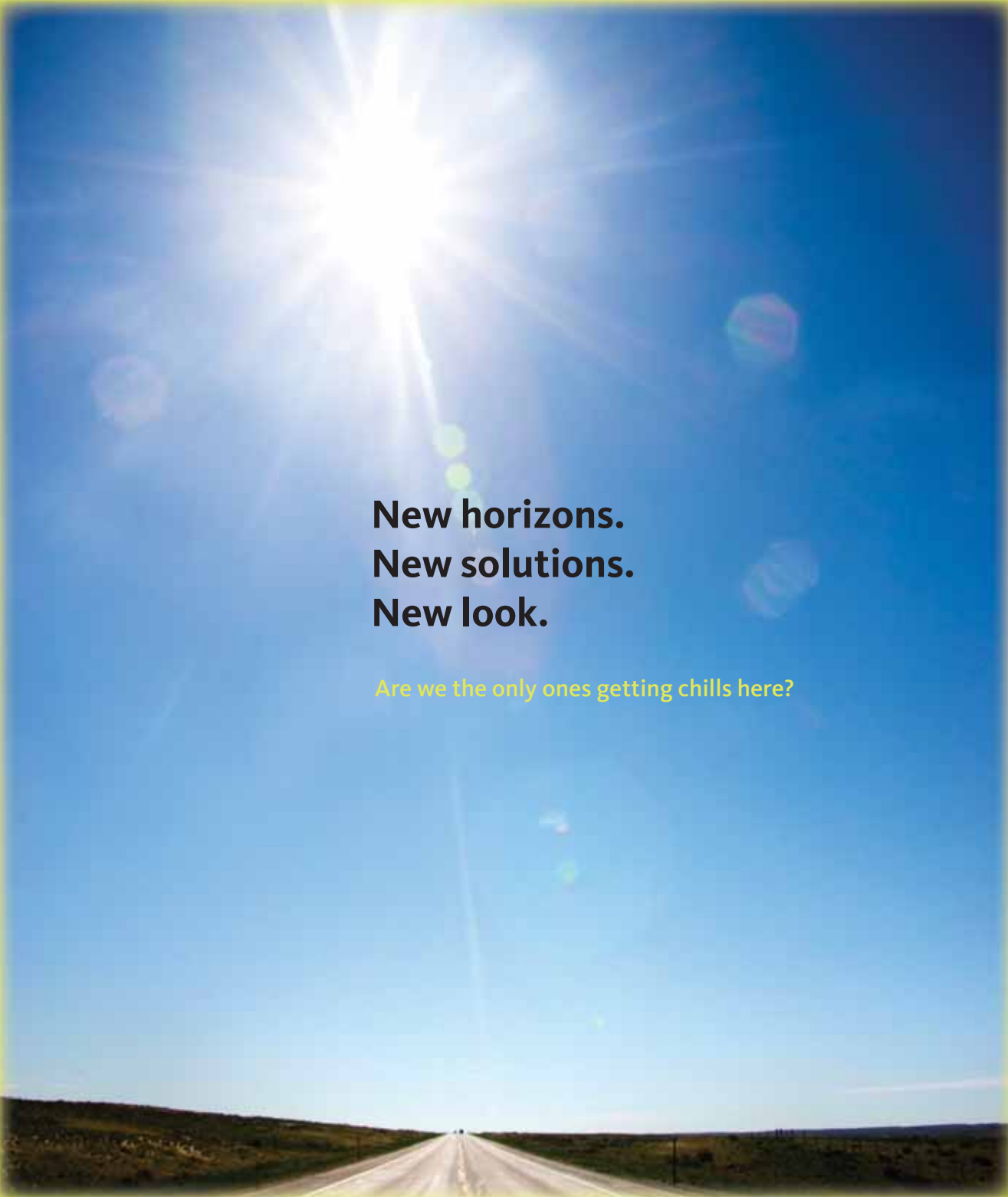
For Owens Corning, a global glass fiber technology manufacturer with broad applications in building materials and composites, the decision to partner with Exel was in response to a particular need.

“Our relationship with Exel began as a tactical one, a specific solution for a specific problem,” shares Mike Cramer, director of logistics and customer operations, Owens Corning. “We wanted to create a centralized location in Hebron, Ohio, to handle warehousing needs for the region.”

At the outset, the 3PL focused its resources on fulfillment and distribution for the manufacturer’s insulation products, ultimately reducing order fulfillment times from nearly one week to 24 hours.

Exel’s one-dimensional operation gradually grew beyond warehousing as it became more familiar with Owens Corning’s needs and demonstrated the acumen necessary to expand the scope of its services—for example, spotting local transportation. The 3PL took control of the shuttle service between a nearby manufacturing plant and the Hebron distribution center, using fewer assets more efficiently. Consequently, Owens Corning’s local transportation costs dropped by 26 percent.

“A mix of product was shipping to the customer, so we started looking at



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3PL TIME MACHINE

EXEL & OWENS CORNING

1986 English transportation company National Freight Consortium acquires several independent warehouse and transportation management companies in the United States, which it re-brands as Exel and locates headquarters in Westerville, Ohio.

1988 Global glass fiber manufacturer Owens Corning partners with Exel to consolidate a network of small and locally owned facilities northeast of Columbus, Ohio, eventually letting the 3PL spot local transportation as well.

Late 1990s

Owens Corning launches a basement wall-finishing product aimed at a new contractor market. Exel supports the venture with a new loading technique to optimize cube utilization and a packaging process that protects product and increases storage and distribution efficiency.

2004 Owens Corning opens a manufacturing plant in Mexico and relies on Exel to start up a cross-border distribution facility in Dallas to support fulfillment in the region. Eventually the DC closes as the manufacturer's demands change.

2005 Deutsche Post DHL acquires Exel, presenting Owens Corning with a new global transportation link for bringing products in from Europe.



OUTSOURCING IN THE PINK: Leading glass fiber manufacturer Owens Corning first partnered with Exel in 1988 to consolidate local DC facilities for its insulation business. Gradually, the 3PL assumed control of local transportation requirements, then began expanding its services and value elsewhere through the enterprise.

kitting, bringing product together as a single source," adds Peters. "This was indicative of Exel's continuous improvement ideology—taking out cost and improving service."

What emerged over time was a budding partnership anchored by a shared vision between the two companies. "It evolved from a simple transactional relationship, building a mutual trust to expand beyond warehousing. Exel was active and engaged in the business and wouldn't commit to something it couldn't deliver," says Cramer.

In turn, Owens Corning's willingness

to share its business strategy and needs with Exel opened a line of communication that allowed both companies to grow and streamline their respective businesses.

"We have a seat at their table," says Peters. "Finding out how we can help them be successful sometimes creates new business opportunities for Exel. Other times, the relationship is more consultative, with less self-interest."

Such reciprocity between 3PLs and customers is not uncommon. But finding logistics service providers that know their limitations and embrace a

customer's best interests to the point of turning away new business is a compelling example of outsourcing altruism and the value of partnership.

THE PERFECT FIT: HOW SWEDE IT IS

When BabyBjörn, a Swedish baby products manufacturer, looked to make inroads into the North American market with a new sales operation in 2005, Exel was presented with a problem. As the company's primary freight forwarder of record, it was challenged with helping the Swedish company get a distribution network up and running to hold imported product in consignment, then release it to BabySwede, the new startup.

Exel had the opportunity to internalize this new business, but did not have the warehouse management protocol to properly support it. Instead it referred BabySwede to D+S Distribution, an Ohio-based 3PL.

"We had a location in Cleveland, the appropriate warehouse management system, and the IT capabilities to link with BabySwede's Oracle protocol," says Jon Ansel, president of D+S Distribution. "We could deliver this as part of our overhead."

The core outsourcing arrangement included warehousing; container receiving and unloading; picking, packing, labeling, and shipping orders; and repacking products for retail, reports Niklas Gerborg, president and CEO for Cleveland-headquartered BabySwede.

In contrast to Exel and Owens Corning's rather modest beginnings, BabySwede was looking for a third-party logistics provider it could grow with—a collaborative effort with strategic underpinnings.

"We always knew we did not want to handle logistics in-house. We wanted to partner with a company that specialized in logistics services," adds Gerborg. "We also wanted to work with a company that could handle future tasks we had not even thought of yet."

Since the partnership began, D+S has helped BabySwede become leaner and more efficient, improving the layout of its distribution center, and revamping

its pick, production, and repacking lines with new machinery to improve product flow. Currently, BabySwede and BabyBjörn lease about 45,000 square feet of dedicated space at the D+S facility in Cleveland. The 3PL helps the company manage 500 SKUs and distribute product to 3,700 customer locations in North America.

"We handle consignment inventory management and import de-contain-erization," Ansel notes. "As BabySwede receives customer orders, we populate the warehouse, pick, pack, and ship, then invoice the customer."

BabySwede now also relies on D+S to perform quality inspections on direct deliveries from factories, as well as provide product rework if necessary.

"The relationship between the two companies continues to be interactive," adds Gerborg. "D+S is like an extension of our company; it handles much of our back-end business."

That D+S has become such an integral part of BabySwede's corporate fold is little surprise. The company cut its teeth in 1986 with three tractors and trailers, hauling product exclusively for Rubbermaid's Wooster, Ohio, distribution facility (see *timeline, page 76*). Bill DeRodes, CEO and owner of D+S, found an unlikely business prospect in 1990

when Ansel, then purchasing manager for Volvo GM Heavy Trucks, engaged him to take on some of the manufacturer's warehousing business in addition to transportation.

Charged by his general manager at Volvo to green-light an outsourced just-in-time (JIT) vendor-managed inventory program illustrated in an industry trade publication, Ansel eschewed more costly business proposals from the likes of powerhouses Penske and Leaseway in favor of setting up a new operation with D+S Distribution.

"I told Bill we were going to put him in the warehousing business," recalls Ansel.

D+S CASTS A NEW MOLD

Volvo set up D+S as an offsite cross-dock provider that picked, packed, tagged, and delivered automotive parts to the manufacturer's Orrville, Ohio, facility in a quasi-lean, JIT fashion.

"As we expanded our production capacity at the plant, we outsourced more of the business to D+S, and it, in turn, grew exponentially. We were able to quadruple our Class A production capacity without any brick-and-mortar setup," says Ansel.

For D+S, the growth was equally transparent. In more than three years, it grew

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When BabyBjörn needed help birthing its North American operation BabySwede in 2005, it brought in D+S Distribution to handle warehousing and fulfillment – a far cry from the 3PL's transportation beginnings. D+S cut its teeth hauling trailers for Rubbermaid in 1986.

its warehousing footprint from zero to 500,000 square feet across three facilities and two states. More importantly, it gave the 3PL a new core competency that has become a hallmark of its success.

With the majority of its business tied up in two customers—Rubbermaid and Volvo—the writing was inside the four walls that D+S needed to diversify its operational scope and customer base, ultimately paving the way for Ansel to come on board as president and co-owner of the company in 1995.

Bringing his perspective as a purchasing manager to the other side of the outsourcing coin, Ansel was able to identify opportunities for the company to expand its value-added services.

"I became very involved with Rubbermaid's purchasing department and was able to generate interest in a JIT replenishment model for its corrugated business," says Ansel.

D+S brought a level of detail into Rubbermaid's corrugated warehouse operation—which, at the time, was running inefficiently and at a high cost—that persuaded the company to modify its fulfillment strategy. Ansel helped engineer a kanban replenishment system that enabled the manufacturer to eliminate warehousing and materials handling costs while reducing on-demand inventory and expediting turns.

"This success gave us a gospel to take to other companies and show them how we could eliminate non-value-added costs from their operations," he adds.

D+S preached its strategy to Rubbermaid suppliers, organically cross-selling its business, while also expanding into new consumer product verticals with companies such as Toys"R"Us.

It's a gospel that John Hewer, president of Columbus, Ohio-based packaging manufacturer Resource Packaging, took

3PL TIME MACHINE

D+S DISTRIBUTION

1986 D+S Distribution Services begins as a contract carrier for Rubbermaid's Wooster, Ohio, facility, hauling freight with three trucks and trailers.

1990 At the request of another customer, Volvo GM Heavy Truck, D+S opens just-in-time warehouses to support the manufacturer's Orville, Ohio, and Dublin, Va., plants.

1995 Former purchasing manager for Volvo GM Heavy Truck, Jon Ansel, joins D+S as president and co-owner, and is charged with diversifying the company's customer portfolio.

1998 D+S acquires HMM Transportation to serve as the Marion, Ohio, transportation hub for its growing corrugated business. Integrated Logistics Services, a sister company, begins operations to handle freight brokerage.

2000 D+S develops its own proprietary warehouse management system.

2005 BabySwede, the North American sales arm of BabyBjörn, leases space at D+S' Cleveland facility and partners with the 3PL to receive, warehouse, and fulfill orders to North American customers.

2008 Hytec Automotive outsources warehouse and labor management to D+S at its Columbus, Ohio, distribution facility.

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to heart as well. He's had an up-close-and-personal audience with D+S as it evolved from a simple contract carrier to a full-service 3PL—beginning in 1994 when he was with Gaylord Container, outsourcing freight transportation and warehousing, to his recent position where he uses the 3PL for contract packaging and inventory management.

"My relationship with D+S has been continuously evolving through the years as it constantly adds value to its offerings—starting as a transportation supplier for a company I worked with more than 15 years ago to its current role as a 3PL provider," Hewer says. "I have always been impressed with its ability to solve a problem by using an innovative approach, whether it is value-added packaging, warehousing, or inventory management."

GREASING THE WHEELS OF INNOVATION

The mutual understanding and trust engendered by outsourcing mind share inevitably creates incentive for both the 3PL and customer to expand partnerships beyond core functions. Occasionally it's a radical shift initiated by the customer, as the Volvo/D+S partnership illustrates. It can also be a subtle progression that builds over time.

Service providers have a vested interest in selling the outsourcing concept by bundling more value around their core services. Customers, in turn, often welcome occasions where they can leverage the resources and expertise of trusted partners to grow the relationship naturally.

For example, when Owens Corning launched a basement wall-finishing product aimed at a new market—contractors—in the late 1990s, it turned to Exel. Introducing a new item with unconventional dimensions to a previously untapped audience presented packaging, fulfillment, and distribution challenges.

"Owens Corning shared with us this product launch, knowing we had the knowledge and experience to store, handle, and transport these types of goods," says Exel's Peters. "Using our new loading technique, we could figure out how to fit different products together to gain

more efficient cube utilization and support the new venture."

Exel was able to provide flexible services outside the customary 3PL solution set, creating packaging that both protected the product and increased storage and distribution efficiency. The effort was so well-received that Owens Corning eventually adopted the packaging protocol as part of its finished goods manufacturing process. Consequently, this particular product line has grown exponentially since 2000.

Beyond expanding its scope of services with Exel, Owens Corning has also been able to ride the tide of the 3PL's surging global footprint.

"As our markets and customers change, we're looking at the location of Exel's facilities and assets," says Cramer.

In 2004, Owens Corning opened a manufacturing plant in Mexico, but it didn't have a proximate U.S. facility to move product through.

"We needed a facility in Dallas to store and distribute product to the marketplace," adds Cramer. "Our forte is not building warehouses, it's manufacturing product."

Responding to its customer's need, Exel opened a Dallas warehouse to service product manufactured in Mexico and facilitate cross-border shipments. Eventually, the facility was closed due to Owens Corning's evolving needs.

"We built the solution knowing that the market in Dallas might change. We had the flexibility to open up or close down when the facility was no longer needed," says Peters.

It's a calculated risk that 3PLs are willing to take to expand their partnerships with customers. Following demand into new locations opens up avenues to mine further business. Outsourcers, too, often find equal opportunity chasing their 3PLs around the globe.

When Exel was acquired by Deutsche Post DHL in 2005, Owens Corning was "grandfathered" into one of the world's densest global trade networks. In addition to the added perspective—the visibility into different verticals and channels supporting both Owens Corning and its customers—the consolidation presented a new world of

scope and services beyond domestic warehousing.

"The acquisition had zero impact on us, which speaks volumes," says Cramer. "The landscape did not change. Now we're working with DHL bringing some product in from Europe, pulling shipments directly to customers across borders, because of this link."

DIALING INTO SUCCESS

As businesses grow more savvy in leveraging supply chain management as a competitive differentiator, their use of 3PLs follows a more strategic course. Where, in the past, service providers helped baptize initiates into the virtues of transportation and logistics, now organizations are taking greater control over how they approach outsourcing.

"The 3PL has become an extension of a company's supply chain—integrated with selling, general, and administrative expense," says Denis Bruncak, CEO of Hytec Automotive Group, Columbus, Ohio. He assumed control of the automotive water pump manufacturer and supplier in 2008, after inheriting what he calls a "distressed situation."

When Bruncak arrived at Hytec in August 2008, the company was poorly managing its U.S. distribution network, including its Columbus, Ohio, DC. The situation was exacerbated by a deteriorating economy. With an extensive executive background in transportation and logistics at Odyssey Logistics and Technology, Pacer International, and Rail Van, Bruncak knew what was needed.

"We looked at our distribution costs and decided to revamp our network, including warehouse management, at our large distribution facility in Columbus," he says.

Hytec put out RFPs to several 3PLs and was focused specifically on finding a service provider for the distribution piece. It already had plans to use a national LTL provider for the transportation part of the business.

"D+S didn't provide the best pricing, but it did present the greatest value," says Bruncak. "We wanted to get our distribution costs in line, and D+S helped us

continues on page 82



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WAREHOUSING AGED TO PERFECTION

Sometimes outsourcing partnerships are just meant to be, like cheese and crackers, wine and cheese, and WOW Logistics and Wisconsin Aging and Grading Cheese (WAG). If there's one thing synonymous with Wisconsin, it's cheese. The state ranks first in cheese production in the country, cranking out more than 2.5 billion pounds annually. Naturally, cheese production and distribution are an intrinsic trade for an acquired taste.

Third-party logistics company WOW Logistics has built a value proposition around aging cheddar since 1977, when it first opened a 108,000-square-foot warehouse facility in Wisconsin Rapids.

The Appleton-based company was the brainchild of two co-founders—Harold Schiferl and Don Utschig.

"Harold Schiferl had the idea, as he was a warehouse manager for a competing business; Don Utschig had the warehouse construction background; and I brought the accounting piece," recalls Tom Oswald, current president of WOW Logistics.

The three worked together to secure financing and build a warehouse. Demand took care of the rest. The company grew its customer base around the paper industry, attracting clients such as Consolidated Paper. Cheese companies soon followed.

"It was a basic transactional warehouse arrangement," says Oswald. "We grew with the paper and cheese industries, which are both big in Wisconsin.

"The transition from paper to cheese was natural," he adds. "We built a refrigerated warehouse facility in Schofield specifically to distribute Parmesan cheese."

The transportation brokerage part of the business evolved in 1998, when a customer inquired whether WOW could help manage refrigerated transportation in and out of their warehouse facility. At the same time, the 3PL devised a new value-added financing program to help customers reconcile and defer the carrying costs of aging cheese for long periods of time.

"We were already holding our customer's cheese for three months to one year, so it made sense for us to take ownership of that stored product and remove the financing from their books," says Oswald. "Cheese wholesalers often possess inventory for one year before they can sell it. It began with one client in 1998, and we realized we could build the service incrementally."

This is the value proposition Ken Neumeier embraced when he decided to start his own company in May 2000.

"My vision was to be a third-party procurement company," says Neumeier, president of Wisconsin Aging and Grading Cheese. At the time, many businesses were downsizing and eliminating that function. There was an opportunity to fill this niche—to procure, grade, warehouse, and finance cheese."

As a Wisconsin-licensed cheese grader, Neumeier knew the industry and was looking for a partner that could help with storage and distribution.

"Ken shared his business plan, and it fit with ours," says Oswald. "We had the facilities and warehouse space, and could secure inventory financing for him."

Under its current arrangement, WAG buys directly from cheese factories and works with them to have product made specifically to customer orders. If cheese is purchased to be sharp, WAG cures and grades that order to meet customer's flavor and functionality preferences. The wholesaler then stores inventory with WOW Logistics in temperature-controlled space.

WAG customers are high-end cheese users. Because the product is so valuable, its storage environment—including humidity, temperature, and security—is tightly controlled.

The cheese industry also operates on tight margins, which makes WOW's financing program a major value-added incentive for customers.

"One truckload of fresh cheese can cost between \$60,000 and \$100,000,"



Wisconsin Aging and Grading Cheese wedges inventory at WOW Logistics' refrigerated warehouse facilities, then slices and dices orders per customer need.

Neumeier says. "When you buy multiple loads daily, and don't move them frequently, that's a lot of tied-up capital cost."

Having a third-party partner that can manage both warehousing and financing, and shares this level of commitment and service, is critical.

"I entered this partnership thinking long-term," says Neumeier. "I'd rather do things once than twice, and WOW met my requirements from the start."

As times have changed, Neumeier has been able to engage and leverage his 3PL relationship to grow his business. WOW has helped WAG find storage facilities and space in other parts of Wisconsin, as well as Idaho. It also helped the wholesaler become more efficient, separating warehouse space into three different sections for different temperature controls, and created a USDA grading facility, where WAG customers can inspect cheese. Finally, it helps broker transportation capacity as necessary.

The partnership works both ways. WOW Logistics has used WAG as its in-house cheese-grading department for other customers.

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continued from page 78

redesign our outbound distribution network from Columbus.”

Hytec partnered with D+S to outsource the management of its 50,000-square-foot Hilliard, Ohio, distribution facility so it could fluctuate staffing up and down to match varying business cycles—reducing staff and

margin has improved 20 percent.

From the start, Bruncak knew what he wanted. The outsourcing arrangement was based on a specific need and expectations were set. Since D+S took over Hytec’s DC, little has changed beyond what was initially scoped out—and that’s just how Bruncak wants it.

Still, D+S has left an indelible mark on

the three companies. Given its position, Exel offered a valuable third-party perspective.

“Because of our relationship with the retail customer, we understood its inbound transportation solution, which used cross-dock facilities to efficiently manage and consolidate inventory before delivery to various stores,” says Peters. “Owens Corning’s solution at the time included direct-store delivery, so Exel was able to share its knowledge about the inbound/cross-dock solution for Owens Corning’s consideration.”

Ultimately, Owens Corning’s cross-dock application wasn’t a strategic fit for either organization. But Exel was able to bring its expertise working in the retail space to the Owens Corning relationship.

“Sharing needs is best for both companies,” adds Peters. “We learn from our customers. Owens Corning shares information with us, which makes us a better logistics service provider.”

BUILDING AN INTUITIVE MACHINE

Today’s third-party logistics providers peddle a blanket of services that neatly wrap or fold into unique outsourcing wrinkles. A composite fabric defines the service provider’s functional excellence, but adornments are many and varied—from technology to physical assets to intellectual property. Customers can follow a specific tactical thread or swathe themselves in the full ensemble. Regardless, when 3PLs look in the mirror, they see their customer’s reflection more often than their own.

Most D+S warehouse facilities, which today comprise more than three million square feet of capacity, are user-specific likenesses of its customers’ operations and business protocol. The 3PL’s presence is a physical extension of the enterprise. “We are the customer,” says Ansel. “We’re not a 3PL.”

For many companies, the outsourcing dynamic is naturally internalized beyond the operational scope of services. Partners begin thinking in unison.

“Working with Exel feels like working with an internal department rather than another company delivering a service,” observes Cramer. “It communicates to



Hytec Automotive, a Columbus, Ohio, water pump manufacturer, asked D+S Distribution to revamp its U.S. distribution network. Outsourcing labor and DC management at Hytec's Columbus facility has helped drive efficiencies throughout the system.

increasing productivity.

“We’ve gone from fixed to variable distribution costs based on sales,” he adds. “From a profit standpoint, we increased margins by double digits simply by looking at our supply chain network and outsourcing functions that needed to be outsourced.”

Previously, all inbound distribution from its Chinese manufacturing plant was coming through Columbus, which meant West Coast-bound orders had to be packaged and shipped back across the country. Hytec fixed that inefficiency by realigning its distribution network and pulling some product into a Los Angeles facility. As a result, its West Coast customer contribution

the manufacturer’s warehousing footprint. “We had a warehouse approach with a flow rack system that didn’t suit our needs,” says Bruncak. “D+S crafted a process to sell off that system and better utilize space in the DC. It found a buyer for the flow rack system and designed a process that helped us be more productive.”

As with the Hytec-D+S partnership, outsourcing can be tailored to specific end-user needs. It can be structured or it can assume a more fluid, malleable role. In some cases, it reaches beyond the customer in unexpected ways.

A few years ago, Exel, Owens Corning, and a mutual retail customer were talking about movements among

provide insight and to find out how it can become more engaged."

Just as process is core to manufacturing, and marketing to retail, partnership is the core of outsourcing. The gears grab when a third party can prove its value managing a certain logistics or supply chain function in a manner that benefits the customer.

It's this level of partnership that shapes outsourcing's arc. It's what compels 3PLs to look beyond the status quo and seize a new opportunity when a customer wants to set up a JIT warehouse; or lures a manufacturer to adopt its service provider's packaging process for internal use.

Some companies respect their limitations and use them as a guide for parsing out the true value third-party alliances may bring. Exel proved that axiom true by referring BabySwede to D+S. But it works both ways.

"Owens Corning has a core transportation and distribution operation," says Cramer, "but we know our boundaries and where we can partner to augment these strengths."

For others – outsourcers and 3PLs alike – defying the norm is necessary to shake loose nuts and bolts, tighten existing operations, and dial into new business opportunities. D+S found a niche by taking on the types of jobs that others turned away.

"If you can't perform these functions, you become a commodity," says Ansel. "You have to separate yourself

from the competition."

For Ansel, this shift is readily apparent in D+S' current business model. Once a transportation service provider with value-added warehousing capabilities,

commoditized, transactional business model to a fluid, value-plus arrangement. As the concept of supply chain management tears down functional walls, with them come traditional expectations.

Companies attuned to the nuances of supply chain management can compartmentalize what they outsource, while integrating working parts internally as Hytec has endeavored. Or they can let value-added services accrue and build bridges between silos, organically meshing together networks as Exel and Owens Corning have done. Over time, the 3PL machine becomes less mechanical, less prescribed; it grows more intuitive, personal even.

"More than 1,000 loads go out every day," says Cramer. "My logistics service providers touch my customers; I don't. With Exel, we're developing a winning relationship with our customers, too. It comes about naturally."

To this end, keeping the outsourcing engine firing on all cylinders requires a great deal of human input, attention to detail, flexibility, and good old-fashioned work ethic – well beyond the mechanics of aligning resources to need.

"If people do not build trust and communication, the

3PL partnership won't work," cautions Peters. "There will always be rough times. But you can take it wherever you want to go. Growth is the result of trust and collaboration."

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3PL PERSPECTIVES 2009

SCOPED OUT

MARKET INSIGHT & TRENDS

by Joseph O'Reilly

As demand wanes, opportunity grows. That's an axiom seemingly foreign to any industry. In today's environment, however, standard conventions are turned upside down. Third-party logistics providers (3PLs) have felt their share of the economic gravity tumbling many trades into reactionary huddles. But the 3PL is a unique construction.

Adaptable by nature, there is a spring-like mechanism built into its core that is flexible to a punch; that bends with pressure, but doesn't break; that bounces back with even greater vim and verve. It's the kind of recoil that finds opportunities to grow even when demand wanes; it's the kind of sense and response companies depend on to more efficiently match supply to demand.

Logistics and supply chain outsourcing has become a conventional strategy for good times and bad, helping companies divest and optimize non-core business processes and ultimately do more with less—responsibility, risk, inefficiency, and cost. In that regard, 3PL partnerships are more important now than ever before.

The value of outsourcing is grounded in finding third-party partners that can tackle core logistics needs. Then collaborative kinetics kick into gear, and 3PLs and

Less volume in the system creates opportunities to execute more sophisticated supply chain endeavors without bottlenecking product flows.

customers fling each other in different directions.

In today's economy, logistics service providers are helping customers turn the enterprise upside down, shake loose functional silos, jostle free inefficiencies, then piece it back together and tighten screws across the supply chain. Often this process triggers a second action when outsourcing partners flip conventional tactics and strategies on end to explore innovative ways to do the impossible—make demand and supply ends meet more efficiently and economically.

Inbound Logistics' annual *3PL Perspectives* serves a similar purpose, bridging the gap between demand and supply, shipper need and 3PL value. Combining more than 300 detailed 3PL questionnaires with 1,800 targeted responses from manufacturers and retailers, we pull, pry, probe, and process this pool of data into actionable analysis that illustrates trends and innovation—on both sides of the outsourcing divide.

From this panoramic view of the 3PL industry, we then adjust our focus on the Top 100 3PLs—a composite of logistics service providers that are truly manufacturing excellence.

Together, our 3PL Perspectives and Top 100 3PL directory serve up an amalgamation of anecdotal insight, strategic synthesis, and nuts and bolts data that will help you machine a better strategy for outsourcing success.

INSIDE THE 3PL MACHINE

Even as the global recession strikes at the core of U.S. industry, spiraling manufacturers, retailers, and other companies into operational remission, the outsourced logistics segment remains on solid footing, surpassing \$112 billion in gross sales in 2008, according to *Inbound Logistics'* 2009 *3PL Perspectives* research.

On average, 3PL sales increased 5.3 percent this year versus 11.6 percent the year before, indicating that free

flow revenue figures have ebbed considerably but still remain positive. Service providers reflect a marked regression in earnings, with only 46 percent reporting sales growth of 10 percent or more (compared to 77 percent last year), and only 17 percent eclipsing the 20-percent threshold (24 percent). One in three 3PLs indicate break-even or lost sales, revealing a sharp year-over-year contrast. In 2008, that figure was less than 10 percent.

Outsourcing profitability has similarly turned south as business shrinks—but not to the same extreme as sales growth. Logistics service providers report a 5.2-percent increase in profits in 2009, compared to 7.8 percent the year before.

3PLs rank “making a profit” third (15 percent) in terms of the single greatest challenge they face in today's market—preceded by “rising costs” (20 percent) and “finding customers” (25 percent). Establishing a middle ground between the two has become a shared objective with outsourcing clients.

“We find many of our customers struggling as they try to maintain low costs and high service levels during these economic times,” says one respondent. “Much of our time hasn't been spent on pursuing new business, but rather helping customers survive current conditions so they may thrive when the economy turns.”

Only 38 percent of polled 3PLs report profits surpassing 10 percent (compared to 63 percent in 2008); 61 percent grew revenue by at least five percent; and 39 percent operated at a loss or break even, compared to 22 percent in 2008.

Still, that 3PLs have been able to keep profits within a modicum of respectability suggests they are sharing costs with customers. They are also taking a page out of their own operating manuals, working harder internally and along with customers to streamline operations and eliminate expenses for mutual gain.

Many acknowledge that sales

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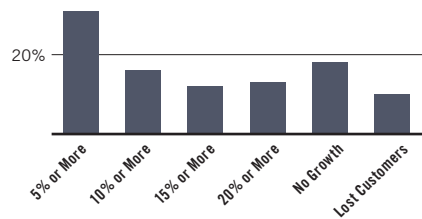


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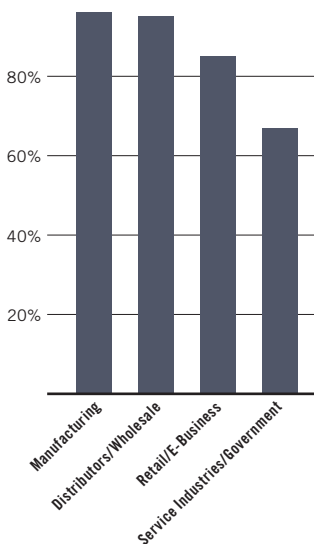
3PL PERSPECTIVES 2009

FIGURE 1 3PLs RESPOND: During the last year, how much did you grow your customer base?



SOURCE: Inbound Logistics
2009 3PL Perspectives

FIGURE 2 Industries 3PL Serve



SOURCE: Inbound Logistics
2009 3PL Perspectives

numbers are down largely due to economic conditions, customer volume attrition, a downward pressure on pricing, and increased competition. But 3PLs have been able to mediate drops in gross revenue by tinkering with what they can control—go-to-market strategies, customer focus and retention, new customer outreach, asset management, service expansion, and cost control efforts, among other factors.

“Sales declined due to a general slowdown in all markets,” says one survey participant. “However, because there has been a surplus of capacity, carriers have reduced pricing to keep equipment moving, which has helped us realize some profits.”

The flipside of this token is that asset-based service providers have absorbed the brunt of the economic collapse. For some transportation 3PLs, profits have evaporated at a rapid clip due to unpredictable fluctuations in fuel prices throughout 2008 and difficulties passing along surcharges to customers. Third-party warehousing companies shared a similar pain, with facility vacancies spiking sharply as less inventory flows through the supply chain.

One interesting aside to this dynamic is that more 3PL respondents identified themselves as asset-based this year than last year (16 percent versus 12 percent). Perhaps an anomaly, it might also suggest that some carriers and contract warehouses are expanding their business capabilities beyond asset-heavy functions, entering the realm of third-party logistics.

ASSEMBLING NEW PROSPECTS

More so than in years past, and largely as a result of volume shrinkage, 3PLs across the board are aggressively targeting new business. One quarter of survey respondents cite “finding customers” as their single greatest challenge, topping the list.

On average, 3PLs expanded their customer base by 6.7 percent. The majority

of 3PLs report an increase between five and 10 percent, while collectively 70 percent cite some growth and only 11 percent acknowledge attrition (SEE FIGURE 1).

With mergers and acquisition activity quieted by the global downturn, and some 3PLs divesting business assets rather than acquiring new ones, service providers are relying on sales and organic growth to fill new business quotas.

“We have experienced a 15-percent decline in revenue with existing clients but we’ve been able to offset that with new sales. As it relates to profit, we’ve been able to maintain margins through effective and timely labor reductions, as well as cost-saving initiatives with our vendors,” shares one survey participant.

In terms of market penetration, manufacturing remains the most likely outsourcing target, with 97 percent of participating 3PLs serving this niche, followed by distributors and wholesale (95 percent), and retail and e-business (85 percent). Services and government sectors (67 percent) bring up the rear (SEE FIGURE 2).

Competition for business has spiked as service providers explore untapped opportunities, cross-selling existing customers and ramping up external sales and marketing efforts. A sizable contingent of respondents indicate they have increased sales staff and related outreach to preach the value of outsourcing.

The types of companies 3PLs target remain a mixed bag. Depending on core expertise and scope of services and resources, service providers approach new business prospects in a few ways: by size, by vertical/niche, and by outsourcing function.

The past few years have seen a general push toward customer diversification, as a result of increasing need to insulate business from under-performing market segments—automotive, for example. Smaller players may be better attuned to like-minded clients, in terms of needs, culture, and vision.

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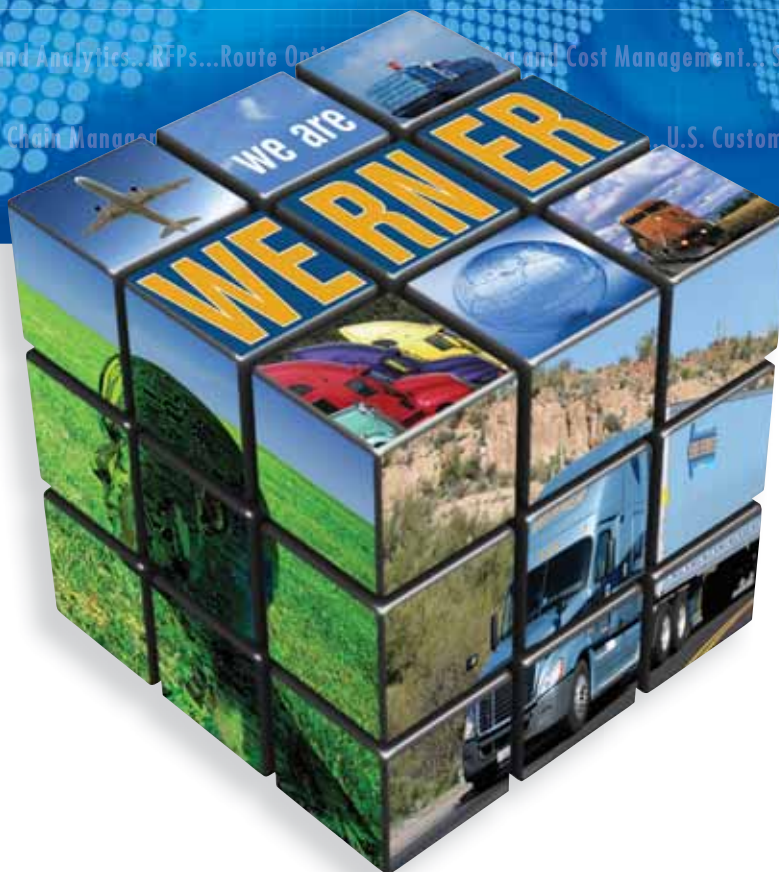
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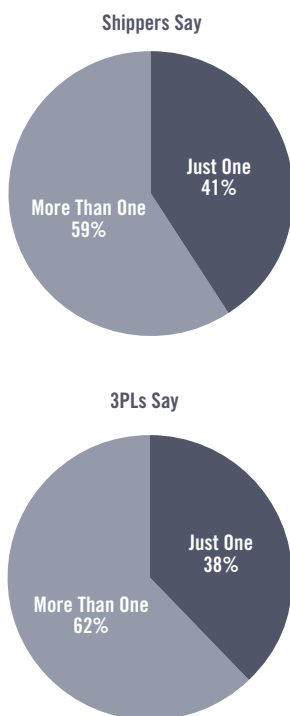


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FIGURE 3 Should customers partner with one 3PL or more than one?



SOURCE: Inbound Logistics
2009 3PL Perspectives

Larger global 3PLs have the breadth of resources and presence to tackle more sweeping outsourcing challenges.

Many niche-driven service providers are tweaking their traditional transactional approach by embracing a total supply chain management ethos, investing in technology and services to capture a greater piece of the outsourcing pie—essentially developing more strategic chops in addition to functional expertise.

Others are taking unique vertical-specific capabilities and transferring these best practices to other industries or areas of the supply chain that share similar demands—often by mining new prospects through existing outsourcing channels.

Last year we reported how larger 3PLs were pursuing larger customers, eschewing recent tendencies to diversify their footprint among small and medium-sized businesses (SMBs). This trend appears to remain intact, especially as smaller 3PLs become more adept at developing customer-centric solutions with higher levels of service and commitment.

Bypassing lower-yield, transactional business enables larger 3PLs to seize opportunities where they can grow relationships through an outsourcing host's network of suppliers and customers. Apparently there are equal opportunities to penetrate a bigger enterprise and focus on long-term collaboration rather than extending and expending resources across a wider pool of smaller players.

"We're targeting a niche market and larger customers," reports one specialized large service provider. "We are not changing our services, only deepening our relationships."

Arguably, though, when overall business volumes are down and 3PLs have a captive audience, go-to-market strategies continue right on out the door if they have the scale to competently meet challenges of any size.

One medium-sized 3PL shares that it is turning past convention upside

down by circumventing SMBs and going after larger shippers: "It is easy for us to ramp up to larger clientele and their demands due to our technology investments and depth of operational knowledge."

ONE FOR ALL OR ALL FOR ONE?

For many companies, the decision to outsource then becomes a question of how many? Some outsourcing customers still prefer the simplicity of having one point of contact to manage their supply chains. But given the specialization of logistics and supply chain functions, the geographic scope of globe-wandering supply lines, and the increasing importance of customer service, others value multiple logistics partners. Consensus is building that many 3PLs recognize their strengths and weaknesses, and believe businesses should consider all their options.

This year, 62 percent of 3PLs indicate customers should consider partnering with more than one service provider, while 38 percent feel customers should work with only one partner (SEE FIGURE 3). In 2008, 70 percent leaned toward multiple partners, suggesting competitive self-interest in a tight economy is hardening past altruism.

Manufacturers and retailers responding to the same question reveal more conflicted opinions, with 41 percent favoring one 3PL partner and 59 percent preferring more than one 3PL. Clearly there is agreement that meshing together a network of niche service providers creates value by matching specific resources to specific needs. But 3PLs that can be a one-stop shop have a captive audience as well.

CALIBRATING THE OUTSOURCING COMPASS

While recessionary trends have forced some manufacturers and retailers to table international expansion opportunities, the global marketplace still remains fertile ground for 3PLs.

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Going global is always an intriguing enterprise for companies, but often one fraught with the most risk, especially during tough economic times.

Shipper respondents report “expanding into new markets” (12 percent) is their second-greatest obstacle after “cutting transport costs” (44 percent). By comparison, global expansion doesn’t even crack the top 10 among 3PL perceptions of their customers’ top challenges.

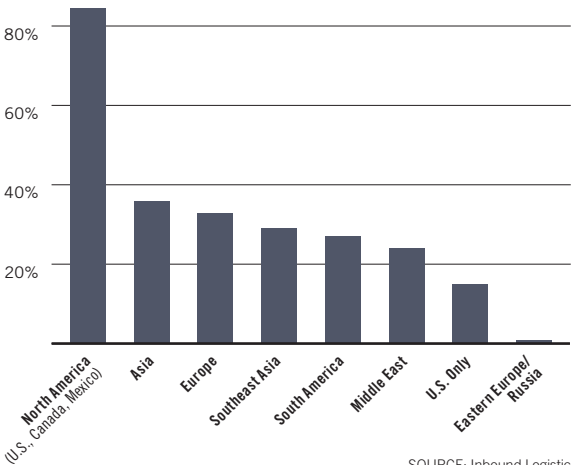
Small and large companies alike share this hurdle. Whether it’s an upstart company seeking a single-source production facility or a multinational attempting to integrate a multi-tiered network of suppliers and contract manufacturers, piggybacking on the geographic penetration,

increasingly global demands of U.S. companies (SEE FIGURE 4).

Many logistics service providers that have established a presence in global locations to help businesses at the point of origin are counting on a reversal of fortune as U.S. companies begin looking at emerging consumer markets to sell product into—especially in light of a major downturn in U.S. consumption.

Some large multinationals, have, in fact, started incorporating regional approaches into their global supply chain management strategies, locating and operating manufacturing and distribution facilities closer to demand, thereby reducing transportation and total landed costs. Nearly one-quarter of surveyed 3PLs (23 percent) pro-

FIGURE 4 Regions 3PLs Serve



SOURCE: Inbound Logistics 2009 3PL Perspectives

resources, and cultural knowledge of a 3PL is a safe bet.

3PLs remain committed to meeting the current and future, near-shore and far-shore expansion needs of their customers. Eighty-five percent of respondents operate in North America, followed by Asia (36 percent), Europe (33 percent), Southeast Asia (29 percent), South America (27 percent), the Middle East (24 percent), and Eastern Europe/Russia (one percent). Only 15 percent of 3PLs are exclusively serving the United States, reflecting the

vide global expansion services geared toward both sourcing and selling.

Global shippers are also increasingly challenged by new security and regulatory restrictions that complicate offshore operations and inbound transportation. U.S. Customs and Border Protection’s (CBP) pending Importer Security Filing (10+2) for ocean cargo shipments, and the Transportation Security Administration’s Certified Cargo Screening Program and Certified Cargo Screening Facilities effort to pre-screen cargo on passenger aircraft

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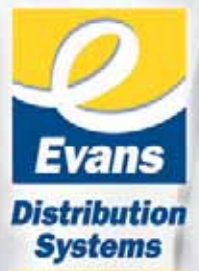
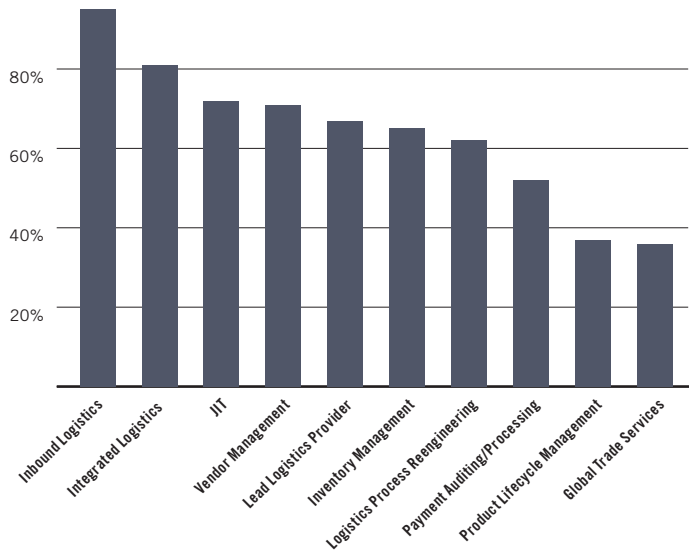


FIGURE 5 Logistics Services 3PLs Offer



SOURCE: Inbound Logistics 2009 3PL Perspectives

Inventory-to-sales ratios have spiked. Companies are not accurately capturing demand signals and aligning them to production schedules, creating an inventory surplus.

similarly challenges shippers, and vicariously 3PLs, to comply. To help customers with these hurdles, 64 percent and 36 percent of 3PLs, respectively, provide import/export/customs and global trade services (SEE FIGURE 5).

One challenge importers will encounter meeting the CBP’s 10+2 mandate is driving visibility and securing communication among off-shore vendors—no small task when many companies are working through multi-layered supply networks with varying degrees of sophistication. Outsourcing vendor management is often an easy fix, and 67 percent of service providers offer this type of functionality.

As some larger global companies decentralize their global supply chain footprint, they often partner with multiple service providers that serve specific logistics functions or have penetration in a given region. The rise of the fourth-party logistics provider has followed the tide of global expansion—as well as the domestic broker—and is quickly becoming an invaluable asset as businesses manage synergies and operations across regional pockets and global supply chains. Accordingly, 71 percent of polled 3PLs provide lead logistics capabilities.

TRANSPORTATION NUTS AND BOLTS

It has been well-documented that many businesses are turning back the clock and getting back to transportation and warehousing basics to tune up their supply chains during the current recession. Strip away all their value adds and 3PLs serve the greatest utility moving and storing product. It’s where design-centric manufacturers and marketing-savvy retailers are least inclined to sink resources and capital, and where outsourcing really proves its mettle.

More than three-quarters of 3PL survey respondents cite “cutting transport costs” as their customers’ greatest challenge (SEE FIGURE 6). Shippers share that pain and opinion, with 44 percent regarding it as their “single” greatest hurdle—by far the top contribution percentage-wise.

In years past, tight capacity has been a recurring problem. But with less volume in the pipeline, the supply/demand pricing pendulum has shifted in favor of shippers. Still, 2008 proved to be a bumpy road for shippers, carriers, and service providers as dropping volumes and soaring fuel costs caused plenty of friction when assets stopped rolling.

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Executing inbound-centric tactics in vacuums, without looking at the supply chain as a whole, only illuminates dysfunction elsewhere.

Technology has become a big enabler for 3PLs and a reason to out-source for shippers. Even with the explosive growth of on-demand logistics solutions, which make the risk and cost of investment much easier to swallow, businesses can tap these same resources as part of comprehensive 3PL services. Many third-party logistics providers, in fact, have already embraced these technologies as part of their own service offerings.

Consequently, transportation management systems (TMS) are a hot commodity for 3PLs, with 68 percent offering this technology capability—either through IT vendor partnerships or their own proprietary solutions. The value of an outsourced TMS arrangement is that customers benefit from having a 3PL that can wrap its services and resources around that IT functionality.

It's advantageous for the service provider too, because it can leverage transportation management and various other optimization and freight-costing tools to drive out inefficiencies and reduce expense elsewhere. To point, 54 percent and 38 percent of 3PLs, respectively, provide optimization and freight payment/claims/auditing technologies.

In terms of transportation services,

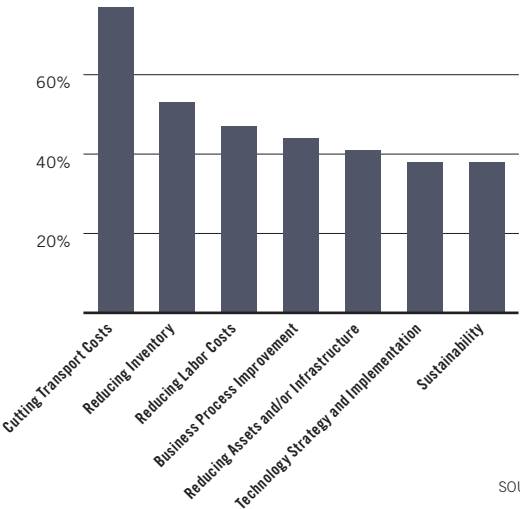
truckload (TL) and less-than-truckload (LTL) remain in high demand, with 94 percent and 87 percent of 3PLs offering these services. Noticeably, both numbers dropped this year—three and five percent, respectively—perhaps reflecting contraction in the domestic trucking market. Expectedly, 3PLs providing dedicated contract carriage (67 percent), equipment/drivers (43 percent), and fleet acquisition services (23 percent) also showed marked declines this year (SEE FIGURE 7).

While capacity is soft, capacity utilization is a hard target for optimization. Many shippers are working with logistics partners and carriers to consolidate LTL moves into TL moves where possible, use more expensive transport options as a last mile resort, and thereby rationalize costs.

Transportation price sensitivity and green goodwill are manifest in the building interest in, and acceptance of, rail/intermodal solutions as a reliable option for moving product domestically—in and around congested port chokepoints and across long-haul corridors. Among 3PL respondents, 85 percent and 70 percent, respectively, provide intermodal and rail services—both incremental increases over last year's data.

Many outsourcing customers value

FIGURE 6 3PLs RESPOND: What are your customers' top challenges?



SOURCE: Inbound Logistics 2009 3PL Perspectives

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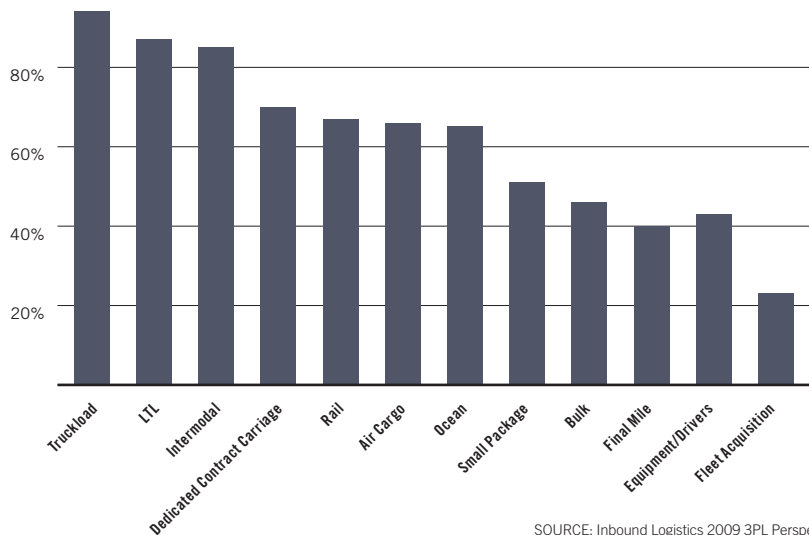
their third-party partners as an extension of the enterprise, especially during the final leg of the supply chain—from the moment a shipment leaves the DC until the customer takes custody. Three-quarters of surveyed 3PLs provide direct-to-store services, while 45 percent offer direct-to-home delivery. Shippers also depend on service providers as their direct interface with the end consignee. Premium customer service sometimes comes with the job, in terms of specialized deliveries, installations, and asset recovery—40 percent

better control inbound costs. The number of 3PLs providing ocean and air cargo services remains balanced, with 66 percent and 65 percent reporting those capabilities.

WAREHOUSING BEYOND THE DOCK

In the warehouse, inventory reduction remains both an opportunity and challenge. A precipitous drop in consumer spending has drained inventory from the system, giving both shipper/distributors and service providers

FIGURE 7 Transportation Services 3PLs Offer



SOURCE: Inbound Logistics 2009 3PL Perspectives

of 3PL survey respondents offer white glove and final mile options.

Elsewhere in the transportation fray, third-party logistics providers are becoming more heavily involved in handling ocean and air shipments. Lines continue to blur between freight forwarders and 3PLs as both parties explore new ways to expand their value propositions beyond core functions. Forwarders are bundling logistics services around freight handling and brokerage capabilities, and traditional 3PLs are getting more involved in global transportation services—particularly as they reach farther upstream in the supply chain to grow their operational tentacles and help customers

a primer for streamlining distribution processes.

Not surprisingly, reducing inventory is a top priority, with 8.3 percent of polled shippers labeling it their single greatest challenge—third to cutting transportation costs and global expansion. 3PLs, too, recognize the importance of helping companies lean out their pipelines; 53 percent recognize this as a top obstacle.

Inventory-to-sales ratios have spiked as businesses struggle to match inventory flows to sluggish consumerism. Essentially it means they’re not accurately capturing demand signals and aligning them to production schedules, creating an inventory surplus.



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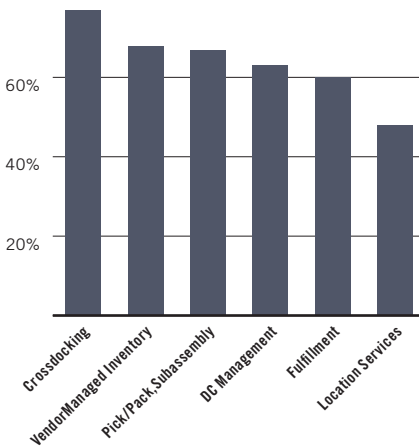
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FIGURE 8 Warehousing Services 3PLs Offer



SOURCE: Inbound Logistics 2009 3PL Perspectives

Additionally, some companies are hedging their bets on how consumer demand may drift, holding stock just in case. It's a gamble rife with more risk than reward in today's economy, leading many to completely outsource inventory and DC management to third parties—65 percent and 63 percent of polled providers offer these capabilities (SEE FIGURE 8).

Given unpredictable consumer trends, and the costs associated with sitting inventory that doesn't sell, 3PLs are helping customers absorb some of this risk. Nearly 70 percent of survey respondents offer vendor managed inventory solutions. The conflicting challenges and liabilities of being too lean and carrying too much stock compel some companies to push product in its least value-added form farther back in the supply chain—and rely on intermediaries and vendors to take ownership of that inventory until it changes custody.

Beyond completely contracting out a facility, companies partner with 3PLs to manage internal distribution functions. Pick/pack, subassembly, and fulfillment services are core parts of the warehouse, and core outsourced functions—67 percent and 60 percent of 3PLs provide these capabilities, respectively.

Outside the four walls, transportation pricing pains and shifting offshore manufacturing patterns have compelled many companies to reconfigure their DC networks. In some cases where business and demand allows, big box distribution models have yielded to more decentralized networks, where businesses can better coordinate TL and LTL hauls to reduce costs. Nearly one in two 3PLs offer location services to help customers site DCs, as well as determine appropriate strategies for operating these facilities—build-to-suit, build-to-own, lease, or completely outsource the operation.

How companies plan their distribution networks often dictates the layout of facilities. For example, decentralized

distribution strategies are creating a foundation for more quick-turn, cross-docking activities. These types of facilities give shippers the ability to eliminate inventory carrying costs, better utilize space and assets, and expeditiously break loads, consolidate, and repack for transshipment.

Running a crossdock necessarily requires cooperation from multiple logistics parts to ensure timely and efficient progress. As in most areas of the supply chain, what happens in one functional silo often impacts processes elsewhere upstream and downstream. Where 3PLs are truly creating value for customers is capturing and executing on details while embracing the bigger picture. It's where tactics give way to strategy.

SHIFTING FOCUS TO STRATEGY

Capturing visibility and leveraging real-time information to better manage freight flows or massage exceptions when they occur are competitive enablers—but ones that companies struggle to grasp. Logistics service providers have made great progress investing in and applying technology solutions to help customers improve supply chain transparency, evidenced by the fact that 97 percent report having EDI capabilities while 86 percent provide visibility and Web enablement solutions.

When shippers have greater visibility into supply and demand, and control over inventory in between, they can address more far-reaching strategic impulses. Less volume in the system creates opportunities to execute more sophisticated supply chain endeavors without bottlenecking product flows. Part and parcel of increasing enterprise-wide visibility is exploring innovative ways to recast existing operations, create synergies among various logistics functions, then manage them as a single entity. To facilitate this, 81 percent of 3PLs provide integrated logistics services and 62 percent can help customers



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Where 3PLs are truly creating value for customers is capturing and executing on details while embracing the bigger picture.

reengineer logistics processes.

Inbound logistics strategies and just-in-time practices exploit demand visibility to help companies rationalize assets and inventory, and reduce costs. Accordingly, 94 percent and 72 percent of polled 3PLs serve up these capabilities. In lean economic times, opportunities are ripe to utilize these types of integrated designs to build greater operational flexibility and responsiveness to demand. Still, while the majority of service providers offer inbound logistics services, only 19 percent bundle that with demand management technologies.

Executing inbound-centric tactics in vacuums, without looking at the supply chain as a whole, only illuminates dysfunction elsewhere—which, in itself, can provide insight and value as to where problems are occurring. The fact

that surplus inventory and rising carrying costs remain glaring problems for manufacturers and retailers suggests mainstream adoption of demand-driven strategies is still nebulous.

One area gaining widespread attention from shippers and service providers alike is supply chain sustainability. Nearly 40 percent of 3PLs cite this as a challenge for customers. The business case for being green and eliminating waste is at the core of supply chain management. Managing products throughout their entire lifecycle—from raw material sourcing to asset recovery and aftermarket support—can significantly reduce cost, and, in some cases, create new revenue streams. As such, 83 percent of 3PLs offer reverse logistics solutions, while 37 percent provide product lifecycle management services. ■

DIALING IN THE TOP 100 3PL PROVIDERS



Inbound Logistics' Top 100 3PL Providers list (*next page*) puts an appropriate cap on our 3PL Perspectives section. This annual directory presents a composite snapshot of logistics service providers *IL* editors consider best tooled to meet your evolving outsourcing needs.

Assembling our annual group of Top 100 3PLs demands a great deal of industry and analysis. More than 300 companies submitted questionnaires for consideration this year, and *IL* editors conducted a diligent process of evaluating these surveys and speaking with companies and customers, in addition to our own online research. The service providers we selected are companies that possess skill sets and resources capable of matching most outsourcing needs.

After you process 3PL Perspectives and pick apart the Top 100 list, we would like to know what you think. Does the information we provide serve as a resource for your business? Does this information support trends you see in your own day-to-day operations? Email us: editor@inboundlogistics.com

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THE TOP 100 3PL PROVIDERS

CONTACT INFO				ASSET/NON-ASSET	ISO	AREAS SERVED					MARKETS SERVED					SPECIALIZATION	LOGISTICS SERVICES					
						ASIA / SOUTHEAST ASIA / INDIA	MIDDLE EAST / NORTH AFRICA	EUROPE / EASTERN EUROPE / RUSSIA	SOUTH AMERICA	USA / CANADA / MEXICO	MANUFACTURING	RETAIL / E-BUSINESS	DISTRIBUTORS / WHOLESALE	SERVICE INDUSTRIES / GOVERNMENT	A N B ▶ ○ ■ □ ◆		Asset-based Non-asset Based Both Asia Only Southeast Asia & India Only Europe Only Eastern Europe/Russia Only U.S. Only	L/P	INTEGRATED LOGISTICS	JIT	GLOBAL TRADE SERVICES	INBOUND LOGISTICS
3PD, Inc. 3pd.com	866-3PD-RUSH	B						●	●	●	●	●	●	Last-mile residential, job site, B-to-B deliveries	●	●			●	●		
A.N. Deringer anderinger.com	802-524-8110	N		●	●	●	●	●	●	●	●	●	●	Electronics, food/beverage, apparel/textile, sporting goods, oil/gas		●	●	●	●	●		
Access America Transport accessamericatransport.com	866-466-1671	N	●					●	●	●	●	●	●	Aerospace, automotive, petrochemical, construction, food/grocery	●	●	●		●	●		
ADS Logistic Services adslp.com	877-237-1330	B						◆	●	●	●	●	●	Customized third-party distribution/ fulfillment solutions	●	●	●		●	●		
AFN afnww.com	224-515-7013	N						●	●	●	●	●	●	Big box retail, private label, grocery	●		●		●			
Agility agilitylogistics.com	714-513-3000	B		●	●	●		●	●	●	●	●	●	Global, project logistics, fairs & events, chemicals	●	●	●	●	●	●		
AmeriCold americoldrealty.com	888-808-4877	A						●	●	●	●	●	●	Temperature-controlled warehouse and transportation	●	●			●	●		
APL Logistics aplogistics.com	866-896-2005	B		●	●	●	●	●	●	●	●	●	●	Automotive, retail/apparel, electronics, consumer durables	●	●	●	●	●	●		
Aspen Logistics aspenlogistics.com	800-741-7360	A						◆	●	●	●	●	●	Retail	●	●	●		●	●		
ATC Logistics & Electronics atcle.com	800-466-4202	B	●					●	●	●	●			Wireless, broadband, electronics, medical, industrial, automotive	●	●	●		●	●		
Averitt Express averittexpress.com	1-800-AVERITT	B		▶				●	●	●	●	●	●	All markets	●	●	●	●	●	●		
Bender Group bendergroup.com	800-621-9402	A						●	●	●	●	●	●	Consumer goods	●	●	●	●	●	●		
Big Dog Logistics bigdoggroup.com	866-745-5534	B		●	●	●	●	●	●	●	●	●	●	Mail, industrial, pharma, retail, service parts	●	●	●	●	●	●		
BNSF Logistics bnsflogistics.com	888-285-4514	B	●					◆	●	●	●			Retail, manufacturing	●	●	●		●			
Brightpoint brightpoint.com	800-952-2355	B		●	●	●	●	●	●	●	●	●	●	Wireless	●	●	●	●	●	●		
C.H. Robinson Worldwide chrobinson.com	800-323-7587	N		●	●	●	●	●	●	●	●	●	●	Transportation, sourcing, information services	●	●	●	●	●	●		

THE TOP 100 3PL PROVIDERS

CONTACT INFO			ASSET/NON-ASSET	ISO	AREAS SERVED				MARKETS SERVED				SPECIALIZATION	LOGISTICS SERVICES							
					ASIA / SOUTHEAST ASIA / INDIA	MIDDLE EAST / NORTH AFRICA	EUROPE / EASTERN EUROPE / RUSSIA	SOUTH AMERICA	USA / CANADA / MEXICO	MANUFACTURING	RETAIL / E-BUSINESS	DISTRIBUTORS / WHOLESALE		SERVICE INDUSTRIES / GOVERNMENT	LLP	INTEGRATED LOGISTICS	JIT	GLOBAL TRADE SERVICES	INBOUND LOGISTICS	LOGISTICS PROCESS REENGINEERING	
C.R. England Logistics englandlogistics.com800-848-7813			B		○				●	●		●	●	Supply chain engineering, TL/LTL/parcel sourcing	●	●		●	●	●	
Cardinal Logistics Management cardlog.com800-800-8293			B						◆	●	●	●		Construction/building materials, automotive retail, food/beverage		●	●		●	●	
Cat Logistics catlogistics.com630-743-4101			N	●		●	●	●	●	●	●	●	●	Automotive, industrial, aerospace & defense, consumer durables, MRO	●	●	●	●	●	●	
CEVA Logistics cevalogistics.com800-355-0350			N	●		●	●	●	●	●	●	●	●	Oil/gas, retail/fashion, pharma, automotive, industrial & heavy equipment	●	●	●	●	●	●	
Comprehensive Logistics complog.com800-734-0372			B	●					●	●	●	●	●	Automotive, steel	●	●	●		●	●	
Cornerstone Systems cornerstone-systems.com901-842-1026			N						●	●	●	●	●	Toys, cotton, wines/spirits, tires, automotive, foodstuffs	●	●	●		●		
Corporate Traffic corporate-traffic.com800-787-2334			B						●	●	●	●	●	Retail, manufacturing, distributors	●	●	●		●	●	
Crowley Logistics crowley.com800-874-6769			B	●		●		■	●	●	●	●	●	Worldwide capabilities	●	●	●	●	●	●	
CRST Logistics crst.com319-390-6213			N						●	●		●	●	Metals & consumer goods	●	●	●		●		
CT Logistics ctlogistics.com216-267-2000			N	●					●	●	●	●	●	Primary metals, building materials, paper products/dry goods, chemicals	●	●	●		●		
CTSI ctsi-global.com901-766-1500			N	●		●	●	●	●	●	●	●	●	High-tech		●			●	●	
Damco damco.com973-514-5126			N	●		●	●	●	●	●	●	●	●	Retail, fast-moving consumer goods, electronics, government services		●		●	●	●	
DB Schenker dbschenkerusa.com800-225-5229			B	●		●	●	●	●	●	●	●	●	Worldwide capabilities	●	●	●	●	●	●	
DHL/Exel Supply Chain exel.com800-272-1052			B	●					●	●	●	●		Automotive, industrial, chemical, energy, retail, aerospace	●	●	●	●	●	●	
Distribution Technology distributiontechnology.com704-587-5601			A						●	●	●	●	●	Concentration in the Southeast	●	●	●		●	●	
DSC Logistics dsclogistics.com847-390-6800			B	●					●	●	●	●	●	Consumer goods, electronics, health care, medical devices, musical instruments	●	●	●	●	●	●	
Dupré Logistics duprelogistics.com800-356-3659			B						●	●	●	●		Hazmat	●	●	●		●	●	
Echo Global Logistics echo.com312-676-5795			N			●	●	●	●	●	●	●	●	All markets	●	●	●		●	●	
Evans Distribution Systems evansdist.com313-388-3200			B	●					●	●	●	●	●	Automotive, chemicals, paper, robotics, electronics, food/beverages, CPG	●	●	●		●	●	
FAC Logistics faclogistics.com252-407-2091			B						●	●		●		Food vertical market, temp-controlled and dry	●	●	●	●	●	●	
FedEx Global Supply Chain Services fedex.com/us/supply469-524-6938			B	●		●		■	●	●	●	●	●	High-tech, health care, industrial, telecom, automotive, aftermarket service	●	●	●	●	●	●	

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CONTACT INFO			ASSET/NON-ASSET	ISO	AREAS SERVED			MARKETS SERVED					SPECIALIZATION	LOGISTICS SERVICES									
					ASIA / SOUTHEAST ASIA / INDIA	MIDDLE EAST / NORTH AFRICA	EUROPE / EASTERN EUROPE / RUSSIA	SOUTH AMERICA	USA / CANADA / MEXICO	MANUFACTURING	RETAIL / E-BUSINESS	DISTRIBUTORS / WHOLESALE		SERVICE INDUSTRIES / GOVERNMENT	LLP	INTEGRATED LOGISTICS	JIT	GLOBAL TRADE SERVICES	INBOUND LOGISTICS	LOGISTICS PROCESS REENGINEERING			
A	Asset-based																						
N	Non-asset Based																						
B	Both																						
▶	Asia Only																						
○	Southeast Asia & India Only																						
■	Europe Only																						
□	Eastern Europe/Russia Only																						
◆	U.S. Only																						
Fidelitone Logistics fidelitone.com	866-252-9426	B						◆	●	●	●	●	Appliance parts, power tools, repair parts									●	
Flash Global Logistics flashlogistics.com	973-808-3360	N		●	●	●	●	●	●		●		Critical parts management, 2 & 4 hour deliveries					●	●	●	●	●	●
Foreway Management foreway.com	616-997-3724	N						●	●		●		Paper, poultry supplies, office furniture					●	●	●		●	●
GENCO Supply Chain Solutions genco.com	800-378-9671	N	●					●	●	●		●	Reverse logistics, pharma returns recovery					●	●			●	●
Gilbert Company gilbertusa.com	800-406-5507	B						●	●	●	●		Footwear, apparel, electronics						●	●		●	
Inmar CLS cls.inmar.com	866-440-6917	N						●	●	●	●	●	Reverse logistics					●					
Jacobson Companies jacobsonco.com	800-636-6171	B	●					●	●	●	●	●	Contract packaging & manufacturing, staffing, network design & optimization					●	●	●		●	●
JB Hunt jbhunt.com	866-671-6053	B	●					●	●	●	●	●	Integrated, multimodal transportation					●	●	●		●	●
Kane Is Able kaneisable.com	570-558-5100	A	●					●	●	●			Consumer product goods					●	●	●		●	
Kelron Logistics kelron.com	800-668-3785	N						●	●	●	●	●	Food/beverage, consumer packaged goods, automotive, paper					●	●	●		●	●
Kenco Logistic Services kencogroup.com	423-643-3401	B	●					●	●	●	●		All					●	●	●		●	●
Keystone Dedicated Logistics kdlog.com	877-535-7717	N		▶		■		●	●		●	●	Small to mid-size companies						●			●	●
Landstar Global Logistics landstargloballogistics.com	904-390-1671	N	●	●	●	●	●	●	●	●	●	●	Global capabilities					●	●	●		●	
LeSaint Logistics lesaint.com	847-783-4940	N	●					●		●	●	●	B-2-B					●	●	●	●	●	●
Lily Transportation Corp. lily.com	800-248-5459	A						●	●	●	●	●	Dedicated contract carriage						●				●
Logistics Insight Corp. 4Linc.com	888-334-LINC	B	●					●	●				Various					●	●	●	●	●	●
Logistics Management Solutions lmslogistics.com	800-355-2153	N	●					●	●	●	●	●	Chemicals, manufacturing					●	●	●		●	●
Mallory Alexander Int'l. Logistics mallorygroup.com	901-361-9400	N	●	●	●	●	●	●	●	●	●	●	Retail, agricultural, perishables, automotive parts, cosmetics					●	●	●	●	●	●
Matson matson.com	904-220-3660	B	●	▶				●	●	●	●	●	Consumer packaged goods, retail, processed foods/beverages, durable goods					●	●	●		●	●
Megatrux Inc. megatrux.com	800-500-4280	B		●	●	●	●	●		●	●	●	Verticals including hazmat/DG & project cargo					●	●	●	●	●	●
Menlo Worldwide Logistics menloworldwide.com	866-466-3656	N	●	●		■	●	●	●	●	●	●	Automotive, CPG, retail, chemicals, aviation, government					●	●	●		●	●

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CONTACT INFO			ASSET/NON-ASSET	ISO	AREAS SERVED			MARKETS SERVED					SPECIALIZATION	LOGISTICS SERVICES					
					ASIA / SOUTHEAST ASIA / INDIA	MIDDLE EAST / NORTH AFRICA	EUROPE / EASTERN EUROPE / RUSSIA	SOUTH AMERICA	USA / CANADA / MEXICO	MANUFACTURING	RETAIL / E-BUSINESS	DISTRIBUTORS / WHOLESALE		SERVICE INDUSTRIES / GOVERNMENT	LLP	INTEGRATED LOGISTICS	JIT	GLOBAL TRADE SERVICES	INBOUND LOGISTICS
National Retail Systems nrsonline.com	877-345-4NRS	A	●	○				●		●	●		Retail	●	●	●	●	●	●
Network Global Logistics nglog.com	888-285-7447	B		●		■	●	●	●	●	●	●	Retail, CPG, electronics, medical, entertainment, aerospace	●	●	●	●	●	●
New Breed Logistics newbreed.com	336-232-4117	N	●	▶	●	■		●	●	●	●	●	High-tech, aerospace, government, CPG, retail, consumer, repair	●	●	●	●	●	●
Nexus Distribution nexusdistribution.com	800-536-5220	B						◆	●	●	●	●	Pulp/paper, food/beverage, consumer goods, automotive	●	●	●		●	●
NFI nfiindustries.com	856-470-2020	A	●					●	●	●	●	●	Retail, beverage	●	●	●	●	●	●
NLM nlmi.com	313-736-8000	N						●	●	●		●	Automotive, CPG, industrial equipment, government, produce		●	●			
Norvanco norvanco.com	253-987-4000	B		●				●	●	●	●		Retail		●	●		●	●
NYK Logistics nyklogistics.com	201-330.3000	B	●	●	●	●	●	●	●	●	●	●	Global in scope	●	●	●	●	●	●
Odyssey Logistics & Technology odysseylogistics.com	203-448-3900	N	●	●	●	■	●	●	●				Chemical & process industries	●	●		●	●	●
OHL ohl.com	615-401-6400	N	●	●	●	●	●	●	●	●	●	●	Apparel, chemicals, publishing, food/beverage, electronics, CPG	●	●	●	●	●	●
One Source Logistics 1sourcelogistics.com	800-591-4666	N		●	●	●	●	●	●	●	●	●	Retail, asset recovery, transportation, customized solutions	●	●	●	●	●	●
OOCL Logistics oocllogistics.com	212-269-9010	B		●	●	■		●	●	●	●		Retail, GDSM, apparel, footwear, furniture, e-goods	●	●	●		●	●
Pacer Transportation Solutions pacer.com	614-923-1400	B	●	●	●	●	●	●	●	●	●	●	Automotive, freight forwarders	●	●	●	●	●	●
Pegasus Logistics Group plg.cc	800-997-7226	N	●	●	●	●	●	●	●	●	●	●	Retail, telecom, electronics, health/medical, oil/gas, automotive, printing	●	●	●	●	●	
Penske Logistics penskelogistics.com	800-529-6531	B	●	▶		■	●	●	●	●	●		All	●	●	●	●	●	●
Performance Team ptgt.net	562-345-2212	B						◆	●	●	●	●	Retail, apparel, consumer electronics, home essentials, hard & soft goods	●	●	●		●	●
Port Jersey Logistics portjersey.com	609-860-1010	N						●	●	●	●	●	Organic, specialty foods, HBA	●	●			●	●
Priority Solutions International prioritysolutions.com	856-832-1719	N		●	●	●	●	●	●			●	Pharmaceutical, government	●	●			●	●
Regal Logistics regallogistics.com	253-922-2250	A						●	●	●	●	●	Toys, consumer electronics, apparel, footwear, housewares		●			●	●
RMX Global Logistics rmxglobal.com	888-824-7365	N						●	●	●	●	●	Food products	●	●	●		●	●
Ruan ruan.com	866-RUAN-NOW	A						●	●	●	●		Frozen food, metals, grocery, cryogenics, batteries, retail, dairy	●	●	●		●	●

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THE TOP 100 3PL PROVIDERS

3PL PROVIDERS		CONTACT INFO		ASSET/NON-ASSET	ISO	AREAS SERVED					MARKETS SERVED					SPECIALIZATION	LOGISTICS SERVICES					
						ASIA / SOUTHEAST ASIA / INDIA	MIDDLE EAST / NORTH AFRICA	EUROPE / EASTERN EUROPE / RUSSIA	SOUTH AMERICA	USA / CANADA / MEXICO	MANUFACTURING	RETAIL / E-BUSINESS	DISTRIBUTORS / WHOLESALE	SERVICE INDUSTRIES / GOVERNMENT	L1P		INTEGRATED LOGISTICS	JIT	GLOBAL TRADE SERVICES	INBOUND LOGISTICS	LOGISTICS PROCESS REENGINEERING	
Ryder Supply Chain Solutions ryder.com		305-500-5762	N	●	▶					●	●	●	●	●	Automotive, aerospace, industrial manufacturing, retail, CPG, high-tech	●	●	●	●	●	●	
Saddle Creek saddlecrk.com		888-878-1177	A	●						●	●	●	●	●	CPG, grocery, non-food grocery, personal care, beverage, retail, paper, alcohol	●	●	●		●	●	
Schneider Logistics schneider.com		866-875-9046	N	●	▶			□		●	●	●	●	●	SMBs and global shippers	●	●	●	●	●	●	
ServiceCraft Logistics servicecraft.com		800-290-5952	B							◆	●		●		Food/beverage, CPG	●	●	●		●	●	
TBB Global Logistics tbbgl.com		800-937-8224	N			●	●	●	●	●	●	●	●	●	Small to mid-sized companies		●	●	●	●	●	●
TLC-Total Logistic Control totallogistic.com		800-333-5599	B	●						◆	●	●	●	●	Food, retail, grocery, CPG	●	●	●		●	●	
TMSi Logistics tmsilog.com		603-373-7235	B	●						◆	●	●	●	●	DC/warehouse management, dedicated transportation, freight management	●	●	●		●	●	
Transfreight transfreight.com		888-890-0400	B							●	●				Manufacturing	●	●	●		●	●	
TransGroup Worldwide Logistics transgroup.com		206-244-0330	N			●	●	●	●	●	●	●	●	●	Heavy project logistics serving the clean/renewable energy sector	●	●	●	●	●	●	
Transplace transplace.com		888-445-9425	N			▶		■		●	●	●	●	●	CPG, retail, manufacturing	●	●	●	●	●	●	
Tucker Company Worldwide tuckerco.com		856-317-9600	N	●		●		■	●	●	●	●	●	●	Chemicals, pharma, health care, energy, defense, ocean freight forwarding	●	●	●		●	●	
Unyson Logistics unysonlogistics.com		866-409-9759	N	●						●	●	●	●	●	Retail and manufacturing	●	●	●	●	●	●	
UPS Supply Chain Solutions ups-scs.com		800-742-5727	B	●		●	●	●	●	●	●	●	●	●	Industrial manufacturing, automotive, health care, retail, high-tech	●	●	●	●	●	●	
UTi Worldwide go2uti.com		800-331-1226	N	●		●	●	●	●	●	●	●	●	●	Retail/CPG, fashion/apparel, pharma, chemicals, automotive, high-tech	●	●	●		●		
Verst Group Logistics verstgroup.com		859-379-1204	A							◆	●	●	●	●	Food/beverage, paper products, CPG, automotive	●	●	●		●	●	
Wagner Industries wagnerindustries.com		816-421-3520	B							●	●	●	●	●	E-commerce fulfillment, retail, paper, beer	●	●	●		●	●	
Weber Distribution weberdistribution.com		877-624-2700	A							●	●	●	●	●	Retail/import, food/beverage, CPG, chemicals/specialty products, paper	●	●	●		●	●	
Werner Enterprises werner.com		800-228-2240	B			▶		■	●	●	●	●	●	●	Consumer goods, food/groceries, industrial, retail, technology	●	●	●	●	●	●	
Wheels wheelsgroup.com		905-602-2744	N	●		●		■		●	●	●	●	●	CPG, automotive, chemical	●	●	●	●	●	●	
WSI (Warehouse Specialists Inc.) wsinc.com		612-801-4732	A							◆	●	●	●	●	Paper, packaging, print, chemicals, heath care, dry food, CPG, electronics	●	●	●		●	●	
YRC Logistics yrclogistics.com		877-232-1845	B			●		■	●	●	●	●	●	●	Retail, chemicals, equipment/tool manufacturing		●		●	●	●	

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It's a small world, unless you have to ship across it.



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inbound
logistics

FACING LOGISTICS CHALLENGES? USE IL'S 3PL EXPERTS AND

READERS' CHOICE: THE TOP 10 3PL EXCELLENCE AWARDS POWERED UP



"Ryder is innovative and consistently provides new solutions."

—Doug Dolan, director global logistics operations, Applied Materials

"C.H. Robinson cares about my customers, which, in turn, makes my job easier."

—Bob Dever, traffic manager, RTS Packaging

"TLC has a culture of great service and reasonable cost."

—Dean Blanke, director of supply chain, Johnsonville Sausage

"UPS's customer service is excellent, and they are always on top of events in the global market."

—Michael S. Lyons, manager of transportation/logistics, Palm Inc.

"Transplace does a fabulous job of meeting our dynamic operational business needs."

—Michael Schertz, director of logistics, DIRECTV

AND THE WINNERS ARE...

- | | |
|--------------------|---------------------|
| 1 Ryder | 7 Transplace |
| 2 C.H. Robinson | 8 (tie) Menlo |
| 3 UPS SCS | 8 (tie) DB Schenker |
| 4 Exel | 9 (tie) Landstar |
| 5 Penske Logistics | 9 (tie) Unyson |
| 6 BNSF Logistics | 10 TLC |

ABOUT THE SURVEY RESPONDENTS

FUNCTION

Corporate Management	37%
Logistics	29%
Transportation	19%
Supply Chain	15%

INDUSTRY

Manufacturer	55%
Retail	33%
Services	12%

SERVICES READERS BUY

Motor Freight	77%
Warehousing	65%
Small Package, Expedited	60%
Third-Party Services	58%
Air Freight	58%
Logistics Technology	57%
Rail, Rail Intermodal	40%
Ocean, Ocean Intermodal	39%
Global Logistics	38%
Materials Handling Equipment	37%
Transportation Equipment	29%
Packaging/Labeling Systems	19%
Dock Equipment	18%

TRANSPORT/LOGISTICS SPEND

\$50 million+	19%
\$10-49 million	41%
\$1-9 million	23%
Less than \$1 million	17%

When economic obstacles create operational challenges, it's more important than ever to have 3PLs you can count on. In some cases, the right partner(s) makes all the difference. One reader says of his 3PL partners: "They are critical to our business. The middleware and manpower they provide is invaluable. Our 3PLs constantly look at the business, formulate strategies and actions that eliminate expense, and mask many of the supply chain faults we have in our network."

Our annual Readers' Choice 3PL Excellence Awards allow readers like this, and leaders like you, to let us know which service providers are helping companies succeed through tough times. This year, your supply chain peers cast more than 6,000 votes for their favored 3PLs. Their roles range from office manager to vice president of global distribution operations, at companies such as Ford, HP, Dow Chemical, CVS, ConAgra Foods, Sara Lee Food & Beverage, Auto Zone, DIRECTV, The Home Depot, and Bayer HealthCare.

Our readers come from a variety of industries and functions, and buy a range of services (*see sidebar, right*). They nominated more than 400 unique third-party logistics providers, taking the time to relate what they value most about them.

For many, service is the top priority. Seventy-nine percent cite it as the most important criterion for measuring 3PL performance, and 52 percent list poor customer service as the number one reason for failed partnerships. One satisfied reader comments that his 3PL partner "focuses on my company's needs and makes changes to meet those needs."

Readers also prize their 3PL's ability to cut transport costs. Forty-four percent of respondents identify this as the single-largest challenge they face today (besides the economy). One reader notes that her 3PL partner "drives costs down, which enables my company to be the lowest-cost provider without sacrificing service."

For some, a 3PL's greatest contribution is sharing a piece of its mind to make the enterprise run smoother. For others, it's the "peace of mind" knowing their business is in good hands. As one reader explains: "We currently use one 3PL and it continues to excel. It has effectively become my right-hand person, taking over functions I used to perform—without me asking it to. I can reach the people I need to at any time of day, any day of the week. Why would I change?" Why, indeed?

Read on to find out what else shippers are saying about their 3PLs, and join us as we honor this year's Top 10 Excellence Award winners, as chosen by you and your peers.

POWERED UP

READERS' CHOICE: THE TOP 10 3PL EXCELLENCE AWARDS



Ryder

WHY THEY WON: Ryder tops the list, thanks to votes from customers who appreciate its "excellent systems and reliable processes," "best lead times," and "value and ability to flex as the business requires."

Ryder Global Supply Chain Solutions President John

Williford credits the Miami-based 3PL's adaptability in new markets as key to its success. "Since the 1980s, we've been designing and managing inbound logistics networks to supply factories where the cost of a late delivery is very high," he says. "We've been able to take this approach from the factory to the distribution center or store stockroom and help high-tech companies and retailers cut costs and inventory."

One such customer is Intelligent Global Pooling Systems (iGPS), an Orlando-based plastic pallet rental, tracking, and pooling service. Because on-time delivery is essential to iGPS's business, "it made sense for us to call on Ryder," says iGPS Chief Executive Officer Bob Moore. "We were confident that their solutions would ensure consistent, quality customer service. Today,



despite these difficult economic conditions, we are investing in millions of additional pallets to meet growing customer demand. The Ryder team is right by our side, helping us put our investment to work immediately and leverage additional customer efficiencies."



CLIENT ROSTER:

- | | | |
|--|---|--|
| <input type="radio"/> CVS Caremark | <input type="radio"/> Mazda | <input type="radio"/> Pilot Pen Mexico |
| <input type="radio"/> Gibraltar Industries | <input checked="" type="radio"/> Boeing | <input type="radio"/> Bacardi |
| <input type="radio"/> Stonyfield Farm | <input type="radio"/> Toyota | |
| <input type="radio"/> U.S. Postal Service | <input type="radio"/> iGPS | |

CASE STUDY: Gibraltar Industries

After a formal RFQ process, Gibraltar selected Ryder as its 3PL provider. Today, Ryder manages a dedicated fleet of more than 60 trucks at 12 locations within the manufacturer's Building Products Group. Ryder supplies the trucks, drivers, and an on-site manager for each location. The drivers wear the uniform of the companies they serve.

"Ryder is always working with us to take cost out of our operation," says John Wagner, vice president, supply chain management, for Gibraltar. "They've brought a lot of tools to the table for us—such as the routing package, load optimization, and dedicating an engineer to help design delivery models throughout our divisions."



C.H. Robinson

WHY THEY WON: Shippers who rely on C.H. Robinson are generous in their praise and fiercely loyal. "We have never experienced success with any other company when comparing them to the bar that C.H. Robinson has set," reports one reader. Another gave props to the Eden Prairie, Minn.-based 3PL for "best-in-class capabilities, service responsiveness, and operational excellence."

"We work hard to differentiate ourselves through our high-quality people, long-term relationships, technology and operating processes, and scope of network and services offered," says **John Wiehoff, C.H. Robinson CEO and Chairman of the Board.**

As a relatively new customer, Jim Stevens, director of customer logistics at Seattle-based Continental Mills, celebrates C.H. Robinson's "speed of implementation and disciplined project management approach. Eighteen months into the relationship, we continue to be delighted with the cultural match, professionalism, and dedication displayed daily by the C.H. Robinson personnel we, and our customers, interact with."

CLIENT ROSTER:

- | | |
|---------------------------------|---|
| <input type="radio"/> Subway | <input type="radio"/> ConocoPhillips |
| <input type="radio"/> PepsiCo | <input checked="" type="radio"/> Coca-Cola Supply |
| <input type="radio"/> Frito-Lay | <input type="radio"/> Tetra Pak |
| <input type="radio"/> Dole Food | <input type="radio"/> ConAgra Foods |
| <input type="radio"/> Yakima | <input type="radio"/> Continental Mills |

CASE STUDY: Tetra Pak

Tetra Pak, a leading manufacturer of food processing and packaging materials, worked with C.H. Robinson's Transportation Management Center, a global business unit that offers managed TMS services, to implement a global Logistic Control Tower to execute and monitor transportation movements to and from more than 165 countries and across all modes.

C.H. Robinson's TMS platform provided one common interface for critical supply chain information. Tetra Pak now has one place for business intelligence across North America and Europe, and plans to expand to other geographies. Through the tools provided by C.H. Robinson, Tetra Pak is able to measure carbon dioxide emissions and track cost savings.



3

UPS Supply Chain Solutions

WHY THEY WON: "Good service on a global basis with reasonable pricing" is how one reader describes UPS SCS. "Always on top of events in the global market," says another.

Automotive parts manufacturer Mopar values Atlanta-based UPS's dependability. "Referral parts are critical to our business," says Bonnie Hedeon, supply chain manager, Mopar. "We took a customer-first viewpoint: 'Make it reliable, predictable, and trackable.' The Mopar and UPS team made that their mantra."

The 3PL strives to give shippers one source for all their logistics needs, according to UPS's

Brad Mitchell, vice president, logistics and distribution.

"UPS has strategically become one of only a handful of companies in the world capable of managing all the critical touchpoints of the supply chain process under one brand," he says. "Our distinction is that we provide both asset- and non-asset based transportation—from small package delivery to air and ocean freight movement on global trade lanes, all of which are supported by visibility tools to manage suppliers, inventory, fulfillment, trade compliance, and reverse logistics."

CLIENT ROSTER:

- | | | |
|--------------------------------------|--------------------------------------|-------------------------------------|
| <input type="radio"/> Sprint | <input checked="" type="radio"/> APC | <input type="radio"/> Ford |
| <input type="radio"/> March Networks | <input type="radio"/> Mopar | <input type="radio"/> Monster Tower |

CASE STUDY: American Power Conversion

As a leading global provider of back-up power products, American Power Conversion (APC) ships uninterruptible power supply units and other products to countries around the world. The company wanted to encourage customers to return used batteries, but needed a more cost-effective solution, and one offering more control over return shipments. UPS proposed Returns on the Web, an advanced, customizable technology-enabled returns solution.

The results are helping APC go green, while saving some green at the same time. APC has reduced the miles returns packages travel by 40 to 50 percent. Returns on the Web allows APC to easily track "problem" returns to individual customers so they can work together to avoid issues in the future.



Exel

WHY THEY WON: Exel has set out to win shippers' allegiance by helping them through tough times. "Today's economic challenges are changing the way businesses look at their supply chains," says John Gilbert, CEO, Exel. "Customers need a

logistics provider they can count on to drive the productivity and efficiency improvements required to stay competitive today, but also help best position them for post-recovery advantages. That is why our people have continued to focus on our core competencies—quality operations, continuous improvement processes, and leveraging our breadth of services. But they are equally committed to understanding our customers' unique business issues and thinking creatively about new ways to help them through these challenging economic times."

Readers praised the Westerville, Ohio-based 3PL's "consistency in excellent service" and "great follow-through."

CLIENT ROSTER:

- | | |
|---|---|
| <input type="radio"/> Goodyear | <input type="radio"/> Office Depot |
| <input checked="" type="radio"/> DuPont | <input type="radio"/> GE |
| <input type="radio"/> Kraft | <input type="radio"/> Johnson & Johnson |
| <input type="radio"/> Procter & Gamble | <input type="radio"/> 7-Eleven |
| <input type="radio"/> Williams-Sonoma | |

CASE STUDY: Goodyear

To extend Goodyear's sustainability commitment into the supply chain, Exel initiated a lighting analysis that showed switching from metal halide to T5 fluorescent lighting could reduce electricity consumption in a Goodyear facility by at least 35 percent.

Exel drove the project from inception to implementation. In less than three weeks, it completed the retrofit of fixtures, lamps, and ballasts. To keep costs down, Exel made the changes during normal operating hours, and employees were able to maintain their regular workflow. Delivered on time and on schedule, the project resulted in a 47-percent reduction in electricity costs, 1,798 fewer tons in greenhouse gas released into the atmosphere each month, and a return on Goodyear's investment within the first month.

4



POWERED UP

READERS' CHOICE: THE TOP 10 3PL EXCELLENCE AWARDS



Penske Logistics

WHY THEY WON: "Penske provides end-to-end logistics solutions," one *IL* reader notes. Another appreciates the Reading, Pa.-based 3PL's "customer focus and quality of service."

Building relationships is key to Penske's strategy. "We take a unique one-to-one approach in getting to understand our customers' business from their perspective," says **Vince Hartnett, president, Penske Logistics**. "Our solutions need to support and promote their strategies—not ours."

Penske's customers appreciate this unified effort. "Our long-lasting relationship with Penske has fostered deep collaboration and an unwavering commitment to our customers and their patients," says Cardinal Health's Vice President of Transportation Mike Berg.

CLIENT ROSTER:

- **Cardinal Health**
- Whirlpool
- Steelcase
- Merck
- Navistar
- DSM
- Eaton
- BMW
- Ford
- Bombardier

CASE STUDY: Cardinal Health

Cardinal Health is a \$91-billion global health care manufacturer and distributor. Since 2008, Penske Logistics has successfully managed dedicated contract carriage services for Cardinal Health's medical products distribution business, which serves hospitals, clinics, surgery centers, labs, and physician's offices. Over the past year, Cardinal Health outsourced the management of its private fleet to Penske Logistics.

Penske and Cardinal Health have been working hand-in-hand for more than 20 years to deliver important medical products to customers when they need them. Today, they're working to identify additional opportunities to improve outbound distribution network and transportation efficiency, while maintaining a close eye on the critical nature of service required to support health care customers. Penske Logistics has collaborated closely with Cardinal Health's team to improve efficiency and increase supply chain visibility. Initial results show fleet utilization has increased, vehicle fuel efficiency has improved, empty miles/backhauls have decreased, and additional synergies have been created with key suppliers.



BNSF Logistics

WHY THEY WON: Retailers love BNSF Logistics. The Springdale, Ark.-based 3PL was recognized by Lowe's Home Improvement as its "2008 New Store Van Carrier of the

Year" and by Walmart as its "2008 Fixture/Construction Carrier of the Year." *IL* readers were no less effusive in their praise; one even went so far as to proclaim BNSF's care "absolutely the best customer service on the planet."

"Our capabilities and desire to configure solutions to meet shipper needs were key factors in earning the Lowe's and Walmart awards," says **Eric Wolfe, BNSF's vice president and general manager**. "In the past year, BNSF Logistics has broadened our market presence for international trade and focused our efforts on providing improved price-related value to our customers. We centralized certain high-growth segments—as designated by our customers—such as complex, multi-mode services that include a rail management component. Finally, BNSF Logistics aligned operations to maximize operating leverage, efficiency, and interaction channels for our customers and suppliers."



CLIENT ROSTER:

- Walmart
- Amazon.com
- Lowe's
- Wasserstrom
- **JCPenney**
- Domtar
- Morton International
- The Home Depot
- Rio Tinto
- JM Smucker

CASE STUDY: Martin Bencher

In 2008, BNSF Logistics was selected by international freight forwarder Martin Bencher to manage the domestic transportation of wide-span intermodal container crane parts from Kone Crane's manufacturing plant in China for final U.S. job site deliveries.

The crane parts were shipped from China to the Port of Houston for final delivery to an intermodal hub in Memphis, Tenn., and in Gardner, Kansas, for assembly. BNSF Logistics managed the transloading, stevedoring, lashing and securing, and final transportation and unloading of the crane parts. The project's transportation management included overseeing 22 rail flatcars and six flatbed truckload moves.





Transplace

WHY THEY WON:

Readers say the Plano, Texas-based 3PL goes “above and beyond for all of our needs,” and that

“customer service remains one of their strengths.”

Transplace President and CEO Thomas K. Sanderson encourages this people-oriented outlook: “Our people are a major competitive differentiator, and as a culture we go the distance to listen to our customers, anticipate their needs, and work closely with them to provide savings that will not only boost the bottom line, but also increase shareholder value.”



CLIENT ROSTER:

- ☐ Colgate-Palmolive
- ☐ Anna's Linens
- ☒ Walmart
- ☐ The Home Depot
- ☐ Barbeques Galore
- ☐ DirecTV
- ☐ Sunny Delight
- ☐ RockTenn
- ☐ Pace Industries

CASE STUDY: Chicken of the Sea

In 2008, Transplace assumed responsibility for all domestic transportation management activities for Chicken of the Sea International, a leader in shelf-stable seafood products. The partnership effort is focused on improving shipment level visibility, yielding enhanced on-time service performance levels for its customers while aggressively managing all related costs.

Through a unique combination of proprietary technology, lean Six Sigma-bred processes, applied human capital, along with its vast carrier network, Transplace works collaboratively with Chicken of the Sea to develop and implement innovative strategies for improving supply chain operations.

“Having Transplace manage our North American transportation network ensures on-time service to our customers,” says Kevin McClain, vice president of supply chain for Chicken of the Sea.



DB Schenker

WHY THEY WON: DB Schenker CEO Heiner

Murmann says the California-based 3PL focuses on “flawless execution.”

“We use experienced engineers and operational leaders to analyze and build great, innovative solutions and proposals tailored to each customer’s need,” Murmann says.



Readers celebrate DB Schenker’s “culture of great service and reasonable cost,” “continuous improvement,” and “reliability and customer service.”

DB Schenker is actively planning to keep growing. “Over the past year, we reorganized our overhead costs and resources, and, focusing on existing businesses, we were able to accomplish our major targets in these areas in 2008,” says Murmann. “Our customers now provide us with strong references that are so vital to winning new business.”

CLIENT ROSTER:

- ☐ Volkswagen
- ☐ Ford
- ☒ BMW

CASE STUDY: Unilever

Unilever Canada required a partner to help it improve quality, lower costs, and boost customer service levels. In particular, Unilever’s various stocking locations presented inventory challenges that were affecting customer service. The company was not effectively using its considerable resources to reduce costs.

DB Schenker leveraged the scale of Unilever’s operations and applied its own warehousing expertise to deliver superior performance through a customized Value Based Warehousing (VBW) solution combining automation with Schenker’s *SoliNet* warehouse management system, as well as appropriate materials handling equipment.

Through VBW, DB Schenker created one of the most efficient, flexible, and advanced distribution centers in North America, delivering considerable benefits for Unilever, including 99-percent shipping accuracy, 98-percent inventory accuracy, and 99-percent on-time shipping.



POWERED UP

READERS' CHOICE: THE TOP 10 3PL EXCELLENCE AWARDS

TIE

8

Menlo

WHY THEY WON: "Menlo is outstanding in its approach to discerning customer priorities and needs, and catering solutions to meet those needs," notes one *IL* reader. Another praises the San Mateo,

Calif.-based 3PL's "lean operations and innovative thinking."

According to Menlo's leadership, taking things one step further is all part of the plan. "Menlo maintains a strong commitment to lean principles and processes, allowing us to drive continuous improvement throughout our operations," says **Menlo President Bob**

Bianco. "We are able to look beyond one individual part to identify big-picture improvements that reduce costs and help customers meet their business goals."



CLIENT ROSTER:

- Cisco Systems
- Embraer
- Electrolux
- Nike
- Hewlett-Packard
- **Navistar**
- Comcast
- Diebold
- Ricoh Electronics
- Blue Coat Systems

CASE STUDY: Diebold

When security solutions provider Diebold launched a cost-reduction initiative, the company selected Menlo Worldwide Logistics as its fourth-party logistics provider (4PL) to help transform its global logistics infrastructure and practices. Since then, Menlo and Diebold have worked to design solutions that establish best practices, using lean tools such as value stream mapping to identify opportunities for improvement.

Their approach focuses on supply chain visibility – tracked through advanced tools including a dashboard that provides up-to-date, accurate system data – allowing the company to make proactive decisions that reduce costs and minimize risk. The team also uses scorecards to evaluate providers, facilitating identification and resolution of issues. Benefits include a significant reduction in distribution infrastructure and supply chain spend over the past few years.

TIE

9

Unyson

WHY THEY WON: Like *IL* readers, WD-40 Company has high praise for Unyson.

"During our first year

working with them, Unyson Logistics delivered WD-40 significant cost savings," says Jeff Cole, WD-40's director of operations. "They did this while providing excellent customer service and support on the analysis of our network."

Superior customer service was a popular theme among the Downers Grove, Ill.-based 3PL's voters. "They deliver at times that we choose—not times that they choose," one reader remarks.

"Unyson Logistics has distinguished itself from other 3PLs through our commitment to guaranteed savings and providing multi-modal services with customized solutions," says **Donald Maltby, Unyson's executive vice president of logistics services.**



CLIENT ROSTER:

- Big Lots
- The Home Depot
- Southeastern Container
- Rexam Plastics
- **WD 40 Company**
- Oatey Corporation
- General Mills
- Toys"R"Us
- Ingersoll Rand
- Energizer

CASE STUDY: Big Lots

As the nation's largest broadband closeout retailer, Big Lots operates more than 1,300 stores in 47 states. In 2005, Big Lots selected Unyson Logistics to manage its LTL inbound shipments. In the first year, Big Lots enjoyed more than 30 percent savings in its LTL transportation spend. In 2008, Big Lots selected Unyson to manage its entire North American network.

"We needed to enhance visibility in our supply chain and move closer to optimizing our network," says Katy Keane, Big Lots' vice president of transportation services. "With Unyson's technology and process improvements, we will be able to drive costs down and improve our overall performance. Unyson has consistently delivered savings and improved visibility, reaching from supplier to store through our entire DC network."

In 2009, Unyson Logistics will provide consolidation and optimization savings throughout the entire network by analyzing all aspects of Big Lots' transportation including inbound, outbound, and returns.



TIE

9

Landstar

WHY THEY WON:

When it comes to dependability, Landstar is at the top of readers' lists. "Any

time we are trying to develop a solution with our supply chain, Landstar is one provider we can rely on—be it operational flexibility, state-of-the-art technology, customer service excellence, or providing solutions to our supply chain flow," says Ann Deming, transportation manager at Englewood Cliffs, N.J.-based Unilever USA.

Henry H. Gerkens, Landstar's president and CEO, notes that the Jacksonville, Fla.-based 3PL strives for innovation. "We are continuously working with our agents and customers to identify new and inventive ways to meet the full transportation logistics needs of customers," he says.

CASE STUDY: Grupo Antolin

Global automotive supplier Grupo Antolin contacted Landstar to review the inbound supply chain for the GAIL facility, which supplies Chrysler Belvidere Sub-assembled Door Modules. Landstar looked first at the cyclic flow of parts and production schedules that made the static process of optimizing routes and consolidations difficult as client demands changed due to market conditions. Landstar used the technology of A3 Integration to review the process and found that the current provider's configuration could be optimized significantly.

Landstar then installed the Interactive Capacity Gateway solution, allowing the material planners to enter/edit transportation orders so both carriers and suppliers could confirm the needs of the GAIL plant with real-time visibility. Landstar also opened a warehouse in Rockford—consolidating five other facilities—to maintain a FIFO safety inventory in the event of any interruption in the supply chain flow—especially long lead time suppliers. The re-engineered supply chain yielded more than 20 percent of hard-line cost savings and more than \$1 million in inventory savings.



TLC

WHY THEY WON: "TLC's success comes from our team knowing our clients' business," says **TLC President Pete Westermann**. "We strive to be supply chain solutions experts, and we are dedicated to our clients' vision and business

goals. We execute with passion to serve our clients' needs, and are committed to seeking innovative ways to continually improve their supply chain."

According to *IL* readers, the Holland, Mich.-based 3PL's efforts are paying off. "TLC is not only responsive, but also proactive in presenting suggestions," says one reader. Another remarks, "They truly

work for the good of our company as if it were their own. They identify opportunities even if they are not for the best of their own company."

CLIENT ROSTER:

- ☐ Sara Lee
- ☐ ConAgra Foods
- ☐ Kraft Foods
- ☐ General Mills
- ☐ Kellogg Company
- ☒ Georgia Pacific
- ☐ Dean Foods
- ☐ General Mills
- ☐ PepsiCo
- ☐ Bay Valley Foods
- ☐ Maple Leaf Bakery

CASE STUDY: Maple Leaf Bakery

Maple Leaf Bakery is a leading North American producer and distributor of frozen baked goods for retail and food service customers. In 2005, Maple Leaf asked TLC to streamline operations and more efficiently service their U.S. customers.

TLC worked closely with Maple Leaf to integrate operations and develop a full-service transportation management relationship utilizing TLC's *TMOne* solution. The *TMOne* solution offered a more stable carrier base, as well as automated tendering and specialized track and trace with full system visibility. Over the past several years, TLC has achieved ongoing cost savings and significant improvement in service levels to one of Maple Leaf Bakery's key U.S. clients.

"TLC has taken the lead in developing meaningful metrics, managing our costs, and building a first-class service network for our customers," says Brett Marchand, Maple Leaf Bakery's vice president, supply chain North America. "TLC is an integral part of our team and a major partner in our continued success."



10



INBOUND LOGISTICS 3PL RFP

REQUEST FOR PROPOSAL/REQUEST FOR INFORMATION



PUT *INBOUND LOGISTICS* TO WORK FOR YOU.

What is the 3PL RFP/RFI? It's your opportunity to have third-party logistics experts look at your specific outsourcing challenges and needs, and give you free, no-obligation advice, solutions, and information specific to your request.

Choosing the right 3PL can be an indomitable challenge. Using this 3PL RFP will simplify the task of creating a database of likely partners, building your knowledge base, and preparing your 3PL Request for Proposal list.

Your request is totally confidential. Fax this RFP to Inbound Logistics at **212-629-1565**. For faster service, make your request online at www.inboundlogistics.com/rfp

You'll get information not about the companies listed here, but about solutions to the specific challenges you describe in the space below.

Ask your questions, you'll get answers.

NAME

TITLE

COMPANY

ADDRESS

CITY, STATE, ZIP

PHONE

FAX

E-MAIL

MY 3PL CHALLENGE IS:

FAX TO THESE 3PL LEADERS AT 212-629-1565

- | | |
|--|--|
| <input type="checkbox"/> 3PD, Inc. | <input type="checkbox"/> LynnCo |
| <input type="checkbox"/> A&R Logistics | <input type="checkbox"/> Mallory Alexander |
| <input type="checkbox"/> ADS Logistic Services | <input type="checkbox"/> Menlo Worldwide Logistics |
| <input type="checkbox"/> AFN-Advantage Freight Network | <input type="checkbox"/> New Breed |
| <input type="checkbox"/> AN Deringer | <input type="checkbox"/> Nexus Distribution |
| <input type="checkbox"/> AmeriCold Logistics | <input type="checkbox"/> NFI |
| <input type="checkbox"/> Aspen Alliance Group | <input type="checkbox"/> OHL |
| <input type="checkbox"/> ATC Logistics & Electronics | <input type="checkbox"/> Penske Logistics |
| <input type="checkbox"/> Bender Group | <input type="checkbox"/> Performance Team |
| <input type="checkbox"/> Big Dog Logistics | <input type="checkbox"/> Pilot Freight Services |
| <input type="checkbox"/> Bilkays | <input type="checkbox"/> Port Jersey Logistics |
| <input type="checkbox"/> BNSF Logistics | <input type="checkbox"/> PSS Warehousing |
| <input type="checkbox"/> C.H. Robinson | <input type="checkbox"/> Regal Logistics |
| <input type="checkbox"/> Cardinal Logistics Management | <input type="checkbox"/> RMX Global Logistics |
| <input type="checkbox"/> Carlisle Transportation Systems | <input type="checkbox"/> Ruan |
| <input type="checkbox"/> Corporate Traffic | <input type="checkbox"/> Ryder |
| <input type="checkbox"/> Crowley Logistics | <input type="checkbox"/> Saddle Creek |
| <input type="checkbox"/> CRST Logistics | <input type="checkbox"/> Serec |
| <input type="checkbox"/> CT Logistics | <input type="checkbox"/> Shippers Warehouse |
| <input type="checkbox"/> CTSI | <input type="checkbox"/> Sunrise Logistics |
| <input type="checkbox"/> Distribution Technology | <input type="checkbox"/> Taylored Services |
| <input type="checkbox"/> DSC Logistics | <input type="checkbox"/> TLC-Total Logistic Control |
| <input type="checkbox"/> Dupré | <input type="checkbox"/> TMSi Logistics |
| <input type="checkbox"/> Echo Global Logistics | <input type="checkbox"/> Transfreight |
| <input type="checkbox"/> Evans Distribution Systems | <input type="checkbox"/> TransGroup Worldwide Logistics |
| <input type="checkbox"/> Flash Global Logistics | <input type="checkbox"/> Transplace |
| <input type="checkbox"/> Gilbert Company, The | <input type="checkbox"/> Tucker Company Worldwide |
| <input type="checkbox"/> J.B. Hunt | <input type="checkbox"/> Unyson Logistics |
| <input type="checkbox"/> Kane Is Able | <input type="checkbox"/> UTi Integrated Logistics |
| <input type="checkbox"/> Kenco Logistic Services | <input type="checkbox"/> UTXL |
| <input type="checkbox"/> Keystone Dedicated Logistics | <input type="checkbox"/> Wagner Industries |
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PLANNING FOR THE TURNOVER:

Strategies for Choosing Transportation Partners

- 1 Evaluate your transportation requirements to determine the following: your type of freight by mode; lead time with carriers; territories and lanes being served; frequency of volume in lanes; and unique requirements, such as pallet exchange or blanket wrap.
- 2 Implement a core carrier program – concentrate service to a select number of capable, high-performance carriers. Guarantee them a portion of your projected volume in return for better rates and service quality commitment.
- 3 Create an RFP that clearly states your requirements for bidding; for timing and response; and for the media to be used in carrier presentations. Also include schedule requirements, such as a time frame for solicitation and submission; carrier evaluation and selection; purchasing and contracting procedures; and rate and terms negotiation.
- 4 Select a group of carriers that most likely will meet your requirements. Access to a large group allows you to select carriers based on a set of filters.
- 5 Standardize contract terms and requirements. Create a template to harmonize rate structures and accessorial charges, and insist that carriers define rates and their context in common terms.
- 6 Clearly state your performance expectations. Determine which attributes you will measure, such as on-time performance, acceptance rate, and equipment type and availability.
- 7 Outline your business process and communication methods. State whether you will use a software system or manual processes; how you will perform tendering, acceptance, and timing; appointment scheduling; shipment status and the required event reporting and timing; and settlement.

SPOTTING AN ALL-STAR: QUESTIONS FOR PROSPECTIVE CARRIERS

- ★ Does the carrier have sufficient **capacity** to serve all your transportation needs?
- ★ Is the carrier **financially stable** – not on the brink of insolvency – and willing to reinvest in its business and maintain the type of quality equipment necessary to service your needs?
- ★ Can the carrier supply **references** from businesses that are similar to yours?
- ★ Has the carrier made significant **technology** investments?
- ★ Can the carrier provide **real-time visibility** of shipment status and advance warning of service failures that will allow you to respond to your customers?
- ★ Does the carrier have a **centralized customer service** center with the tools necessary to quickly communicate your needs and/or problems to the proper location?
- ★ If you require **EDI** for load tendering, shipment status, delivery notification, billing and/or remittance, can the carrier support those needs?
- ★ Does the carrier have quality **billing** processes?
- ★ Can the carrier provide you with the **documentation** you require?
- ★ Can the carrier **respond quickly** to any special requests that you may have?
- ★ If your equipment **requirements change**, will the carrier be able to handle it?
- ★ If your customers need **special handling**, can the carrier accommodate them, too?



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Kicking Off a 3PL Relationship

Drawing Up a Game Plan: How to Establish Expectations


- 1 Send a Request for Information (RFI) before a Request for Proposal (RFP).** The RFI will help you collect better data, define your true needs, and involve your 3PL candidates in developing a solution.
- 2 Be forthcoming about issues that could affect your logistics operation.** To get honest assessments, include issues that don't necessarily make you look good or that are proprietary.
- 3 Ask the 3PL for solutions in the RFP, leaving room for creativity.** Experienced 3PLs can add valuable consulting strengths, creativity, and innovations to the equation.
- 4 Be specific.** Give 3PL providers detailed information about what you want them to accomplish and be extremely careful about making sure the providers fully understand those expectations.
- 5 Train your 3PL employees as if they were your own.** Have personnel at your provider's fulfillment center attend your proprietary quality training course, and give them extra systems training when you upgrade.

Leveling the Playing Field: Getting the Most From an RFP

- 1 Be selective.** If you send out RFPs in a cattle call, your candidates may not participate or respond with their "A" game. Nor will your internal team be able to dedicate the proper time to evaluating each response.
- 2 Do your homework first.** Issue an RFI, which is less time-consuming to construct and respond to than an RFP. Use the data you collect to create a short list of five or fewer candidates for your RFP.
- 3 Know your performance objectives.** Solicit input from all the key players in your supply chain about the performance, pricing, and productivity levels they hope to achieve through outsourcing.
- 4 Don't ask the same old tired RFP questions.** Weed out the weak ones, refine the keepers, and add some new ones to inspire insightful answers.
- 5 Keep it real.** Be realistic about how long you give candidates to prepare a response. It takes time for 3PLs to run optimizations and simulations, particularly if they're creating multiple iterations.

Surveying the Huddle: How to Choose a 3PL Without an RFP

- 1 Institute an internal 3PL evaluation team.** Include representation from the supply chain/logistics, information technology, sales/marketing, purchasing, and finance departments to ensure corporate-wide buy-in for your ultimate decision.
- 2 Create an enforceable, mutual non-disclosure agreement.** Ask your legal department for help with this document before starting formal meetings with your 3PL candidates.
- 3 Consider a maximum of three 3PLs.** Trying to thoroughly evaluate more than three service providers could prove extremely demanding.
- 4 Identify technology issues between your company and the 3PLs.** You may need to invest in technology to fully appreciate the benefits available from a 3PL. Investigate what technology benefits the 3PLs possess that can work to your advantage.
- 5 Define a timetable for handing off responsibilities to the 3PL, and document the responsibilities you will retain in-house.** The relationship should not be initiated until this process is in place.



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Freight Management Strategies

Calling the Play: Initiating an Effective Inbound Program

- 1 Create an inbound logistics project team.** Call on the expertise of your procurement and logistics representatives, and draw on each department's need for specific cost information to better manage the process.
- 2 Define the project goals.** Decide what you expect to accomplish when the inbound program is completed.
- 3 Determine key performance indicators (KPI).** Create a baseline or benchmark of current performance, and determine KPI.
- 4 Classify and quantify current inbound operations.** Evaluate your current inbound shipments and classify by who controls the freight (prepaid or collect), where the freight costs lie, and whether the carrier is selected via a routing guide.
- 5 Evaluate best landed cost by supplier.** To calculate best landed cost, you must be able to allocate freight charges plus fuel surcharges plus assessorials to get the true picture of your costs.

The Heat is On: Shipping Temperature-Sensitive Products

- 1 Communicate your needs clearly.** Spell out every detail, even ones that may seem insignificant. Specify the acceptable temperature range in degrees plus or minus the set point to ensure the proper parameters are used, and indicate Fahrenheit or Celsius.
- 2 Maintain the temperature before and after transit.** Shippers often stage temperature-sensitive freight on a dock that is not temperature-controlled. To ensure product quality, make sure your shipments remain in a temperature-controlled environment until the truck is ready to be loaded. The drivers should also keep the truck doors closed until the last possible moment to minimize any effect to the temperature inside the cargo box.
- 3 Plan for less capacity.** Temperature-controlled trucks have less capacity. Cubic feet are reduced due to added insulation in the walls of the truck, and the added weight of temperature-control equipment affects payload capability. Review packaging diagrams, dimensions, and weight requirements to avoid last-minute surprises at the loading dock.

TWO-MINUTE WARNING MANAGING EXPEDITED SHIPMENTS

- ★ **Hire the right people.** Your logistics team should be able to effortlessly evaluate a shipment and convert it to the most cost-effective—but expeditious—mode.
- ★ **Ensure visibility.** To successfully manage expedited shipments it is imperative that your system link shippers, suppliers, and carriers. Customers need to see where their freight is every step of the way.
- ★ **Operate 24/7/365.** Have an expedited logistics specialist available at all times to identify and resolve any potential problems that may arise.
- ★ **Know your customers' supply chain.** Not all expedited shipments are critical shipments. Understanding your customers' supply chain enables you to provide flexible solutions.
- ★ **Build a comprehensive coverage network.** Many expedited shipments originate outside common carrier lanes.

Sources and Contributors: 3PD Inc., APL Logistics, FedEx Custom Critical, Franzetta Assoc., Insight Inc., LeanLogistics, NLM, Deborah Catalano Ruriani, Sterling Commerce, UPS

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SMB/3PL PARTNERSHIPS

Small Fish, Big Splash

When small and medium-sized firms are ready to swim with the big fish, they team up with 3PLs to gain a sea of business capabilities. By Merrill Douglas



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Just because you run a small company doesn't mean you don't think big. Like their larger counterparts, small- and medium-sized businesses (SMBs) seek to increase sales, enlarge their product lines, and expand into new markets. It's all about reach.



And as any third grader who tries to play basketball with middle school kids learns fast, when you're small, gaining reach is tough.

SMBs that want to extend their reach often turn to third-party logistics providers (3PLs) for the boost they need to compete with the big guys. A small business that contracts with a 3PL gains access to large-scale resources that it can't easily obtain on its own.

Getting warehouses, logistics staff, and information systems up and running requires a major investment, possibly more than an SMB can afford.

"One option for SMBs is to leverage a third-party logistics provider for a particular service, and treat it as an expense of doing business," says Greg Aimi, director of supply chain research at Boston-based AMR Research.

"Implementing supply chain operations requires substantial upfront capital costs," adds Nate Gilmore, vice president of marketing and sales at Shipwire, a Sunnyvale, Calif., 3PL that specializes in fulfillment for online merchants. Even if a small company operates its own warehouse, it will need more people and space as sales increase. But in the current

economy, securing a loan to finance an expansion is difficult. Outsourcing to a 3PL turns logistics into an expense rather than a capital cost, which might be a more feasible way to support growth.

It might also be a feasible way for local or regional companies that handle their own logistics to get up and running quickly in a new market. "They could partner with a 3PL that knows the ropes in that geography," Aimi says.

A firm that manufactures on the West Coast, for instance, might not find it cost effective to serve East Coast customers from its own distribution center

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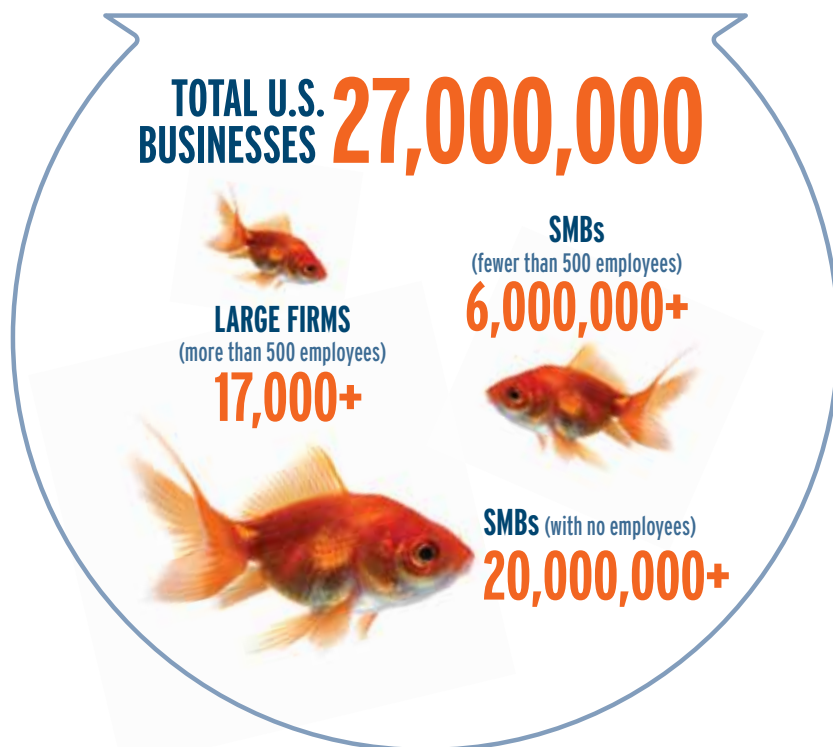


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SMBs: Strength in Numbers

Small and medium-sized firms comprise 99.9 percent of the total number of U.S. businesses (including both employers and non-employers).



Sources: Office of Advocacy estimates based on 2006/2007 data from the U.S. Dept. of Commerce, Bureau of the Census, and U.S. Dept. of Labor, Employment and Training Administration.

(DC), notes Jason Stoudt, general manager at DSC Logistics, a 3PL based in Des Plaines, Ill. "But a third-party provider might have the transportation and warehousing relationships to get a local company into new markets less expensively than it would be able to on its own," he says.

SMBs gain cost advantages from 3PLs in several ways. First, a 3PL serving many shippers has enough volume to negotiate more favorable transportation rates. Second, by storing a company's goods in multiple DCs across the country or around the world, a 3PL puts product closer to customers. That strategy reduces the number of miles that product must travel via more costly less-than-truckload (LTL) carriers.

Third, to cut costs even more, a 3PL might consolidate loads from several customers into full truckload (TL)

shipments. Finally, working with a 3PL allows a company to pay only for the services and capacity it needs.

That point is especially important in a volatile economy. A retailer that experiences a sudden surge in business might need to expand warehouse space and hire more employees.

"But after that burst of sales, what happens?" asks Gilmore. "Does the company fire employees? Does it lose the investment it has just made in training? In this economy, the ability to scale up and down is crucial. Outsourcing to a third party makes it easier to re-size infrastructure as needs change."

Tile Tycoon

Among the companies that Shipwire is helping to ride out the current rough economy is ThoughtFish Media, Seattle, Wash. Outsourcing to a 3PL has

positioned ThoughtFish to increase revenues while keeping its infrastructure small.

Founded in 2002, ThoughtFish got its start as a home improvement project. When Andrew Simmons decided to create a mosaic mural for his bathroom wall, he wrote some software to guide him in placing the tiles to form a picture.

Simmons never installed the mural. But once word got out about what he'd done, the code behind his creation took on a life of its own. "Soon we were selling \$17,000 a month in software," he says.

Today, ThoughtFish offers a variety of software products that customers use to convert photographs, fine art prints, and other images into mosaics, beadwork, and cross-stitch embroidery. ThoughtFish also is getting ready to roll out its first hardware product: the RoboMosaic, a gadget that automatically assembles a mosaic based on instructions from the company's software.

ThoughtFish sells products on its own Web site and through a variety of online retailers. It has attracted about 26,000 end users worldwide, says Simmons, president and CEO of ThoughtFish.

A Logical Step

The current recession has hurt sales, but even when business was booming, overhead costs took a big bite out of profits. "We were spending upwards of \$6,000 a month for warehousing, transportation, and labor," Simmons says.

Further complicating matters, Simmons and his wife decided to dive into parenthood big time, adopting six children at once. "Having to balance the warehouse, personnel, and six children was too much to deal with," he notes.

Turning to a 3PL seemed like a logical step. "We were already outsourcing programming and tech support," Simmons says. "Outsourcing logistics became the last piece of the puzzle."

Simmons chose Shipwire, which operates warehouses in Chicago, Los Angeles, Reno, Toronto, Vancouver, and London. After receiving orders through an interface to a merchant's online shopping cart, Shipwire ships ThoughtFish products from the warehouse that is best positioned to serve each customer.

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Sources: U.S. Dept. of Commerce, Bureau of the Census and International Trade Administration; Kathryn Kobe and CHI Research; Federal Procurement Data System; U.S. Dept. of Labor, Bureau of Labor Statistics

The use of a 3PL helps ThoughtFish cut expenses. "I don't need all the employees or warehouse space I used to have," Simmons says.

Also, shipping is easier and less expensive when a warehouse is located close to the customer. "The last mile of shipping is the most difficult and the most expensive; it's the FedEx/UPS mile as opposed to the freight mile," Gilmore says. "The goal for SMBs is to limit that mile and make it shorter, so product is more competitive in regional markets. That especially applies to international sales."

Sales to a retailer in Canada posed special problems for ThoughtFish before it outsourced to Shipwire. Merchandise shipped to that customer had a 50-50 chance of disappearing. "The shipment would sit in Customs, and we were not notified of the delay," Simmons recalls.

Filling orders for that customer from Shipwire's Toronto warehouse solved the problem. "Today, when shipments go out, customers receive them," says Simmons.

Using local warehouses also has improved customer service in less dramatic ways. It used to take as long as eight days to move merchandise from the West Coast to customers in the East or in Europe, Simmons says. Some consumers lost faith while waiting, and called their credit card companies to stop payment. Now, ThoughtFish uses Shipwire's warehouses in Los Angeles, Chicago, Toronto, and London to store merchandise closer to major markets. "Customers never have to wait more than two days to receive an order from us," he says.

Carrying a Heavy Load

Shipwire's services should come in especially handy as ThoughtFish introduces the RoboMosaic. Weighing 150 pounds, the product is much larger and heavier than any product ThoughtFish has shipped before. "Based on initial interest in the RoboMosaic, there's no way we can handle the orders and shipping in-house," Simmons says.

Outsourcing logistics to a 3PL allows Simmons to concentrate on developing and marketing his products. Add outsourced programming and tech support, and it's easy to see how a small business can grow without increasing

its corporate infrastructure. "Our supply chain has become so automated, I could retire and the company would continue to run," notes Simmons.

Another small company making a big splash thanks to a 3PL is Idahoan Foods. The Lewisville, Idaho, manufacturer takes advantage of the economies its logistics partner provides to better compete with larger rivals on supermarket shelves.

Idahoan's business is all about potatoes. About half its revenue comes from providing retail stores, food clubs, and food services with packaged flakes that cook up into a variety of flavored mashed potato products. The company also sells potato-based ingredients to snack food manufacturers in the United States and abroad. Idahoan was formed in 2007 through the merger of RD Offut Company and United II Potato Growers of Idaho. It operates nine plants in Idaho, North Dakota, and Nevada, and employs about 1,000 people.

Potatoes by the Truckload

Although it's certainly no small potatoes, Idahoan isn't big enough to make truckload deliveries to supermarket customers such as Albertson's and Food Lion. "But we do compete against truckload shippers," notes George Lake, Idahoan's vice president of supply chain management. General Mills' Betty Crocker division, for example, sells everything from canned soup to cookie mix along with its potato products, so it can easily gain the economies of TL shipping.

"We need a way to level the playing field as much as possible," Lake says. Over the past 20 years, for Idahoan and its predecessors, that leveling strategy has included DSC Logistics.

"We selected a third-party provider that could help us stay closer to the market so we could ship truckloads of freight to a warehouse, as far across the country as we could get it," Lake says.

Shipments still move from the 3PL's warehouses to retail customers via LTL transport. But the products travel much shorter distances. While that strategy is more expensive than shipping full truckloads, it's cheaper than using LTL all the

way from the plants to the customers.

DSC Logistics stores and handles Idahoan's branded and private-label products bound for retailers, and manages relationships with the LTL carriers.

"DSC is able to obtain a better rate structure than we could, because it ships a variety of products with the LTL carriers," Lake says.

When possible, DSC saves Idahoan even more money by consolidating its loads with shipments from other customers to build full truckloads, says Stoudt.

The Walmart Way

The most striking example of this consolidation strategy takes Idahoan's products to Walmart. In 2005, Walmart chose DSC and two other 3PLs to provide consolidation services via a program called Remix, which allows the retail giant to place smaller, more frequent orders with its suppliers.

Vendors that work with DSC deliver product to one or more of the 3PL's Multi-Vendor Optimization Strategy (MOST) consolidation centers in Dallas, Atlanta, Chicago, Los Angeles, and Allentown, Pa. Walmart issues master purchase orders to DSC, which consolidates products from multiple vendors and delivers them to Walmart's 39 regional Remix DCs.

"We get the advantage of truckload pricing for our products moving from DSC to Walmart," Lake says. Idahoan pays extra for storage and handling

under this arrangement, but the transportation savings more than make up for that and help put the company on an even footing with larger competitors.

Besides saving money, the shift to TL

Lake and DSC have made some joint sales calls on some of Idahoan's other supermarket customers to try to sell them on the consolidation concept. "They'll come around to it eventually,"

Lake says.

Kitting Close To Home

In the near future, Idahoan also will use DSC Logistics to assemble in-store product displays at the 3PL's DCs and ship them to retailers. "Sometimes it's more effective to handle logistics closer to the customer base," Lake says.

DSC provides this kitting service for many manufacturers. "The service gives smaller companies the flexibility of building these items on demand at a negotiated price," says Stoudt. Manufacturers often prefer not to pull employees off other jobs to perform this occasional task, he adds.

That points to yet another benefit that SMBs gain by working with 3PLs. Outsourcing allows small companies to focus on manufacturing, marketing, and other activities that define their products, while letting an expert handle logistics.

"For a company the size of Idahoan, it's better to work with a distribution partner," Lake observes. "Because logistics is DSC's core competency, it is on

the leading edge all the time."

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has helped improve Idahoan's on-time delivery performance. "It's much easier to manage on-time deliveries in a truckload environment," Lake says.



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by Cindy H. Dubin

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n Saturday nights in the mid-1970s, 60 percent of all TV sets were tuned in to the often controversial sitcom that introduced America to an iconic Queens, N.Y., loading dock worker named Archie Bunker. The cantankerous Bunker never missed an opportunity to insult, generalize, or misinterpret any situation that did not neatly comport with his own world view. Was it the inefficiencies of working on the loading dock that caused Archie's agitation?

Clipboards, time cards, paper, chalkboards—this was the yard management system that Archie Bunker would have used 30 years ago. For some companies today, not much has changed.

"Managing a yard can be tedious, inefficient, and cumbersome," says Chuck Bealke, vice president, transportation solutions for integrated software solutions provider Retalix Ltd., Supply Chain Division, Plano, Texas. "Historically, the yard has been an area where workers will tolerate chaos. But times are changing. Just as most warehouses use a warehouse management system (WMS), yards are being optimized by yard management systems (YMS). Companies are beginning to realize that no matter how efficient the warehouse, it means nothing without an efficient yard."

Ninety percent of the logistics professionals surveyed in an October 2008 Aberdeen Group study say they are interested in taking action within the next one to two years to improve operations by purchasing or updating software solutions in and around the warehouse, including transportation and yard management systems.

A yard management system prioritizes shipment arrivals, schedules trailer appointments, manages yard jockey activity, identifies trailer contents, and ensures that workers don't waste time looking for trailers, unloading product, or parking a trailer in the wrong dock location.

"Many companies focus on managing inventory inside the warehouse and transportation outside

the warehouse, leaving a huge void in optimizing yard assets," says Tim Harvie, president and CEO of Englewood, Colo.-based Fluensee Inc., a provider of RFID-enabled asset management solutions. "Since mid-2008, supply chain productivity has improved significantly, much of it related to yard management. Previous YMS solutions were built on old business models and older technology. Today's YMS leverages new and emerging technologies."

SITTING ON THE DOCK

The business of logistics today revolves around saving money, particularly in trailer management. When drivers show up at a dock carrying containers, unloading commonly must occur within a specified time or the distribution center (DC) is charged per day by the transportation company.

"A truck left sitting costs the carrier money," explains Dick Lipari, sales manager for supply chain software vendor Royal4 Systems, Long Beach, Calif. "The carrier charges back for containers that are put in a corner, forgotten about, and not unloaded."

Rates vary by trucking company, but the charges are based on time. Containers average \$75 per day, climb to \$150 per day for the following week, and add \$75 to that price per day for each week thereafter until the container is returned.

To help avoid these costs, Royal4 Systems added alerts to the yard management module included in its *WISE* warehouse management system. *WISE* ensures



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Although companies locate in New Jersey for many reasons, the ability to ship goods to market quickly and efficiently is especially crucial. The state was recently ranked #1 in the country for transportation, warehousing and highway connectivity and #2 for railroad service.* New Jersey also has the largest port complex on the eastern seaboard with facilities in Newark and Elizabeth, supplemented by major ports on the Delaware River. These ports handle more than 620 million tons of freight, valued at over \$850 billion annually. And, with two major airports—Newark Liberty and Atlantic City International—New Jersey serves as an intermodal gateway for trade across the country and around the world.

As the third largest industrial real estate market in the country (with nearly 800 million square feet of space), New Jersey offers a wide range of choices. The state has more than 23,000 establishments devoted to warehousing, logistics and distribution; 3,000 warehouse facilities have ceiling heights over 20 feet.

A number of major firms that store and move their products, as well as the thousands of logistics firms that serve them, are located in New Jersey. Contact us at 866-534-7789, we'll put you in touch with one of our Account Executives so you can learn more about why New Jersey is the right place for your business.



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that the right trailer is scheduled for the right dock at the right time. Dispatchers receive dock schedule appointments wirelessly. Trailer type, trailer content (down to the SKU level), load type (perishable, dry, or hazardous), length of time trailer can be on the lot before the carrier issues penalty charges, purchase order associated with the load, and any errors or exceptions to the purchase order are all visible.

Exorbitant trailer detention charges were the reason why the Ford Assembly Plant in Claycomo, Mo., needed a new YMS. Able to accommodate up to 360 trailers in its bullpen at once, the company had a YMS in place when James Kennedy of the material planning and logistics department arrived on site.

"The previous YMS did not accurately track detention," recalls Kennedy. "Trailers were sitting too long, costing Ford upwards of \$11,000 per month."

Ford has eliminated that cost by loading and unloading trailers within hours using *KT3* yard management

software from K&T Switching Service, Inc., Sheffield Village, Ohio. The yard management software was developed by K&T of Lorain Ltd. for licensed use by K&T Switching Service Inc. and K&T Logistics Inc.

"*KT3* provides the ability to use RFID to track a container's comprehensive life cycle," explains Kelley Radican Stewart, president of K&T. *KT3* works within Ford's infrastructure—as well as with outside suppliers and carriers—to implement and maintain operational efficiencies. Web-based Internet access streamlines container movements.

"Supervisors and drivers have access to the docks via the system," says Kennedy. "Drivers know where to drop their trailers, and yard supervisors know exactly when a trailer arrives and when it leaves the dock. Having insight into every move a trailer makes in the yard has saved significant time and money."

Sitting containers don't just cost money, they can be detrimental to a product's shelf life. "Companies are

more environmentally aware today," says Lipari. "They know that products have a life, and that a container is no protection for most products. Workers must take action to unload products or move containers to better locations, and a YMS can help make that happen."

"Food logistics has been aware of shelf-life issues for a long time, but now the age expectancy of other products is moving to the forefront," says Lipari. For example, the quality of a tire can deteriorate if it is left in a very hot container for a prolonged time. Heat can also cause leaching of plastic into bottled water.

VALUE OF VISIBILITY

Another issue moving to the forefront is a desire for increased visibility—having more information about incoming and outgoing shipments—along the supply chain. Approximately 53 percent of respondents to the Aberdeen Group survey cite a need for greater connectivity with external parties for visibility into shipments and orders.

"Visibility is the starting point, and logistics managers value it a great deal. No company suffers from knowing more about their shipments," notes Michelle Kiang, founder and vice president of marketing for PINC Solutions, Berkeley, Calif., a yard visibility and management solutions provider.

PINC's *YardHound* offers real-time visibility of all yard activities accessible through a Web-based platform. "The YMS fills the communication and visibility gap between a WMS and a TMS," Kiang explains.

The lack of visibility was the challenge facing Dole—the world's largest producer and marketer of fresh fruit and vegetables—at its inbound operations in California's Salinas Valley. When materials arrived in the yard, workers had no real-time information about the fresh produce coming from the field or how



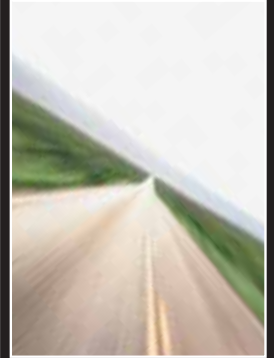
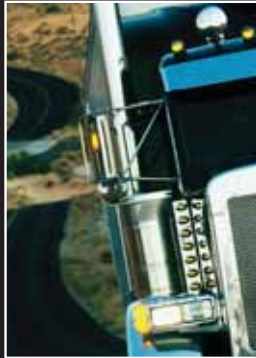
InSync's YMS manages multiple yard locations, creating a complete inventory view across the network. The system manages inbound and outbound assets, and lets users search multiple locations for specific trailers.

TOTALBid Case Study: BASF

"I believe we were able to obtain lower rates than if we would have employed the usual, manual RFQ"

-Todd Davis
Manager, NA

Truckload & Intermodal Transportation
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When BASF decided to rebid their truckload freight, they chose LMS' TOTALBid—an online, reverse-auction bidding tool.

Q&A with Todd Davis

Why TOTALBid?

"The reverse-auction format enabled fair, direct competition between carriers. They had the ability to see how they scored (A through F) on each lane. Until the bid closed, they could lower rates to achieve their desired scores."

Benefits?

"We saved a significant amount of time because we were able to slice and dice the data to quickly understand the dollar impact of various carrier combinations and award scenarios."

BASF and LMS conducted valuable pre-bid analysis and communication that contributed to a higher level of carrier participation."

Savings

"We achieved truckload rate reductions that exceeded our established targets."

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long the material sat in the yard before it was moved into a cooling tube. Produce comes in to weigh stations and moves via conveyor to a cooling tube that quickly brings down the core temperature of the produce before it is stored in the warehouse cooler. There was no way to know which product was cooled in which cooling tube, explains Ashish Chona, CEO of technology company InSync Software, San Jose, Calif.

Dole chose to install InSync's food tracking and safety solution. Containers holding sensitive and perishable materials, such as produce, can be outfitted with temperature and other environmental sensors. InSync's software integrates this data into dashboard views to provide condition status. If assets have an expiration date, the loads are prioritized to minimize scrap and waste.

Installing InSync's software system provides Dole with 100-percent visibility of all produce coming into the yard and what happens to it once it arrives. The system tracks the date, time, and location of every pallet within and through the yard into the warehouse. The system also records the cooling time of each pallet: what time cooling started and ended, and when it was moved into the cooler warehouse from the cooling tube. This has had a significant impact on product quality and operational efficiencies, says Chona.

Eventually, Dole wants to track the temperature of materials, starting from field harvest, to allow smarter dispatching of materials into the cooling tube. A product that is more temperature-sensitive, for example, earns higher priority to a cooling tube than another product that may be waiting longer but is less temperature-sensitive.

STATUS REPORT

Visibility is just as important to a single yard as it is to a large-scale operation. The *YardPRO* Web-based visual railcar inventory and yard management tool, developed by MaxAccel of Boulder, Colo., automatically keeps a near-real-time visual representation of each railcar's location in a yard. It also reports the status of the cars—loaded, empty, cleaned—the last commodity in



the car, any reported mechanical defect, and other related information, explains Peter Sutcliffe, managing partner for MaxAccel.

One inland port installed *YardPRO* to ensure that yard operations and communications flow to everyone who needs to know the status of each railcar in the yard. Additionally, the software helped the port overcome inefficiencies associated with the varied needs and rate structures of its 12 internal customers.

Before the port implemented *YardPRO*, the morass of paper records, inconsistent information, billing errors, and high labor overhead created a challenge. *YardPRO* has automated the billing process, labor is more productive, and yard operations and communication flows as all players know the status of every railcar in the yard.

While it's tempting to implement a YMS to gain improved visibility, there are some hurdles to overcome—namely price. More than 30 percent of Aberdeen Group survey respondents believe that

the cost of YMS solutions is too high. In today's economy, it can be tough to justify the investment. But solution providers argue the justification shouldn't be a roadblock because ROI can be realized in less than one year. "If the ROI is not less than one year, the YMS is not worth buying," says Lipari.

"Yard management systems used to require a \$250,000 to \$500,000 investment, which is why the market has traditionally been small," says Kiang. "But the availability of more cost-effective real-time logistics systems, combined with YMS, has driven down the price."

Many companies don't want to invest capital in radio frequency identification (RFID), notes Jim Harris, president of Cypress, Texas-based YardView. The company's YMS does not have RFID functionality, which can add costs to a YMS. The trailer tracking and logistics planning software can be configured to mirror any operation.

YMS ROI ASAP

Associated Food Stores (AFS), a cooperative that supplies about 600 independently owned retail supermarkets, invested in RFID and a YMS and realized ROI in less than one year. "Any data that can be automatically captured by RFID must be recorded; it's no longer a luxury," says Tim VandeMerwe, dry grocery logistics coordinator for AFS.

AFS installed *Retalix* YMS at its Farr West, Utah, distribution center to improve fleet use, facilitate inbound and outbound product tracking, and coordinate yard labor. Integrating the YMS with a WMS and logistics routing system has improved trailer tracking, dock assignments, and hostler management, says VandeMerwe.

Retalix Yard Management is designed to automate and control the arrival/departure, yard location, yard movement, and readiness of trailers in a full, online environment. The system uses real-time information from RFID tags to track actual location of equipment in the yard. The use of wireless communications for equipment and trailers allows improved control and monitoring of the delivery process for all merchandise that is sent or received, says Bealke.

Reducing the wait time for trailers in the yard is a key benefit of the Retalix solution. Knowing what equipment is in the yard and where it came from enables warehouse management to plan and monitor every move.

Incoming trailers from the gate can be routed to a specific dock based on accurate real-time open dock status. Using computer-assisted logic, the system knows how long the trailer has been loading/unloading and it can automatically redirect a move based on availability and status of yard resources. "The YMS is an integral part of our supply chain," says VandeMerwe.

No matter how integral to a supply chain, a yard management system might not be a wise investment for every company. A one-DC location with a small yard, for example, might perform perfectly well using a WMS that has a YMS module, or even a manual system. "But there is always value in a yard solution," adds Harvie.

A company cannot attain any value, however, unless it purchases a system that meets its specific needs. Ask these

**"If the
ROI is not
less than
one year,
the YMS is
not worth
buying."**

— **Dick Lipari**, Royal4 Systems

questions before selecting a YMS:

- Is the system adaptable to multiple yard locations?
- Is the current inventory management situation severe enough to justify the YMS investment?
- How much will the system help increase throughput?

■ Is the system easy to configure and use?

■ Will the YMS grow with the company?

Yard management systems have grown and evolved from simple modules in a warehouse management system to standalone solutions that can integrate with other programs for greater supply chain visibility and dynamic appointment scheduling.

What sets a YMS apart from a WMS is its ability to manage zones. The YMS allows users to establish zone rules that the system enforces. For instance, a company can designate one zone in a yard for hazardous materials storage only. Nothing else can be placed in that zone, and hazmat items can't be put anywhere but in that zone.

Yard management is just one aspect of the supply chain, and while it's a useful tool, a YMS can't solve every challenge. Just because you can move trailers around, doesn't mean you can manage a yard.

Just ask Archie Bunker. ■



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INBOUND LOGISTICS' SUMMER READING GUIDE 2009

RESHAPING SUPPLY CHAIN MANAGEMENT: Vision and Reality

Edited by Karen Butner, et. al.

Four topics comprise this examination of today's supply chain climate: executing differentiated supply strategies; the role of innovation in product launch and life-cycle management; global sourcing; and perspectives on global logistics. Guidance from experienced practitioners comes in the form of in-depth interviews with executives from Kimberly-Clark Corporation and Halliburton, as well as leaders at IBM and the U.S. Department of Defense.

KEY TAKEAWAYS: As stated in the preface, "Anyone looking for a comfortable career with little change would do well to avoid supply chain management." Within the dynamic logistics field, organizations must be able to sense and rapidly respond to marketplace changes.

FOR DETAILS: www.ibmpressbooks.com

◀ SECURING GLOBAL TRANSPORTATION NETWORKS: A Total Security Management Approach

By Luke Ritter, J. Michael Barrett, and Rosalyn Wilson

This accessible text introduces the concept of Total Security Management (TSM), in which risk management and security best practices are implemented for a company's entire value chain. The book provides practical steps for applying the TSM approach to your operations to achieve cost savings, improve business processes, reduce theft, and enhance asset management. Case studies from major retailers such as Home Depot, and logistics service providers such as Maersk and FedEx, help illustrate TSM principles.

KEY TAKEAWAYS: Securing the complex global transportation industry's infrastructure requires collective action by government agencies and corporations. To do their part, companies must develop and implement corporate policies that protect the transportation infrastructure, routes, and transactional data that drive commerce.

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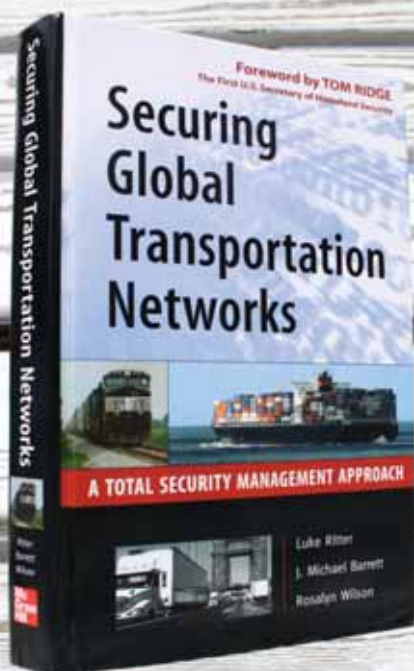
THE RETAIL REVOLUTION: How Walmart Created a Brave New World of Business

By Nelson Lichtenstein

A Walmart executive once told a gathering of financial analysts, "The misconception is that we're in the retail business. In reality, we're in the distribution business." This account examines how Walmart, now well-known for actively managing its supplier relationships, built a global network and developed new inventory management, warehousing, and distribution tactics. The author also speculates as to what Walmart's future holds.

KEY TAKEAWAYS: Global commerce has rarely been as fascinating as in the Walmart case history, and this book incorporates original research and firsthand accounts to delve into the company's evolution.

FOR DETAILS: www.us.macmillan.com



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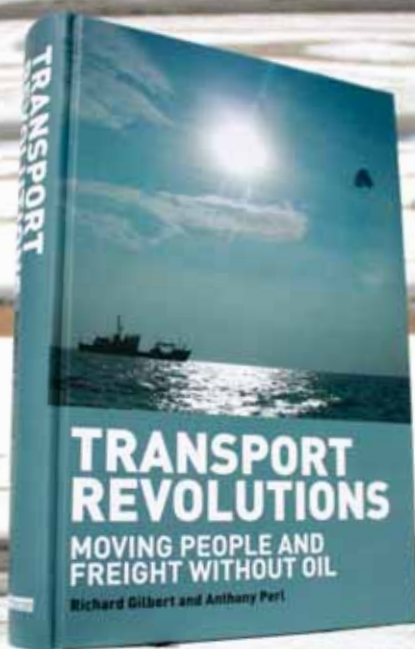


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THE ADVANCED SUPPLY CHAIN MANAGEMENT WORKBOOK

By Charles Poirier, Bill Houser and Craig C. Poirier

Subtitled "A complete step-by-step methodology for making business process improvements," this book relates how-to-use models, techniques, and collaborative workshops to enhance supply chain management throughout a business network or extended enterprise. Case studies illustrate how industry leaders have applied the concepts discussed.

KEY TAKEAWAYS: Covering everything from determining immediate needs to implementing lean concepts, creating strong supplier relationships to managing quality systems, the workbook provides a road map to improved profits.

FOR DETAILS: www.ascinstitute.com

◀ TRANSPORT REVOLUTIONS: Moving People and Freight Without Oil

By Richard Gilbert and Anthony Perl

This analysis of transportation politics and business outlines the challenges of U.S. oil dependence. Building on lessons from past transportation revolutions, the book describes the types of changes likely to occur in global transportation in the coming years as a result of high oil prices.

KEY TAKEAWAYS: This thought-provoking volume proposes responses to ensure effective, secure movement of people and goods in ways that make the best use of renewable sources of energy, while minimizing environmental impacts.

FOR DETAILS: www.earthscan.co.uk

FREIGHT CLAIMS IN PLAIN ENGLISH

By George Carl Pezold and William J. Augello

For 30 years, transportation and logistics professionals have referred to this text for all their freight claim questions. This new edition covers recent developments and legal cases related to cargo loss and damage claims, including those involving international ocean and air transportation, intermodal shipments, and cross-border trade within North America. Sections on topics such as contracts of carriage and bills of lading, burdens of proof, damages, and limitations of liability address the complex issues shippers and carriers may have to address when involved in filing or disputing freight claims.

KEY TAKEAWAYS: This hefty legal reference is a must-have for anyone who encounters cargo claims management situations.

FOR DETAILS: www.transportlawtexts.com

A photograph of the Tower Bridge in London at sunset. The bridge is illuminated with warm lights, and the sky is a deep orange. The City of London skyline is visible in the background, including the Royal Opera House. The water of the River Thames is in the foreground.

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GLOBAL LOGISTICS: New Directions in Supply Chain Management

Edited by Donald Waters

Supply chain experts with a wide range of backgrounds contributed insights to this in-depth examination of today's logistics trends. Get a lesson on time compression in the supply chain from Adrian Beesley, head of product development for DHL Exel Supply Chain's consumer sector, and delve into strategies for delivering sustainability through supply chain management with Kirstie McIntyre, Hewlett Packard's waste electronics and electrical equipment program manager in the United Kingdom. You'll find a wealth of useful ideas and practical information.

KEY TAKEAWAYS: Logistics plays a strategic role in almost every organization, and current supply chain trends involving integration, communications, e-business, globalization, and customer service are shaping the business world.

FOR DETAILS: www.koganpage.com

◀ THE SUPPLY-BASED ADVANTAGE: How to Link Suppliers to Your Organization's Corporate Strategy

By Stephen C. Rogers

Rogers draws on his 30 years of experience in sourcing at Procter & Gamble to examine the role suppliers play in creating a company's competitive advantage. The book takes readers step-by-step through planning, designing, building, and implementing a supply-based management approach. In each chapter, "Practitioner's Take" sidebars offer a real-world outlook on the concepts covered.

KEY TAKEAWAYS: Rogers outlines a common-sense approach to boosting profitability by using suppliers to capture value beyond price.

FOR DETAILS: www.amacombooks.org

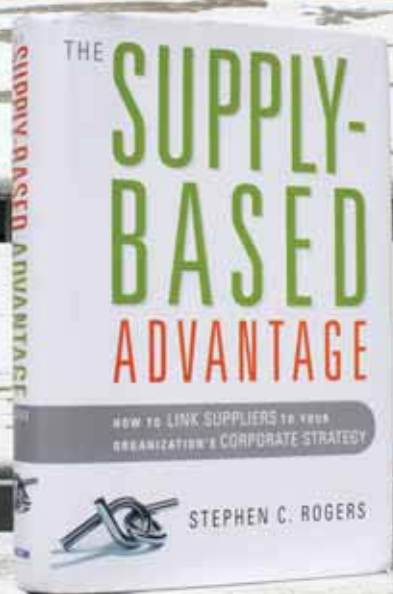
LEAN SUPPLY CHAIN MANAGEMENT: A Handbook for Strategic Procurement

By Jeffrey P. Wincel

This comprehensive guide takes an individual approach to helping companies create strategic procurement strategies. This approach illustrates techniques specific to organizations operating in either a "standard" or "crisis" environment. *Lean Supply Chain Management* also incorporates lean methodologies as a key factor in these supply chain strategies. The handbook also discusses methods for developing and tracking strategic procurement initiatives; coordinating supply chain management and lean manufacturing; and optimizing the use of performance measurement tools.

KEY TAKEAWAYS: *Lean Supply Chain Management* provides purchasers and supplier development professionals with the tools they need to transform procurement from a mere cost center to a profit generator.

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Northwest Iowa



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Stop by the northwestern corner of Iowa and you'll understand right away that this is the heart of rural America. You'll know it by the fields of corn and the herds of beef cattle and dairy cows. You'll feel it in the small, close-knit communities built on

long traditions of hard work. You'll find it in the reasonable cost of living and the slower pace of life.

Northwest Iowa delivers on the promises we've come to connect with America's heartland. But as a site for a production

plant or distribution center, it also delivers a great deal more than you'd expect: easy access to major markets, a first-class transportation infrastructure, a welcoming business environment, and outstanding workforce development programs.

"The attributes that made America economically strong and active are still alive and well here," says Kirk Grau, director of economic development for Osceola County, Iowa. "This is a hard-working area with a fantastic workforce. The transportation is the best, bar none. It's located right in the middle of the United States and connected to almost everywhere."

In other words, if you're looking for a



Anchored in its southwest corner by Sioux City (far left), Northwest Iowa offers a wealth of infrastructure and business benefits to companies such as the Hy-Vee supermarket chain, which recently expanded its warehouse (left) in Cherokee.

access to Interstates 29, 35, 80, and 90. The most important recent addition to the transportation network is the upgrade to Iowa Highway 60, a diagonal route linking Sioux City, Iowa, with Minneapolis and St. Paul. Over the past few years, the state has transformed Iowa Highway 60 into a four-lane expressway, providing a shorter, more direct trip between many origins and destinations.

Iowa Highway 60 is one of six commercial corridors that Iowa has chosen for upgrades to four-lane status under a multi-billion-dollar improvement program. “In the mid-1990s, Iowa set out to connect its urban areas that didn’t have major connections, with a goal of enhancing its commercial-industrial network,” says Thom Hart, infrastructure manager at the Iowa Department of Economic Development.

“Highway 60 created an efficient corridor to Sioux City,” says Dave Van Wyk, president of Van Wyk Trucking in Sheldon, Iowa. “We’re less than 90 minutes from Sioux Falls, so we can service Sioux Falls, Worthington, Spencer, and Storm Lake – all of which are outbound freight points.”

Primarily a refrigerated carrier, Van Wyk Trucking operates approximately 185 power units – about 100 based in Sheldon, the rest in Kansas and Northern Virginia. “Most of the product we haul originates in this three- or four-state area,” Van Wyk says. The company serves the Midwest, New England, the mid-Atlantic States, and the northwestern United States.

Another highway included in the commercial corridor initiative is the east-west U.S. Highway 20, which runs across Iowa

and Illinois. The project to bring that road to expressway standards is about two-thirds complete and is included in the state’s current five-year plan, Hart says.

When it’s done, U.S. 20 will provide an express route across the state from Sioux City in the west to Dubuque in the east. A trip from Northwest Iowa to Chicago is approximately 100 miles shorter via U.S. 20 than via I-80. A truck using the new highway will save more than \$200 per round trip from the region to Chicago and points beyond, according to the U.S. Highway 20 Corridor Association.

“It’s important for trucks to get on the highway and reach 65 mph quickly,” Hart says. The highway upgrades in Northwest Iowa have added interchanges in communities such as Sibley, Orange City, Sheldon, and LeMars, making it easier for trucks to get in and out of industrial parks and other facilities.

THE RAIL CONNECTION

Standing as it does in the center of the agricultural Midwest, Northwest Iowa also is at the center of the country’s railroad network. Union Pacific (UP) and Burlington Northern Santa Fe (BNSF) both serve the region.

So does the regional D&I Railroad, which runs through the city of Hawarden, in Sioux County. “D&I’s connection to UP, BNSF, and Canadian National gives it the capacity to ship on all three lines,” says Spencer Haacke, Hawarden’s economic development director. “That capacity helps keep shipping costs low.”

D&I’s connections have made Hawarden a logistics center for ethanol and other biofuels. “Trucks come in from Sioux Center and other locations and load the trains in Hawarden,” Haacke says. The Iowa Chicago and Eastern Railway also serves the region.

Nor does Northwest Iowa lack for air transportation. Commercial service is

place to site a logistics facility, you should get to know Northwest Iowa.

QUICK RIDE TO EVERYWHERE

The region known as Northwest Iowa encompasses six counties – Cherokee, Lyon, O’Brien, Osceola, Plymouth, and Sioux – with a total population of about 100,600. The largest two counties, Sioux and Plymouth, are home to about 32,400 and 25,000 people, respectively.

Those six counties have a long reach. “The region is within one day’s drive to Minneapolis, Chicago, Denver, St. Louis, Omaha, and Kansas City,” says Grau.

Highways in the region offer quick



FEEDING THE NATION: Northwest Iowa's location in the center of the agricultural Midwest made it a natural choice for Hy-Vee's grocery distribution center (above). Wells Dairy (right), makers of Blue Bunny Ice Cream, operates two production facilities in Le Mars, where it was founded in 1925.



available nearby at the Sioux Falls, S.D., Regional Airport and the Sioux Gateway Airport in Sioux City, Iowa. Each county also has a smaller airport to support general aviation.

MAGNET FOR INDUSTRY

Some companies choose a location in Northwest Iowa specifically because they can move product in and out of the area so efficiently. The transportation infrastructure and strong local work ethic were major factors in electronics manufacturer Coilcraft's decision to enlarge its distribution operation in Hawarden, even

as it shifted manufacturing to other locations. "Because of the location's efficiency, Hawarden has become one of Coilcraft's major distribution sites for the United States and worldwide," Haacke says.

Another business that is stepping up its logistics activities in the region is Hy-Vee, a supermarket chain with more than 225 stores in seven Midwestern states. Hy-Vee worked with the logistics department at Iowa State University to determine how to redesign its distribution network. Based on recommendations from that study, the company currently is building a \$3.77-million expansion to its distribution center in

Cherokee, adding 230,000 square feet to the existing 435,000-square-foot facility. Advocates who lobbied for the Cherokee project say that Hy-Vee chose that facility largely because its workers make it an extremely efficient operation.

Businesses in several major categories have gravitated to Northwest Iowa. One is an industry closely related to agriculture: biotechnology. Firms in the region produce petrochemicals and other organic chemicals, fertilizers, pesticides and various agricultural chemicals, and pharmaceuticals. The field also includes animal slaughtering and processing.

FULL OF ENERGY

Another important industry associated with agriculture is energy. Northwest Iowa is a center for the production of ethanol, E-85, distillers grains, biodiesel, and e-diesel. Among the biofuels facilities in the region is POET Biorefining's Ashton plant, which produces 56 million gallons of ethanol per year.

Wind energy also is growing in the region. One firm has installed 55 wind turbines at the eastern end of Osceola County, and another expects to erect more than 80 at the western end, says Grau.

Other companies in the renewable energy sector that have made Northwest Iowa their home include Little Sioux Corn Processors, Northwest Iowa Renewable Energy, and Siouxland Energy and Livestock Co-Op.

Agriculture in the area also makes Northwest Iowa a natural location for food processing. Companies in the region manufacture starch, vegetable oil, confectioneries, frozen foods, ice cream, and bread and bakery products; can fruits and vegetables; and produce dried dairy products.

"Because we're in the agriculture belt, many producers and supply-end production companies locate close by," says Neal Adler, executive director at the LeMars Business Initiative Corp. Among the food producers in the area are: Wells Dairy, Inc., producer of Blue Bunny Ice Cream;

BoDean's Baking Group, which makes cones and sandwich wafers for ice cream (see sidebar, page 164); Advance Brands, which makes packaged meat products; Associated Milk Producers Inc.; and Tyson Retail Deli Meats.

A MANUFACTURED FIT

Northwest Iowa also has attracted many companies involved in advanced manufacturing and plastics.

Just as the ready supply of agricultural products attracts food processors, access to industrial suppliers makes the region a good fit for many other kinds of manufacturers. "Northwest Iowa is considered rural, but the truth is it offers convenient access to suppliers such as machine shops," says Jerry Klemme, former chairman of the Hawarden Economic Development Group. "The area provides rich resources for high-level machining."

Companies that locate in Northwest

“Because we’re in the agriculture belt, many producers and supply-end production companies locate close by.”

– Neal Adler, executive director, LeMars Business Initiative Corp.

Iowa should have no trouble finding suitable real estate. "This area offers some of the most affordable land and buildings available," says Grau. When Osceola County established a 40-acre industrial park near Sibley, its largest community, it paid just \$9,000 per acre – a good indication of the prices companies are likely to encounter in the market.

More than 25 industrial and commercial facilities are available in the region, with more than 500,000 square feet of space. "For example, one 54,000-square-foot manufacturing facility for rent offers

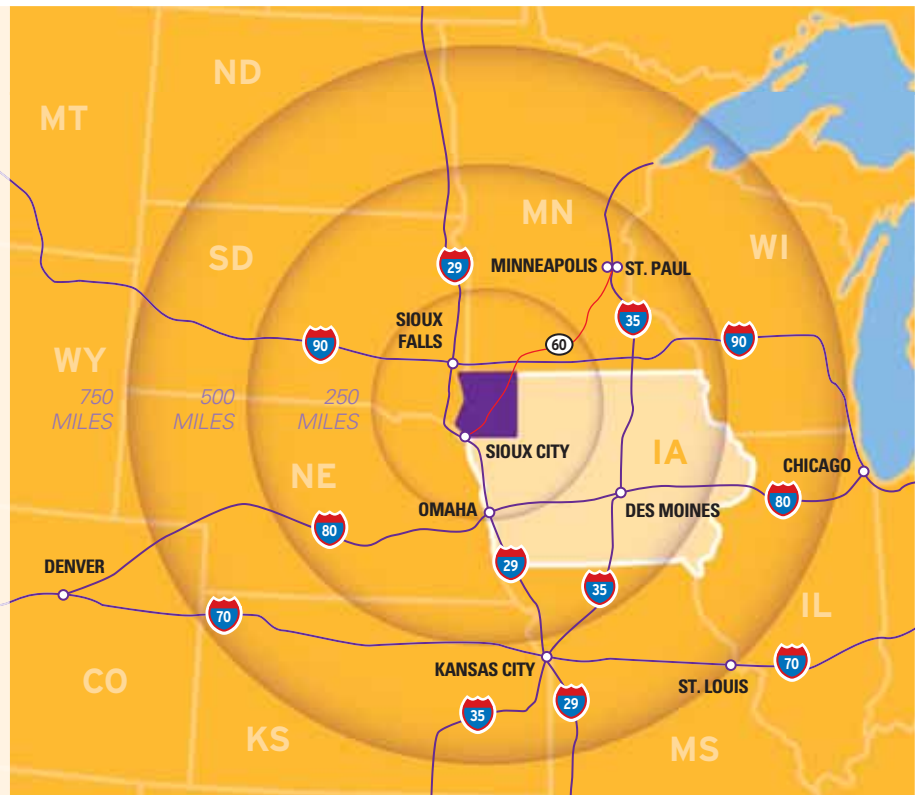
a lease rate far less than in surrounding metro areas," Grau says.

The upgrade of Iowa Highway 60 has spurred extensive industrial development along that corridor in Northwest Iowa. "Several cities have industrial parks, and some are expanding," says Woody Grabenbauer, director of the business development training center at Northwest Iowa Community College (NCC) in Sheldon. Across the region, industrial and commercial business parks offer more than 1,300 acres of available land.

Five years ago, for example, the city

Northwest Iowa's Efficient Reach

Easy access to a web of interstate highways and the recent upgrade of Iowa Highway 60, which bisects the region diagonally, allows ground transportation from Northwest Iowa to reach major cities such as Minneapolis, Chicago, and Denver within one day.



Northwest Iowa

of Sheldon bought 100 acres of land for commercial, industrial, and residential development near the intersection of Iowa Highway 60 and U.S. 18. “Since then, we’ve opened two commercial development areas, as well as a light industrial park that’s 600 feet from four-lane Highway 60,” says Mark Gaul, executive director of the Sheldon Economic Development Corporation.

Businesses in Orange City’s industrial park employ nearly 1,500 people, says Gary Blythe, assistant city administrator. The city recently developed a second, 100-acre industrial park adjacent to the first one.



Paint manufacturer Diamond Vogel operates an industrial campus in Orange City.

Along with promoting real estate development, local governments have worked with the state of Iowa to ensure a favorable business climate. One example is the state’s local tax abatement program,

which allows cities and counties to abate local property taxes for improving industrial real estate. Several communities and counties in Northwest Iowa take advantage of this opportunity.

Another attractive program is tax increment financing, which provides a creative way for local communities to offer incentives to businesses. When a company locates in Northwest Iowa, the local government can use the anticipated tax revenue increase as a basis for issuing a bond to finance infrastructure and services for that property.

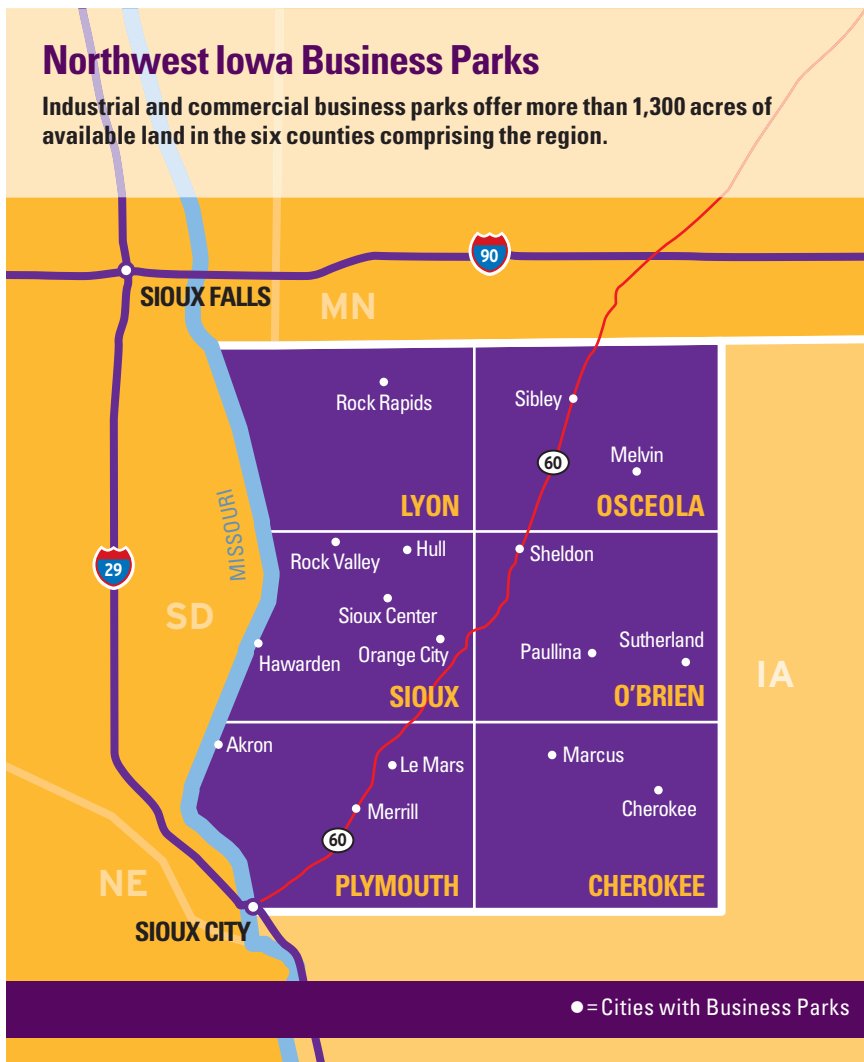
For example, to help with the construction of a \$4.5-million commercial development next to Iowa Highway 60, Osceola County and the city of Sibley jointly developed infrastructure connecting that property with Sibley’s water and sewer systems. “Over the next 16 years the infrastructure will be paid for via taxes from that \$4.5-million facility,” Grau says. “In addition, half the taxes will be rebated.”

Lyon County, in the extreme northwest corner of the state, has been marketing itself as a cost-effective location to nearby Sioux Falls. For a business, life is less expensive across the border in Iowa. “Iowa offers a more level playing field,” says Glenn Anderson, the county’s economic development director.

WONDERFUL WORKFORCE

Along with state and local government incentives, companies that locate in Northwest Iowa can expect to gain a high return on the money they invest in their employees. According to studies conducted by Iowa Workforce Development, employers in Northwest Iowa draw from a pool of about 100,000 potential workers living in the six-county region and surrounding counties.

The region boasts skilled workers who are highly committed to their occupations and their employers. “Human resources directors in this area don’t experience a



lot of turnover,” says Blythe.

Chuck Sjogren, human resources manager at Diversified Technologies Inc. (DTI) in George, Iowa, can attest to that. “One of our employees is 84 years old,” he says. “He likes the overtime and gets frustrated when we cut him back to 40 hours per week.” One employee has been with the company since the late 1950s, and several others since the mid-1960s.

DTI’s oldest business unit, Sudenga Industries, started in George as a blacksmith shop in 1888. Today, it manufactures grain- and feed-handling equipment. Sudenga’s sister firms are Dur-A-Lift, which makes aerial bucket lifts, and Ranger All Season Corp., which produces mobility scooters. The three companies ship products from Northwest Iowa to customers around the world.

“Having a mechanically minded, hard-working, diligent, devoted employee base makes the difference in any product line or any product offering,” Sjogren says, and it’s a big factor in DTI’s success.

SPECIALIZED TRAINING

Companies in the region that require specific skills don’t have to look far for specialized workforce training. In support of transportation in the area, for example, Northwest Iowa Community College (NCC), Western Iowa Technical Community College, Dordt College, and Northwestern College offer courses in automotive technology, truck and diesel technology, and automotive service and body technology.

The Business and Industry Training Center at NCC represents the type of training available in the region. For instance, it participates in the New Jobs Training Program, a state-sponsored initiative for companies that are creating new jobs in Iowa.

“The program can be used for skill assessment and upgrades, as well as broad-based training,” Grabenbauer says. It is funded through bonds, which the state retires by diverting a portion of the state income tax withheld from the new

employees’ paychecks.

The Business and Industry Training Center offers courses in specific areas, such as lean manufacturing, computer skills, quality assurance and safety, plus “soft skills” training in areas such as management and team work. It also tailors

programs to employers’ specific needs and provides business consulting. “We work with companies to improve their operational structure,” Grabenbauer says. “We do an assessment, then provide guidance on taking waste out of their operations.”

Some training focuses specifically on

Your Company Name Here

Need a hat embroidered with your logo? A calculator engraved with your company’s name and address? Order it from Staples Promotional Products, and you’ll experience firsthand the advantages of shipping from Northwest Iowa.

In May 2007, office products giant Staples purchased American Identity, a company whose roots in Northwest Iowa go back to the years just after World War II. Staples Promotional Products in Orange City sells T-shirts, hats, key chains, and just about any other item a customer might want to decorate with a corporate logo.

The facility is an important component of Staple’s business strategy: the corporation spent about \$1.5 million last year on the plant and distribution center. “We did substantial upgrading: re-racking, new conveyors, a mezzanine,” says Larry Sanson, vice president of operations at Staples Promotional Products. The facility does screen printing, embroidering, and laser engraving, and also sources pre-decorated items from suppliers, distributing from Orange City to customers throughout the world.

The central location is a big plus for Staples, which ships mainly via UPS. “We ship to both coasts in three or four days,” Sanson says. Relatively inexpensive real estate and labor also make Northwest Iowa an attractive place to do business, he adds.

The workforce isn’t only inexpensive. Staples’ employees are also well-educated, which makes them easy to train for their jobs and ensures that they perform tasks accurately. Workers from Northwest Iowa also show a strong commitment to the organization, staying in their jobs for many years.

It’s no surprise that Staples has injected so much new capital into Orange City. Like many of its workers, the company clearly plans to stay for the long haul.



HIRING HIGH-QUALITY HELP: Staples Promotional Products benefits from Northwest Iowa’s well-educated, committed workforce.

“We live and work in a safe environment. That doesn’t show up as a line item on a balance sheet, but it sets a culture in which people can be productive.”

— Gary Blythe, assistant city administrator, Orange City

logistics functions. “We’ve worked with companies in final assembly/finished goods warehousing,” Grabenbauer says. The Center also does extensive safety training related to operating forklift

trucks and other warehouse processes.

Beyond its training programs, NCC serves as a resource to local employers in other ways. “We direct them to various areas of the state government that will

help them,” Grabenbauer says. “Or we just sit down with them to bounce around ideas. We’re willing to work with companies on whatever they need.”

STRONG, SAFE COMMUNITIES

When a company relocates personnel to Northwest Iowa, they are pleasantly surprised by the quality of life they find. The median monthly cost to own a home is well below the national average. Education is a top priority in local communities, and two schools in the region – George-Little Rock and Sheldon Community Schools – have been named to *U.S. News and World Report’s* list of Top 100 Schools. Residents enjoy small-town living, but also have easy access to cultural activities, sporting events, and shopping in Sioux City and Sioux Falls.

Just as that atmosphere makes for a strong community life, it also makes for a strong business atmosphere. “We live and work in a safe environment,” Blythe says. “That doesn’t show up as a line item on a balance sheet, but it sets a culture in which people can be productive.”

With strong communities, productive employees, a hospitable business climate, and efficient connectivity to the world, Northwest Iowa goes way beyond expectations. ■

Scooping up New Business in LeMars

Even in a tight economy, people need an occasional splurge, as witnessed by the consistent demand for ice cream treats, says Angela Kneip, chief financial officer at BoDean’s Baking Group in LeMars, Iowa, which supplies cones and ice cream sandwich wafers to major dairies in the United States and Canada.

“Current economic conditions haven’t affected our business,” Kneip says. Since starting production in its cone plant in 2002, BoDean’s has built three additions to that building. The wafer plant opened in 2006 with one production line. “We’re in the process of adding another line, which will be completed at the end of this year,” she says.

One big advantage to operating in Northwest Iowa is the local workforce. BoDean’s employs about 160 workers. “Many are from farms,” Kneip says. “They’re hard workers, dedicated, loyal, and always strive to improve their job performance.”

The company originally located in LeMars to gain easy access to Wells Dairy, a major customer. As BoDean’s has expanded to serve ice cream makers such as Schwann’s in Minnesota, Dreyer’s in California, and Chapman’s in Ontario, LeMars has proven a convenient location for reaching out in all directions.

“Schuster Trucking is located right across the street, and it handles almost 100 percent of



Proximity to BoDean’s Baking Group’s LeMars facility helped Schuster Trucking win nearly all the manufacturer’s transportation business.

our distribution,” Kneip says. “Being centrally located in Iowa allows us to ship in any direction efficiently.”

LeMars also is an efficient location for receiving ingredients from throughout the Midwest, including sugar from the Dakotas, flour from Michigan and Omaha, and caramel coloring from Iowa.

“Whether it’s ingredients coming in or products going out, our LeMars location has worked well for us,” Kneip says.

More on Northwest Iowa

The six counties that make up Northwest Iowa collaborate through the Northwest Iowa Development group to attract new business and skilled talent to the region. For more information on Northwest Iowa, visit www.northwestiowa.org or call 866-384-2665.



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DC Solutions

Warehouse Automation: Siemens Sorts It Out

Siemens sees labor cost and floor space savings, significant improvements in employee ergonomics and morale, and a fast return on investment from its new materials handling system.

As a leading supplier of postal and parcel solutions, Arlington, Texas-based Siemens operates one of the largest postal sortation equipment manufacturing plants in the world. The Infrastructure Logistics manufacturing site in Dallas/Fort Worth, Texas, handles postal sortation equipment parts, pieces, and installation kits, and holds the finished goods for shipment.

When Siemens decided to improve receiving, quality assurance inspection, put-away, and picking at the plant's warehouse facility, it looked for third-party help. After a detailed selection process, it chose materials handling systems integrator Diamond Phoenix, Lewiston, Maine, and Richards-Wilcox, a manufacturer of overhead power and free conveyor systems based in Aurora, Ill., to handle the automation upgrade. Together, the companies analyzed the facility and designed an automation system that would increase overall efficiency and inventory control.

The system includes horizontal carousels, an overhead monorail conveyor, a roller conveyor, pallet rack, flowrack, and vacuum fluorescent display controller. It handles three types

of Siemens warehouse products: small items in totes, regular 48-inch by 48-inch pallets, and oversized pallets.

Implementing an automated tote conveyor and carousel system boosted productivity in handling small parts at the warehouse. Previously, warehouse workers picked parts using a paper-based method and placed the parts into totes that they often had to push across the floor to their destinations.

Siemens wanted to keep these totes, but the model had been discontinued and the design mold had been sold off from the original vendor. Diamond Phoenix was able to research and track down the tote pan mold from an archive and had 1,000 new totes made for Siemens, keeping the operation uniform and consistent.



"We identify the old totes by the wear they sustained being pushed across the floor," says Michael Savoldi, manufacturing engineering manager for Siemens.

Items are received through induction and placed into totes for quality assurance (QA). Once items are checked for quality, they are set on conveyors for the monorail to pick up and deliver to the appropriate warehouse area. Items can be moved to one of four places: horizontal carousel pods, kitting stations, shipping stations, or directly to manufacturing. Most of the items are sent to one of the three pods of horizontal carousels where they are stored until needed to fill production orders.

Orders come into the warehouse from the manufacturing plant, located one-quarter mile from the warehouse, via SAP order. From there, orders move directly to the pick queue manager, who distributes them based on priority. An operator picks the material, places it in a tote, then marries the tote to the item when the SAP paperwork is scanned before it is placed on the conveyor. Diamond Phoenix software tracks the tote's location and the last

place it was scanned on the overhead conveyor system.

Siemens chose yellow monorail carriers and horizontal carousel totes because the color lifts worker's spirits and creates a pleasant working atmosphere.

SPECIAL DELIVERY

The Richards-Wilcox overhead conveyor acts as a delivery device for totes. The conveyor maximizes floor space, using several elevation changes to clear equipment and machinery. Carriers have a 50-pound capacity and are spaced on eight-foot centers. Totes are loaded automatically onto the first available empty carrier at the four load points – QA plus each of the three carousel pods – and unloaded automatically based on the tote ID destination entered by Siemens.

There is no need to stop the overhead conveyor while totes are being picked up. If the loaded tote is unable to divert at the assigned destination, or fails for any reason to unload, it is conveyed to receiving and automatically unloaded. An operator then determines whether to assign a new destination or handle the tote manually.

The unload stations are designed to automatically take the tote off the moving overhead conveyor carrier. For the carousel area, once the tote clears the carrier, a transfer moves the tote to the accumulation roller conveyor leading to the work station. For the kitting diverts, a short section of powered roller moves the active tote on to a gravity-run out section of conveyor where the totes are accumulated. Pickup stations have a transfer to place the tote in front of an empty carrier on the overhead conveyor and a stop to hold it in place as the carrier picks it up on the fly.

Totes inbound from receiving to the carousel area are scanned upstream of the first pod and diverted to the required pod for replenishment. The totes are automatically diverted and accumulated by the end of the carousel workstation.

When operators are ready to replenish parts, they pick the six queued totes off the inbound accumulation conveyor and place them on the work station. Three pods of three carousels each hold the parts until called for.

Operators place parts from the



HOW MATERIALS MOVE THROUGH THE SIEMENS WAREHOUSE

- 1.** Items are brought in from the truck and placed in totes on a conveyor, which rolls into the Quality Assurance department for inspection.
- 2.** After passing QA, items are scanned and married to the bar code on the tote. Items are placed back in outgoing totes and sent on their way for processing.
- 3.** Totes are picked up and moved via the overhead monorail conveyor (the ZigZag) to one of four places indicated by the scan: the pods of horizontal carousels, kitting stations, shipping station, or directly to manufacturing.
- 4.** The overhead monorail conveyor moves totes to their destination.
- 5.** Items routed to the horizontal carousel pods are stored for later use to fill orders from production.
- 6.** Tote comes in for a landing.
- 7.** The overhead monorail also routes items to the kitting area based on orders received from the software.
- 8 & 9.** Some items are stored on flow racks. When orders come through, the pick lights tell the operator which items and what quantity to pick.

carousels destined for the kitting operation into totes. When the totes are complete, operators scan the tote ID, the SAP-generated paperwork, and a destination card. This information is written to an electronic file in the receiving area and the destination of the totes is sent to the Diamond Phoenix programmable logic controller. The tote is pushed onto the takeaway conveyor and transported to the overhead conveyor pickup station. The station transfers the tote for pickup on the first empty carrier.

YOU'VE GOT TO BE KITTING

After picking, operators place the totes on the outbound conveyor pickup transfer using the Diamond Phoenix material handling controller and scanner to capture the tote ID. Then they enter the destination. The tote is automatically transferred to the overhead conveyor system and delivered to the kitting areas.

Next, the tote bar code is scanned as it enters each kitting area. If the tote needs to be diverted in that area, it is tracked until it reaches the proper point, where a stop actuates the overhead conveyor

carrier to unload the tote. The overhead conveyor never stops moving. Once the tote is clear of the carrier, it is conveyed and accumulated for processing.

At receiving, pallets are unloaded and those containing parts that require QA inspection are placed on the pallet accumulation conveyor, which feeds six spurs in the QA area. Operators take the parts requiring inspection to workstations for

testing. When a SKU completes testing, the pallet is transferred back to the accumulation conveyor and moved to the receiving dock. An operator then places the pallet on a pickup-and-deposit stand to be put away in the pallet rack.

Through the use of horizontal carousels, a monorail, and a conveyor, materials now flow through the Siemens warehouse with ease. ■

Equipment Checklist

Here's what it takes to keep the Siemens Infrastructure Logistics manufacturing plant running smoothly:

- | | |
|---|--|
| <input type="checkbox"/> Three pods of horizontal carousels | <input type="checkbox"/> Ergo lift tables |
| <input type="checkbox"/> Overhead conveyor (monorail) | <input type="checkbox"/> Controller VFD (Vacuum Fluorescent Display): The primary information display in the DirectPick flow-rack system. It provides order information and process diagnostics while orders are being picked. |
| <input type="checkbox"/> Package conveyor | <input type="checkbox"/> Tote pans |
| <input type="checkbox"/> Pallet rack | |
| <input type="checkbox"/> DirectPick flow-rack system | |
| <input type="checkbox"/> Six pick-to-light units with 16 eight-digit displays | |

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Amerijet International

WHAT'S NEW: The acquisition of SRX Transcontinental.

THE VALUE: Acquiring SRX, a Florida-based company specializing in ground handling operations throughout Central Asia, allows full-service multi-modal transportation and logistics provider Amerijet, also based in Florida, to expand its cargo operations both in the Americas and worldwide.

✉ www.amerijet.com

☎ 800-927-6059

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WHAT'S NEW: A customs brokerage division.

THE VALUE: The New York-based customs brokerage division works closely with AGS's existing international trade services group to provide shippers with consulting, auditing, compliance training, 10+2 filing, and assistance with C-TPAT and other related certifications. The division also offers surety bonds and other insurance services.

✉ www.agsystems.com ☎ 800-645-8300

Network Global Logistics (NGL)

WHAT'S NEW: An expanded forward stocking location (FSL) network.

THE VALUE: In addition to more than

300 FSLs in North America, NGL has expanded its network to include international locations in Asia, Europe, the Middle East, South America, and the Caribbean. The new locations provide inventory management and time-critical transportation services to companies in the technology, medical, telecommunications, point of sale, office automation, and semiconductor industries.

✉ www.nglog.com ☎ 720-374-2810

MOL

WHAT'S NEW: Direct service from Vietnam to the U.S. West Coast.

THE VALUE: The Pacific Southwest Express (PSX) service calls on Cai Mep in South Vietnam and Tan Cang Cai Mep Terminal, located approximately 30 miles southeast of Ho Chi Minh City, in the province of Ba Ria Vung Tau. The port rotation is Cai Mep-Hong Kong-Yantian-Los Angeles-Oakland-Tokyo-Xiamen-Dachan Bay-Hong Kong-Cai Mep. Transit time from Cai Mep to Los Angeles is 16 days, with service from Yantian to Los Angeles in 11 days.

✉ www.molpower.com ☎ 925-688-2600

DHL

WHAT'S NEW: Direct less-than-containerload (LCL) service from Tokyo and Yokohama to Chicago.

THE VALUE: By eliminating the need for consolidation on arrival in Los Angeles, DHL's weekly guaranteed LCL service

reduces transit times by at least three days compared to current services. The elimination of re-handling also reduces the risk of damage, loss, and other contingencies, resulting in enhanced shipment security.

✉ www.dhl-usa.com ☎ 800-CALL-DHL

Old Dominion Freight Line

WHAT'S NEW: Nationwide white glove delivery service.

THE VALUE: Comprised of more than 1,100 two-person delivery teams, the service is equipped to deliver delicate packages to residential, medical, and retail facilities with real-time track and trace capabilities, while providing flexible transit time windows with confirmed appointments. White glove service is available to all ZIP codes in the contiguous United States at four service levels.

✉ www.odfl.com ☎ 866-637-7333

Cargolux

WHAT'S NEW: Service to Toronto's Pearson International Airport.

THE VALUE: The Luxembourg-based all-cargo airline's weekly service to Toronto provides the Canadian market with approximately 110,000 pounds of airfreight capacity on each flight.

✉ www.cargolux.com ☎ 561-988-1868

Echo Global Logistics

WHAT'S NEW: The acquisition of a transportation brokerage firm.

THE VALUE: In acquiring Matteson, Ill.-

based Raytrans Distribution Services Inc., technology-driven transportation management firm Echo Global Logistics, based in Chicago, gains a network of transportation professionals and carriers specializing in flatbed, over-sized, auto-haul, and other specific services, as well as traditional dry van brokerage.

✉ www.echo.com ☎ 800-354-7993

Wildeck

WHAT'S NEW: A line of dock gates.

THE VALUE: The EdgeGard line's folding-rail design protects wider openings than traditional dock gates and minimizes the required overhead gate clearance height. For increased visibility, the gates, which are available for 10- or 12-foot-wide openings and require 116-inch maximum height clearance, have black safety striping and a bright yellow polyurethane paint finish. When closed, the gates are 42 inches high (above floor level). They are offered in four configurations to adapt to specific user needs.

✉ www.wildeck.com ☎ 800-325-6939

Coyne Airways

WHAT'S NEW: Additional service to Tbilisi.

THE VALUE: Coyne's second weekly B747-400 freighter service to its hub in the Georgian capital departs Frankfurt, Germany on Wednesday at 11 p.m. and arrives in Tbilisi at 5 a.m. Thursday. Coyne offers trucking



Rite-Hite Corporation

WHAT'S NEW: A configurable sectional dock door.

THE VALUE: The Rite-Flex's flexible, impactable panels allow users to design the door to match their unique operating environment for improved productivity and safety. Translucent Day-Lite slats provide visibility and reduce dependency on artificial light, while ventilated screen panels permit air flow when doors are closed.

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connections throughout continental Europe and the United Kingdom, allowing a Tuesday evening close-out in most cases. The airline also offers a flight every Monday from London Stansted and Cologne to Tbilisi.

✆ www.coyneair.com ☎ 281-812-7200

TT Club

WHAT'S NEW: A guide to carriage of goods conventions.

THE VALUE: In this handbook, TT Club, a specialist insurance mutual firm, offers insight into owners' and carriers' liability for goods in transit. Designed specifically for transport managers who do not have a legal background, but who have to deal with claims and insurance for their companies, the guide summarizes all the conventions currently in use throughout the world for the carriage of goods by sea, inland waterway, air, road, and rail. It features a quick cross-reference guide showing the conventions that apply in different countries, and uses a standard question-and-answer format to analyze the

provisions and requirements of each convention.

✆ www.ttclub.com ☎ 201-557-7300

TNT Express

WHAT'S NEW: International road freight and parcel delivery to four Eastern and Central European countries.

THE VALUE: International road connections to Belarus, Moldova, Macedonia, and Albania provide shippers an economical, day-definite, customs-cleared



Herkules Equipment Corporation

WHAT'S NEW: A pneumatic lift system.

THE VALUE: The Zero Lift and Tilt's platform lowers to 3/8 inch from the ground and rises to 25.5 inches. The tilt operates independently of the lift, positioning materials within the operator's reach for better ergonomics. A joystick controller on a pedestal manipulates the 2,000-pound device, while internal anchoring holes secure the lift to the floor. Safety skirting is available.

✆ www.herkules.us ☎ 248-960-7100

delivery service for parcels and freight weighing up to 1,100 pounds palletized per piece. The previous weight limit was 66 pounds per piece.

✆ www.tnt.com ☎ 800-558-5555

Flash Global Logistics

WHAT'S NEW: Sixty-six locations in China.

THE VALUE: The new additions to its network in China enhance Flash Global Logistics' existing distribution, customs clearance, and Importer of Record capabilities.

✆ www.flashlogistics.com ☎ 973-808-3366

Challenger Motor Freight

WHAT'S NEW: A terminal in British Columbia.

THE VALUE: The new 10-acre terminal brings truck maintenance, service, and refueling in-house, and complies with C-TPAT counter-terrorism security regulations for yard safety.

✆ www.challenger.com ☎ 800-265-6358

Georgia Ports Authority (GPA)

WHAT'S NEW: The construction of 34 electrified refrigerated racks.

THE VALUE: The GPA now has a total of 950 slots for refrigerated cargo to further support strong agricultural, poultry, and citrus exports. The racks will eliminate the use of 600,000 gallons of diesel fuel annually.

✆ www.gaports.com ☎ 800-342-8012

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AirBridgeCargo (ABC) Airlines

WHAT'S NEW: Expanded Europe-Russia service.

THE VALUE: ABC's new route departs Milan's Malpensa Airport for Moscow every Monday and Friday as an extension of the airline's Amsterdam service, and provides additional flights through Moscow to Beijing, Shanghai, and Hong Kong, offering up to 112 tons of capacity.

✉ www.airbridgecargo.com ☎ 469-224-6300

Evergreen Line

WHAT'S NEW: Changes to the weekly transit times on the Far East-Panama service (FPS).

THE VALUE: Evergreen Line has reduced the transit time from its Taiwanese hub, Kaohsiung, to the Mexican port of Lazaro Cardenas from 23 to 16 days. The transit time from Shanghai to the Caribbean hub, Colon Container Terminal, is now 25 days. The FPS service port rotation is Ningbao-Shanghai-Yangtian-Kaohsiung-Lazaro Cardenas-Colon Container Terminal-Ningbao.

✉ www.evergreen-line.com ☎ 201-761-3000

Daifuku America

WHAT'S NEW: A new automated storage and retrieval system (AS/RS).

THE VALUE: Daifuku's DUOSYS features two storage retrieval machines (SRM), each with two layers, functioning in the same aisle. The four SRMs operating simultaneously on the same rack produce throughput of up to 2,200 cases per hour. The SRMs, which weigh less than older models, use regenerative power, storing and reusing their own power to create energy efficiency. The overall system uses 30 percent less energy than a standard AS/RS performing the same function.

✉ www.daifukuamerica.com ☎ 866-414-2057

FedEx

WHAT'S NEW: A partnership with OfficeMax.



AeroLogic

WHAT'S NEW: A new cargo airline.

THE VALUE: A joint venture of DHL Express and Lufthansa Cargo based in Leipzig, Germany, AeroLogic serves routes between Europe and Asia with eight low-emission, 103-ton payload capacity Boeing 777F wide-body freighters. The airline will initially serve the express routes Leipzig-Bahrain-Singapore-Delhi-Leipzig on weekdays and the cargo routes Leipzig-Tashkent-Hong Kong-Tashkent-Leipzig on weekends. AeroLogic expects to expand its network to offer new direct connections to most of Asia's major metropolitan areas by 2010.

✉ www.aerologic.aero

☎ 800-542-2746

THE VALUE: Beginning in fall 2009, domestic FedEx Express and FedEx Ground shipping will be available in more than 900 U.S. OfficeMax retail locations. The expansion is designed to benefit express, ground, and small business shippers.

✉ www.fedex.com ☎ 800-GO-FEDEX

IFCO Systems

WHAT'S NEW: The opening of a reverse logistics center (RLC) in Sterling, Ill.

THE VALUE: IFCO's RLCs enable retailers to outsource all handling and management of reusable pallets, containers, and other reusable and recyclable materials to IFCO at an off-site location. With 60 trailer positions and ample paved area for trailer parking, the Sterling RLC has the capacity

to handle large volumes of inbound and outbound trailers carrying thousands of pallets and containers daily.

✉ www.ifco.com ☎ 877-430-IFCO

NYK Logistics

WHAT'S NEW: A warehouse facility in South Carolina.

THE VALUE: Located near Spartanburg, S.C., the 10-door reverse logistics warehouse encompasses 100,000 square feet, fully secured with a fenced yard and camera surveillance.

✉ www.nyklogistics.com ☎ 800-288-5507

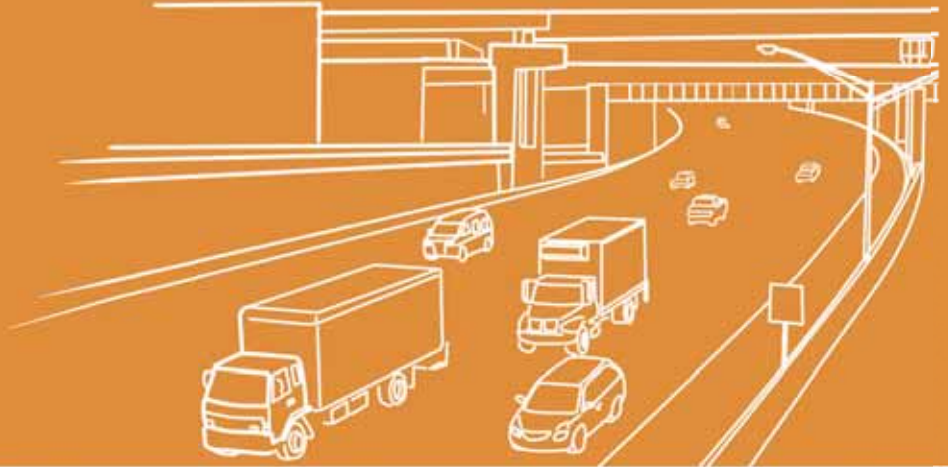
TKO Doors

WHAT'S NEW: A wind-resistant impactable dock door.

THE VALUE: The CruiserWeight dock door with Windload package

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- Menards and Walgreens (multistate distribution centers)

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Call 419-252-2700 and talk to Dean Monske (ext. 311) or Lee Springer (ext. 315).



◀ CONTINUED FROM PAGE 176

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withstands both the positive and negative wind load pressures associated with hurricanes, tornadoes, or high wind gusts, while still providing impact resistance to combat day-to-day damage from forklifts.

✆ www.tkodoors.com ☎ **877-408-6788**

Zenith Freight Lines

WHAT'S NEW: Additions to its fleet.

THE VALUE: Zenith has added 12 Freightliner Cascadia 72-inch raised-roof sleeper cabs to its fleet to meet growing domestic shipping demand for expedited transload service from California to ports across the country.

✆ www.zenithfreight.com ☎ **800-937-3876**

C.H. Robinson Worldwide

WHAT'S NEW: The acquisition of assets from International Trade & Commerce

(ITC) Inc., a Laredo, Texas-based U.S. customs brokerage company specializing in warehousing and distribution.

THE VALUE: Operating ITC's 55,000-square-foot warehouse and DC in Laredo allows C.H. Robinson to strengthen its cross-border capabilities.

✆ www.chrobinson.com ☎ **952-937-8500**

Toyota Industries Corporation (TICO)

WHAT'S NEW: An internal-combustion hybrid lift truck.

THE VALUE: TICO's GENEIO-HYBRID 8,000-pound counterbalanced lift truck combines a 2.5-liter diesel engine, electric motor, and nickel-metal hydride battery to reduce fuel consumption and carbon dioxide emissions by 50 percent.

✆ www.toyotaforklift.com ☎ **800-226-0009**

Summit Logistics International

WHAT'S NEW: Rebranding of Asia-based operations.

THE VALUE: Sea Master Logistics now operates under the names Summit International Logistics (China) Limited and Summit International Logistics (HK) Limited. The unified Summit brands handle nearly 180,000 TEUs of ocean freight for customers in the retail, apparel, furniture and electronic industries.

✆ www.sumlogint.com ☎ **732-750-9000**

Kuehne + Nagel

WHAT'S NEW: A branch office in Chongqing, China.

THE VALUE: The new branch provides international sea and air logistics services.

✆ www.kn-portal.com ☎ **201-413-5500**



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Building 1: 308,000 sq. ft. / Building 2: 329,000 sq. ft. / Construction cost: \$37 million



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Tharo Systems Inc.

WHAT'S NEW: A multi-function label printer and applicator.

THE VALUE: The PA1200cw corner wrap label printer/applicator can print and apply a label to two adjacent product surfaces - front and side or front and top. It is available for use with Tharo H-Series direct thermal or thermal transfer printers with print resolutions of 203 or 300 dpi. The PA1200cw has a print width of up to 4.4 inches and a print length of up to 13 inches.

☎ www.tharo.com

📞 330-273-4408

software

Smart Software

WHAT'S NEW: Enhancements to the *SmartForecasts* demand forecasting, planning, and inventory optimization solution.

THE VALUE: The latest version features new ways to filter and manage data; deliver forecasts and inventory stocking estimates that help reduce costs and increase service levels; aggregate and classify results for improved financial and inventory planning; and handle an expanded variety of forecasting

situations, such as increased demand volatility, stocking shortages and surpluses, and uncertain cash flow.

☎ www.smartcorp.com

📞 617-489-2743

Apriso

WHAT'S NEW: A solution to support lean manufacturing.

THE VALUE: *FlexNet Lean Material Flow* was designed to extend the value of Enterprise Resource Planning applications by bridging the gap between a manufacturing enterprise's business system processes and its plant-floor processes to boost manufacturing efficiency, quality, compliance and agility, delivering rapid return on investment while improving cash flow.

☎ www.apriso.com

📞 562-951-8000

InMotion Global TMS

WHAT'S NEW: An interactive voice response (IVR) module.

THE VALUE: The IVR module allows shippers using *InMotion Global TMS* to provide customers, pickup locations, carriers, and field staff with phone-based access to real-time order location and status information.

☎ www.inmotionglobal.com

📞 800-990-8283

CargoSmart

WHAT'S NEW: An Importer Security Filing (ISF) solution.

THE VALUE: CargoSmart's Web-based ISF solution helps U.S. shippers, importers, and service providers collect and consolidate the required ISF data elements from multiple sources, submit them to U.S. Customs and Border Protection, and monitor the document workflow and filing status. The

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

solution streamlines data collection, and helps companies comply with filing requirements and avoid late filings and penalties.

✉ www.cargosmart.com ☎ 877-541-662

Management Dynamics

WHAT'S NEW: A trade agreement management solution.

THE VALUE: Designed to generate cost savings through duty reduction, *Trade Agreements 14.5*, an enterprise-class application, helps businesses manage a portfolio of free trade agreements and maintain compliance with each agreement's governing rules of origin.

✉ www.managementdynamics.com

☎ 201-935-8588

Accellos

WHAT'S NEW: Enhancements to *Accellos One Warehouse* warehouse management system.

THE VALUE: The new release includes functions such as voice-directed picking, advanced dock door scheduling,

and multi-client configuration.

✉ www.accellos.com ☎ 719-433-7000

Network Global Logistics (NGL)

WHAT'S NEW: A transportation management system (TMS).

THE VALUE: NGL's new TMS offering provides support for an array of transportation capabilities spanning all transportation modes, including parcel freight, LTL, truckload, intermodal, and air.

✉ www.nglog.com ☎ 888-285-7447

Supply Chain Consultants

WHAT'S NEW: An inventory management module.

THE VALUE: The Inventory Analyzer module works with Supply Chain Consultants' *Zemeter* supply chain management software tools to identify pockets of non-productive inventory, allowing users to reduce working capital without hurting other business goals.

✉ www.supplychain.com ☎ 302-738-9215

HighJump Software

WHAT'S NEW: A new version of *HighJump Warehouse Advantage*.

THE VALUE: The latest version of the warehouse management system includes enhancements such as Visual Packing, a warehouse workflow tool that facilitates the optimal packing of product into shipping containers, and optimized task management capabilities for re-slotting, pick-face replenishment, and other product movements.

✉ www.highjumpsoftware.com

☎ 800-328-3271

XATA Corporation

WHAT'S NEW: Enhanced reporting capabilities in *XATANET* fleet operations software.

THE VALUE: The self-service reporting tool allows shippers to create reports tailored to their fleet operations needs. Available reports include driver and vehicle data, such as speeding and idle time; driver fuel analysis, such as MPG usage by region and vehicle; and delivery and route analysis.

✉ www.xata.com

☎ 800-745-9282



Lufthansa Cargo

WHAT'S NEW: An electronic claims process.

THE VALUE: Lufthansa Cargo's new eClaims channel allows shippers to submit claims and preliminary claims online, and access information on the progress of their claim.

✉ <http://eServices.lufthansa-cargo.com>

☎ 800-LH-CARGO

DHL

WHAT'S NEW: The expansion of Trade Automation Services (TAS) resources.

THE VALUE: TAS, a comprehensive online resource that provides complete trade and customs data for 63 countries, has been expanded to include



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coverage of additional countries, including Bolivia, Chile, Costa Rica, Ecuador, Guatemala, Venezuela, and the Philippines. TAS offers trade documents to prevent errors of omission, 10-digit Harmonized Tariff System codes for faster customs clearance and more accurate estimates, and a landed-cost calculator.

✉ www.dhl.com/tas ☎ 800-CALL-DHL

Linescape

WHAT'S NEW: An ocean container shipping schedule search engine.

THE VALUE: This tool is capable of searching six million voyages to 3,000 ports on more than 100 shipping lines. Shippers can find and compare ocean container shipping routes and schedules to choose the carrier with the lowest cost or the best schedule for any particular shipment.

✉ www.linescape.com

Dupré Logistics

WHAT'S NEW: Interactive Web tools.

THE VALUE: The new Dupré Logistics Web site offers applications providing up-to-the minute data and access, including load tracking, driver schedules, container management systems, dedicated portals for sites or dedicated fleets, and appointment, meeting, and instant messaging capabilities.

✉ www.duprelogistics.com ☎ 800-356-3659

BNSF Railway

WHAT'S NEW: Two online cost- and time-comparison tools.

THE VALUE: The free tools allow shippers to directly compare the cost and transit times of intermodal service with the highway alternative. The Intermodal Transit Advisor tool provides information on available routes, cutoff and availability times, transit time, and miles between origin and destination by modes of transport. It allows shippers and carriers to see exactly how their product will move through the intermodal supply chain. The second tool is a savings

estimator that analyzes route information and provides a custom report that shows possible cost savings of shipping via intermodal compared to highway shipping.

✉ www.bnsf.com ☎ 800-795-2673

UPS

WHAT'S NEW: A Web-based order management system.

THE VALUE: The UPS Post Sales Order Management System allows companies located anywhere in the world to quickly assess critical parts inventory, determine the optimal routing strategy to meet customer needs, place orders online, and track parts from the warehouse to the end user.

✉ www.ups.com ☎ 800-PICK-UPS

Con-way Freight

WHAT'S NEW: A supply chain blog.

THE VALUE: Authored by Sean Devine, vice president of pricing/engineering for Con-way Freight, the blog offers a perspective on the company's vision for the LTL industry, delivering market insight, trend analyses, and data. The blog also features news and updates on Con-way Freight's services.

✉ www.trueitl.com/blog ☎ 800-755-2728

The Warehousing Education and Research Council (WERC)

WHAT'S NEW: A facility benchmarking tool.

THE VALUE: Warehousing and distribution professionals can compare their company data to WERC's annual warehouse metrics survey results, using benchmarks such as firm size, revenue, and operation and industry type.

✉ www.werc.org ☎ 630-990-0001

Trade Tech Inc.

WHAT'S NEW: A logistics and shipping blog.

THE VALUE: Hosted by company CEO Bryn Heimbeck, with occasional postings from other Trade Tech executives,

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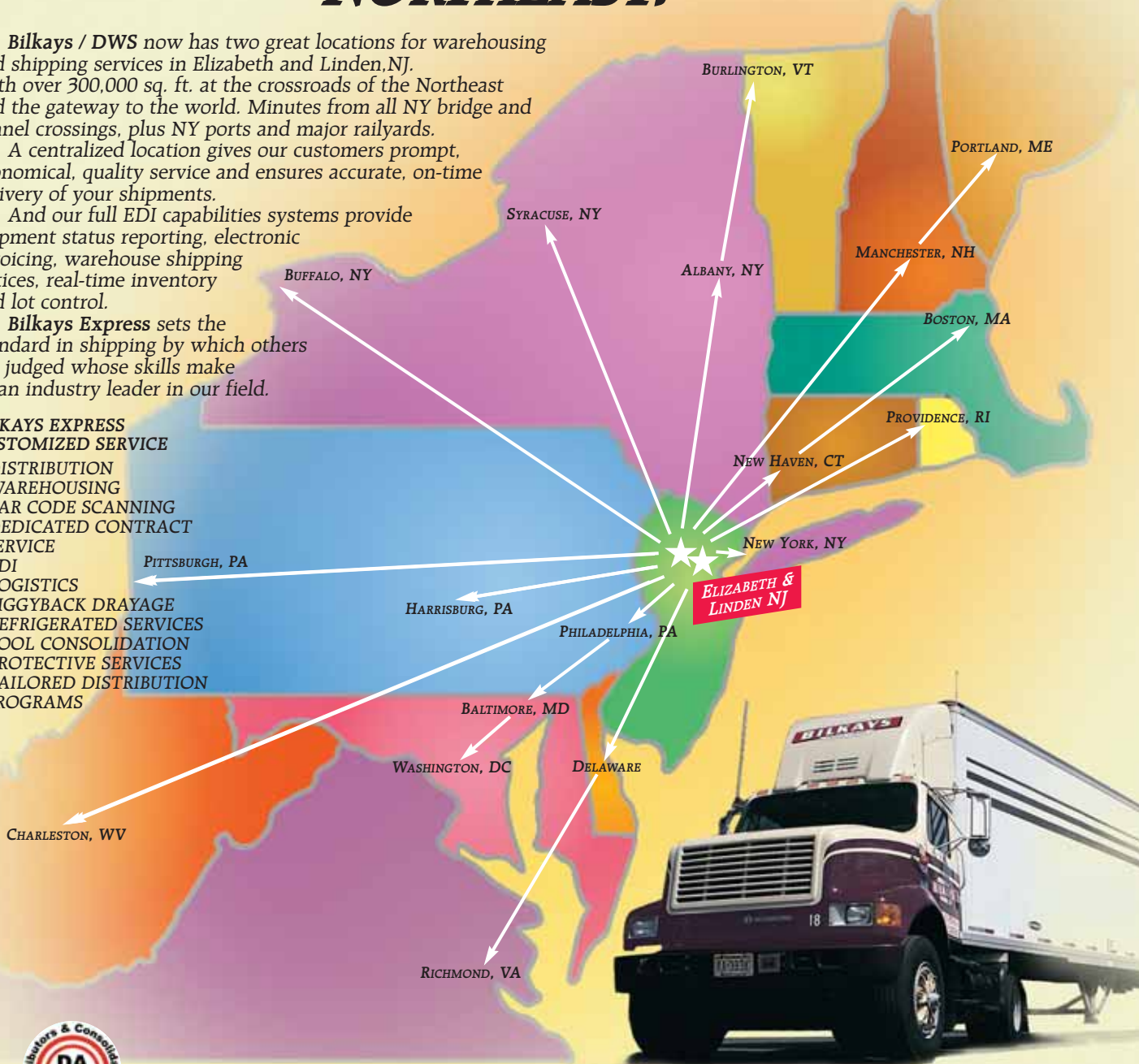
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the blog features commentary on issues such as the Importer Security Filing (10+2) regulations and the intricacies of international logistics, plus current news related to logistics management.

✉ www.tradetech.net/blog ☎ 425-837-9000

Container and Pooling Solutions (CAPS)

WHAT'S NEW: A Web-based container tracking solution.

THE VALUE: CAPS-TRAC allows shippers to track and trace containers, which helps them reduce container loss, improve fleet visibility, and gain bill-back accountability for supply chain loss and damage.

✉ www.usecaps.com ☎ 888-873-2277



partnerships

Servigistics and Click Commerce

WHAT'S NEW: A service lifecycle management (SLM) solution.

THE VALUE: Servigistics and Click Commerce's Service Network Solutions

division have merged to form a new company to solve the planning, optimization, execution, and analytics challenges associated with delivering post-sale service. The new solution, which will operate as Servigistics, enables asset-intensive service organizations, such as manufacturers, to optimize all components of the complex SLM process, including contract and warranty management, workforce and service parts management, knowledge and warehouse management, sourcing, repair and returns, and service analytics.

✉ www.servigistics.com ☎ 770-565-2340

Affiliated Computer Services Inc. (ACS) and PeopleNet

WHAT'S NEW: Mobile in-cab scanning solutions.

THE VALUE: ACS, a provider of truckload market scanning services, and PeopleNet, a provider of Web-based and integrated onboard computing and mobile

communications systems for fleet management, have partnered to provide new mobile in-cab scanning solutions for fleets and drivers on PeopleNet's BLU platform. Through Capture ANYWARE, private fleet operators and carriers can utilize one, all, or a combination of the following submission methods for receipt of their mission-critical documents: full-service truck stop scanning, terminal scanning, in-cab scanning, fax, and email.

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rfid/wireless

Savi Technology

WHAT'S NEW: A wireless real-time locating system (RTLS).

THE VALUE: Savi's RTLS uses ISO-compliant active, battery-powered RFID, making it less expensive and easier to implement than RTLS solutions based on Wi-Fi, WLAN, or other wireless data technologies. It is suitable for use in industrial environments to identify, track, and manage assets, whether in transit across the supply chain or at rest at a precise location.

✉ www.savi.com

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WHAT'S NEW: A handheld computer for harsh environments.

THE VALUE: Designed for use in a variety of port and intermodal applications, the MX9 handheld computer features an outdoor display, 62-key and 38-key back-light keypad options, built-in GPS positional location, Bluetooth communications, and rugged packaging. The MX9 can withstand multiple drops to concrete from more than six feet, and resists water and dust.

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A Success Plan for Difficult Times

Sunteck Transport Group is a Top 25 manager of transportation services. Started in 1997, the company’s gross revenue reached \$180 million in 2008. The transportation professionals at Sunteck place great value on the customer’s experience, and it shows in the results.

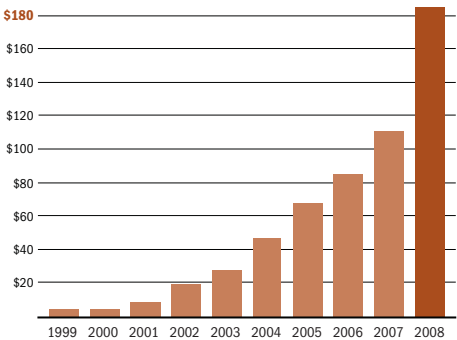
The company’s formula of success is tied to its non-asset business model, and is driven by an independent, yet integrated network of branch offices. Sunteck’s unique structure enjoys the entrepreneurial spirit of small business owners, empowered by the scale and availability of resources at their disposal through Sunteck as an exclusive representative.

Sunteck has more than 50 independent offices located across the U.S. and Canada. While its network of freight and logistics professionals largely provide services through contracts that Sunteck maintains with experienced and qualified motor carriers, Sunteck’s well-positioned owner-operator division can be called upon to ensure that the customer’s needs are met. Providing quality, value-added services through a versatile and balanced network of sales professionals and motor carrier operators has allowed Sunteck to achieve its impressive growth rate.

Sunteck was founded by the company’s president, Harry Wachtel. He established Sunteck in 1997 after starting in the business

with Pioneer. Sunteck was merged with AutoInfo, Inc., a public company, in 2000. Wachtel’s plan was to develop a top-tier transportation services organization and—based on the results so far—he has succeeded.

Sunteck Gross Revenue, 1999-2008 (in \$U.S. millions)



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As the company continued to achieve impressive results over the next decade, Sunteck expanded its executive team to meet the needs of its growing network, and to increase the customer's experience. In January 2007, the company hired Mike Williams as chief operating officer. Williams has a legal background as a transportation law attorney, and worked in house for a privately-held, non-asset transportation company since 1998. Williams joined Bill Wunderlich, chief financial officer, and Mark Weiss, executive vice president, each having been with Wachtel from the beginning.

Since Williams joined in 2007, Sunteck has added several more professionals to its corporate group, which has tracked with the performance results of the company, proving once again that, while machines move the freight, the industry relies on people to plan, perform and succeed. With the industry's accelerating dependence on faster technology and information systems, Sunteck hired David Less, as chief information officer. Russ Dixon, Sunteck's communications and marketing director, joined and began implementing the important strategies around company branding, marketing, and communications. John Cordle is now general manager of business services, overseeing the company's core business administration departments. Rob Stephens is the newest to join the group as senior vice president of sales and recruitment.

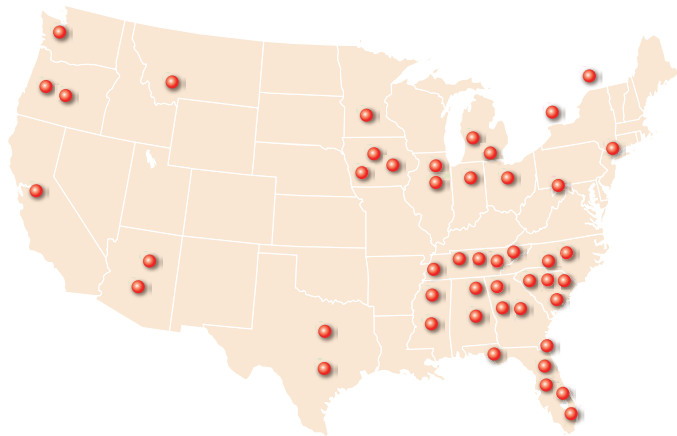
Sunteck's sales and operations offices are owned and operated locally, and always staffed with experienced freight coordinators. With a plan for continued expansion of its network, Sunteck's position as an industry leader provides its clients with a diverse and single source provider for its shipping and logistics needs.

Sunteck's current service offerings include truckload, less-than-truckload, intermodal, air/expedited, flat bed, heavy haul/over dimensional, disaster relief and supplies. Sunteck analysts study each of its clients' supply chain and logistics needs, and can customize one or more complimentary solutions.

Sunteck's customers are equally diverse, large and small, covering industries such as food and grocery, paper and publishing, textiles, government, machinery and components parts, and chemicals. As a direct benefit of its sales and operations model, a Sunteck office is never far away and site visits along with a local presence assure clients will have a rewarding business and personal relationship with their Sunteck representative.

It is no surprise that Sunteck's motto is "*Achieve Excellence.*"

Sunteck's Network of Independent Branch Offices



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WhitePaperDigest

Industry experts amass supply chain management best practices and skill sets, and invest in new research and evaluation tools. Now you can benefit. *Inbound Logistics* has selected this collection of whitepapers that will give you a jump on important supply chain issues. For more information on any of these whitepapers, visit the Web sites listed below.

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WhitePaper Digest is designed to bring readers up-to-date information on all aspects of supply chain management. We're building a database of SCM whitepapers, and you can help. E-mail us with whitepaper recommendations: editorial@inboundlogistics.com

Motorola

TITLE: *MOTOTRBO™ Helps Sears DDC Keep Deliveries Moving*

LENGTH: 2 pages

DOWNLOAD: www.inboundlogistics.com/moto

SUMMARY: As part of its continuing goal to provide next-day delivery on large home and garden items, Sears opened its Jacksonville, Fla., direct distribution center in May 2008. With seven-day shipping, consistent, reliable communications were critical in order to coordinate the large volume of products that moved through receiving and shipping daily. Motorola MOTOTRBO digital radios are used to enable the entire warehouse to talk radio-to-radio without a repeater; the crisp audio enables conversation even in the noisy environment; and the long-lasting batteries last through multiple shifts for increased productivity.

Ryder

TITLE: *Streamlining ERP Implementations
By Outsourcing Supply Chain Functions*

LENGTH: 10 pages

DOWNLOAD: www.ryder.com/lms_erp.shtml

SUMMARY: Outsourcing non-core activities, such as logistics and warehouse management, reduces the complexity, risks, costs, and time to go-live of ERP systems. It's common for companies implementing all-encompassing ERP systems to experience at least some problems, delays, and cost overruns. In this whitepaper, you'll discover why outsourcing is a proven method to achieve world-class logistics and warehousing operations in a fraction of the time – and risk – of implementing an ERP system.



ATC Logistics & Electronics

TITLE: *Manage Your Electronics Supply Chain More Effectively in a Down Economy*

LENGTH: 13 pages

DOWNLOAD: www.atcle.com

SUMMARY: In a highly volatile industry such as electronics, companies need aggressive strategies to cut costs and increase cash flow. Supply chain management is an ideal area to reduce spending. Leveraging the expertise of a specialized third-party logistics provider allows your company to allocate resources for research and development, managing sales channels, and boosting customer loyalty. Download this whitepaper to learn how best-of-breed electronics supply chain experts can minimize capital expenditures and maximize benefits with advanced services including testing and repair, asset recovery, and kitting and packaging.

TradeBeam

TITLE: *Commodity Classification in International Trade*

LENGTH: 3 pages

DOWNLOAD: <http://tradebeam.com/resources>

SUMMARY: Commodity classification is the basis of sound import and export compliance, and is the basis for other competitive market strategies. Are you ready? The efficient and proper classification, cataloging, and use of U.S. import/export system codes are critical foundations for global companies to compete effectively. Risks of incorrect coding and application include unnecessary duties, taxes, and penalties, as well as shipment delays, while an organized catalog sets the stage to rapidly advance into new markets and geographies. To learn more about commodity classification and associated benefits, processes, and solutions, download this whitepaper today.

C.H. Robinson

TITLE: *Collaborative Outsourcing: Powerful New Ideas for Freight Management*

LENGTH: 12 pages

DOWNLOAD: www.chrobinson.com/AboutUs/IdeasInAction/WhitePapers

SUMMARY: New approaches to outsourcing are helping shippers drive down costs in the short term and build stronger supply chains for the long term. Read this whitepaper to learn the new thinking that is shaping today's successful transportation outsourcing models. Topics include: the difference between "subtractive" and "collaborative" outsourcing; characteristics of a successful, collaborative transportation outsourcing deployment; criteria for identifying proficient outsourcing providers; and options for outsourcing all or part of a freight network.



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EA Logistics

TITLE: *Getting It There Green: Why and How To Choose Sustainable Transport Partners*

LENGTH: 8 pages

DOWNLOAD: www.deliveredgrean.com

SUMMARY: This whitepaper lays out the business case for green freight, while also describing the financial, risk-reduction, and environmental benefits of adopting more sustainable shipping practices. In addition, the whitepaper identifies steps shippers can take to reduce their carbon footprint and choose suppliers who can help them achieve their sustainability goals.

Optiant

TITLE: *The Executive Guide to Maximizing Working Capital Without Crippling Your Supply Chain*

LENGTH: 8 pages

DOWNLOAD: <http://gw.vtrenz.net/?VCOKTT54NR>

SUMMARY: A time of uniquely low demand is like an auto race running under the yellow flag: it is an opportunity to prepare both the supply chain and all its stakeholders to prosper when full-speed competition resumes. This whitepaper shows how to minimize excess inventory and free up vital working capital during the economic downturn while setting the stage to gain market share during the recovery. It discusses the role senior management plays in creating a responsive, high-performance supply chain that handles uncertainty and rising demand with confidence while boosting market share and profitability.

Fapco Inc.

TITLE: *Anatomy of a Recall*

LENGTH: 6 pages

DOWNLOAD: www.fapcoinc.com/fapco/wpaper.html

SUMMARY: Fapco Inc.'s whitepaper is designed to provide manufacturers and tier suppliers from automotive and other OEM environments insight on how various types of recalls are handled from an insider's perspective. The document provides a practical guide on how to begin the process of partnering with an integrated parts management firm, avoiding the pitfalls of handling large volumes in-house, and what to look for when adding a quality integrated parts management supplier to a logistics team.

I.D. Systems Inc.

TITLE: *5 Ways to Reduce Costs of Your Industrial Vehicle Fleet*

LENGTH: 8 pages

DOWNLOAD: www.id-systems.com/library/white-papers.asp

SUMMARY: The state of the economy has many corporations asking employees to re-evaluate day-to-day operations and find ways to reduce expenses. Too often, many companies reduce the number of workers instead of evaluating better ways to utilize manpower and equipment. This new whitepaper outlines how a vehicle management system can help cut costs while simultaneously enhancing throughput.



Trucktruth.com

TITLE: *Optimizing Your Fleet: A Business Case For Thriving in an Economic Downturn*

LENGTH: 10 pages

DOWNLOAD: http://trucktruth.com/article/download/Optimizing_Your_Fleet-A_Business_Case_for_Thriving_in_an_Economic_Downturn.pdf

SUMMARY: This document, offered by Trucktruth.com, a Web site of Hyster Company, explains fleet management concepts and capabilities that managers can use to reduce operational costs during difficult economic times. With a step-by-step process on how to implement a successful fleet management program, the whitepaper focuses on opportunities to reduce operating expenses and improve productivity in materials handling operations.

Transite Technology

TITLE: *Transportation and Logistics: Are You Managing a Cost Function or Driving a Strategic Profit Center?*

LENGTH: 7 pages

DOWNLOAD: www.transite.com/wp-content/uploads/2009/03/transite-profitcenter-wp1.pdf

SUMMARY: Transite Technology's whitepaper describes easy and inexpensive ways to turn the shipping function into a profit center instead of merely looking to trim expenses. The publication offers takeaways in two fundamental areas from the perspective of building a strategic profit center: rate negotiation and the use of "smart" technologies.

Zebra Technologies

TITLE: *Eliminate 7 Wastes from Your Supply Chain with Real-time Asset Management Solutions from Zebra Enterprise Solutions*

LENGTH: 10 pages

DOWNLOAD: <http://tw2l.market2lead.com/go/navis/sevenwastes>

SUMMARY: This whitepaper examines the impact of leveraging proven lean principles supported by Zebra Enterprise Solutions' real-time asset management solutions. It identifies the seven wastes of manufacturing and how real-time asset management can eradicate them. It also provides firsthand examples from companies that have implemented and benefited from the solution's implementation.

SAP

TITLE: *Find the Silver Lining: How Your Business Can Thrive During an Economic Storm*

LENGTH: 5 pages

DOWNLOAD: www.crystalclearbusiness.com/DownEconomyWhitePaper/tabid/101/Default.aspx

SUMMARY: The average length of a recession in the past five decades is just 11 months. How can your company be prepared to hit the ground running when good times return? By making the most of hidden opportunities that are within your reach. This whitepaper reveals five key strategies smart companies use to gain strength and build momentum during challenging economic times. Putting these strategies to work now will not only help you survive the economic recession, but thrive once it ends.





OH Logistics

TITLE: *Best Practices for Transportation Management*

LENGTH: 8 pages

DOWNLOAD: www.ohl.com/whitepapers

SUMMARY: This whitepaper provides transportation professionals with a review of several fundamental practices that can drive cost savings and improve operating efficiency. These practices include shifting freight to more economical modes and building larger, more cost-efficient shipments. While these strategies are certainly not new, many shippers today practice them with solid results. The whitepaper showcases how these tactics can be very powerful tools for shippers looking to mitigate the effects of the current market.

Saddle Creek Corporation

TITLE: *2008 Cross-Docking Trends Report*

LENGTH: 24 pages

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

SUMMARY: As the use of cross-docking increases, it is helpful to understand who is doing it and why, what resources they're using, and where they're headed. This report presents a close look at the practice, today's practitioners, the role of outsourcing, the value proposition, key challenges, and an outlook for the future. Topics include the greatest benefits of cross-docking; the kinds of products that are most often cross-docked; and who is most likely to outsource.

HighJump Software

TITLE: *Three Critical Components of Product Traceability in the Food and Beverage Supply Chain*

LENGTH: 9 pages

DOWNLOAD: www.highjumpsoftware.com/knowledge

SUMMARY: The safety and security of the food supply has never been more important than it is today. An increase in concern about contamination, allergies/allergens, terrorist threats and food-borne illnesses makes precise management of ingredients and product whereabouts essential. In this report you'll discover how the three elements of product traceability—visibility, quality/inspection, and recall management—are key to success at each stage of the supply chain. For each area, the whitepaper explores the elements as they apply to supplier collaboration, manufacturing, warehousing/distribution and shipping/delivery.



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Burris Logistics offers a broad range of supply chain and related transportation services that can help you achieve significant benefits, including improved delivery performance, inventory reduction, and lower supply chain costs. The Burris Logistics supply chain team has both the functional and industry experience to provide an in-depth, customized approach with practical, executable results. Burris Logistics doesn't just offer up a strategy; it will help you coordinate and implement solutions. Visit the Web site today to get started.

C.H. Robinson Worldwide, Inc. • www.chrobinson.com

Founded in 1905, C.H. Robinson Worldwide, Inc. is one of the largest third-party logistics companies in the world, providing multimodal transportation, fresh produce sourcing, and information services to more than 32,000 customers globally, ranging from Fortune 500 companies to small businesses in a variety of industries. For more information about our company, visit our Web site at www.chrobinson.com.



Cardinal Logistics Management • www.cardlog.com

Cardinal Logistics Management is a fully integrated logistics and transportation solutions provider with proven technology solutions, industry-leading experience, and hands-on involvement from our senior leadership team. Cardinal combines dedicated contract carriage, warehouse/DC and inventory management, and specialized home/jobsite delivery services to help companies optimize their supply chains. Cardinal's customers include KraftMaid Cabinetry, Office Depot, HD Supply, CHEP, and many more. Visit us at www.cardlog.com.



Carlile Transportation Systems • www.carfile.biz

Carlile Transportation Systems is a full-service transportation company, providing superior service, safety, and efficiency in the Alaska market. It takes teamwork and commitment to meet transportation demands in the Last Frontier. Distance and weather challenges, a limited road system, and dynamic industry activity demand innovation and flexibility to succeed in moving valuable cargo. Transportation is our only business and our recognized leadership makes us a preferred operator for our multimodal partners in air, land, and sea shipments.





Corporate Traffic • www.corporate-traffic.com/ilm

It's a new world of logistics with emerging markets, time-critical needs, security threats, and extreme fluctuation in supply and demand. Corporate Traffic is the logistics provider with the tools to move your products faster and with greater precision—no matter the challenges. With more experience, capabilities, and cutting-edge technology, Corporate Traffic increases efficiencies and lowers costs. So when it's your money on the line, Corporate Traffic makes all the difference.

CRST Logistics • www.crstlogistics.com

If you are ready to start moving, CRST Logistics is ready to start driving—driving significant costs from your supply chain. We're a third-party logistics resource, providing transportation brokerage services and freight management to complete transportation outsourcing. We leverage our buying power to find the fastest, safest, most innovative ways to move your products. Anywhere. Visit our Web site to explore our transportation management and supply chain strategy. And let's get going.



CT Logistics • www.ctlogistics.com

CT Logistics can help you save money—no matter your company's size. For small- and medium-sized shippers, CT Logistics offers its TranSaver shipper cooperative buying program. Larger shippers can simplify their freight spending with CT Logistics' exclusive FreightRater freight bill rating and processing system. And businesses of all sizes can benefit from AuditPay freight payment services. Add to these offerings a wealth of online collaboration and reporting tools, and it's easy to see why shippers have trusted CT Logistics with their freight payment needs for more than 86 years.



CTSI • www.ctsi-logistics.com

For more than 50 years, CTSI has been a valuable resource to companies by providing the technology and industry expertise to help them manage all aspects of their supply chain—physical, informational, and financial—through freight audit and payment, transportation management systems (TMS), information management tools, and global consulting. The end results are improved shipping efficiencies, greater control, and significant ongoing savings. CTSI is your link to supply chain solutions.



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Distribution Technology, Inc. • www.distributiontechnology.com

For more than 30 years, Distribution Technology has built a tradition of logistics service excellence and reliability that meets and exceeds the needs of our customers. Through a combination of contract and public warehousing services, flexible freight management, sophisticated software technology, reverse logistics expertise, value-added packaging, and a dedicated organization, we provide you with a winning logistics supply chain partner. Consider us for your local, East Coast, or national coverage.

DSC Logistics • www.dsclogistics.com

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



Dupré Transport • www.dupretransport.com

With specific emphasis in the chemical, consumer products, and beverage industries, Dupré's unique solutions provide expertise in dedicated fleets, transportation management/brokerage, materials handling, and reverse logistics. Dupré works to understand your business and measure how our system meets your expectations.



Echo Global Logistics • www.echoglobal.com

Echo Global Logistics, a results-oriented transportation management firm, provides superior cost-savings technology and services for small enterprises to the Fortune 100. Echo's transportation management solution delivers cost savings through proprietary access to unparalleled transportation market data, custom-built world-class technology, a massive nationwide network of carriers, and the negotiating power resulting from massive spend on behalf of clients. Echo's focus is on offering concrete, tangible savings to all clients, and ensuring increased service levels that derive from the Six Sigma process integrity on which Echo's transactional engine has been built.





Evans Distribution Systems • www.evansdist.com

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



Exel Transportation • www.exeltransportation.com

Exel Transportation is a leading non-asset-based third-party, mode-neutral logistics company focused on delivering truckload, less-than-truckload, and intermodal services across the United States, Canada, and Mexico. We are passionate about delivering the best transportation solutions that fit both your financial and delivery needs. Our personalized service helps us understand your needs so we can deliver results that exceed your expectations.



Flash Global Logistics • www.flashlogistics.com

Flash Global Logistics, a leading mission-critical logistics provider, collaboratively designs, implements, manages, and executes mission-critical supply chain solutions for clients on a global, national, or regional basis. Our network, including 14 multi-client distribution centers, 700 forward stocking locations, five command centers, and regional Flash offices, provides warehouse management, inventory management, transportation for critical SLAs, reverse logistics, and global trade management with real-time visibility via FLASHTRAC®.

North America | LATAM | EMEA | APAC | We're There... www.flashlogistics.com.



FLS Transportation • www.flstransport.com

With 75 years of combined experience between its combined subsidiaries, FLS knows the impact transportation has on rendering quality service to customers.

This understanding allowed FLS to develop a reputation as the leading cross-border carrier between Canada and the United States. Handling a wide range of services, FLS manages even the most challenging customer requirements. From a truckload of paper with delivery within three days to a truckload of automotive parts requiring JIT delivery, FLS is ready to take on your challenge.



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J.B. Hunt Transport Services, Inc. • www.jbhunt.com

J.B. Hunt Transport Services, Inc., one of the largest transportation logistics companies in North America, provides safe and reliable transportation services to a diverse group of customers throughout the continental United States, Canada, and Mexico. Utilizing an integrated, multimodal approach, J.B. Hunt provides capacity-oriented solutions centered on delivering customer value and industry-leading service.

Kenco Logistic Services • www.kencogroup.com

Adding value to your bottom line—that's the mission of Kenco Logistic Services. Kenco is a third-party logistics provider that operates more than 25 million square feet of distribution space in 29 states and Canada. Kenco provides contract logistics services for many industry-leading, Fortune 500 companies including DuPont, Kimberly-Clark, Honeywell, General Mills, Whirlpool, and Cummins. Kenco also offers nationwide multi-client warehousing services. Kenco invites you to visit this Web site so that you might get to know its services.



Key Factor Freight Management Inc. • www.key-factor.com



A Canada freight expert since 1984, Key Factor services all shipping points between the United States and Canada on a direct door-to-door basis. Customer service staff monitors shipments 24 hours a day, 7 days a week. Value-added services include: online load tracking, document imaging, and automatic e-mail notification messages. Equipment availability includes dry van, straight truck, and all types of flat decks, LTL, TL, and expedited service. For more information please call 1-800-263-7349 or e-mail dispatch@key-factor.com

Keystone Dedicated Logistics (KDL) • www.kdlog.com

KDL, an award-winning 3PL provider, is a transportation management company with global capabilities and an unwavering focus on developing customized solutions specific to our customers' needs. Applying your business rules along with logistics management principles we utilize, allows our customers to optimize supply chain service levels while decreasing transportation expenses. Contact KDL today for your consultation and free analysis.





Landstar Global Logistics • www.landstar.com

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



LeSaint Logistics • www.lesaint.com

LeSaint Logistics' overall objective is to provide customers with the opportunity to focus on their core business by offering the full range of third-party logistics services: contract warehousing, public warehousing, hazardous materials management, common carriage, dedicated transportation, transportation management, information management, customer call centers, inventory management, and fulfillment. We provide value-added fulfillment services such as pick/pack and ship, repack, labeling, subassembly, kitting, and returns management, to name a few. We're flexible to our customers' requirements, providing them with the option of selecting from our menu of services, and choosing the capabilities that meet their specific needs.



Logistics Management Solutions (LMS) • www.lmslogistics.com

Logistics Management Solutions (LMS) offers TOTAL, a Web-enabled TMS that significantly reduces overall transportation costs, can be implemented - and producing results - within 90 days, offers a low-cost point of entry, and easily integrates into existing ERP systems. Many of our clients, including BASF and Monsanto, are using TOTAL to significantly cut their transportation costs. Contact us: 1-800-355-2153.



LTD Supply Chain • www.ltdsupplychain.com

LTD Supply Chain can transform your offshore supply chain by handling the complex challenges of sourcing from the diverse, large regions of Asia and India. We put the pieces together with suppliers, transport carriers, forwarders, consolidators, and other logistics service providers using information technology, experienced people, and processes to manage your supply chain. Whether you are sourcing in China, India, Taiwan, or elsewhere in Asia, LTD works with your suppliers to improve performance, build better relationships, reduce cycle time, and bring bottom-line results to your company.



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Lynden • www.lynden.com

Over land, on the water, in the air – or in any combination – Lynden has been helping customers solve transportation problems for almost a century. Operating in such challenging areas as Alaska, Western Canada, and Russia, as well as other areas around the globe, Lynden has built a reputation of superior service to diverse industries.

LynnCo Supply Chain Solutions, Inc. • www.lynnco.scs.com

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



Mallory Alexander International Logistics • www.mallorygroup.com

Mallory Alexander International Logistics is a leading third-party logistics (3PL) provider. As a specialist in global logistics and supply chain services, Mallory Alexander acts as a single source for all logistics and supply chain needs. Specifically, Mallory Alexander provides public and contract warehousing, freight forwarding (international, domestic, air and ocean), customs brokerage, import/export services, intermodal trucking and transportation, logistics services, and consulting.



Menlo Worldwide Logistics • www.menloworldwide.com

Some of the toughest, most complex logistics challenges in the world are met with customer-specific IT solutions – engineered, installed, and managed by Menlo Worldwide. When it's time to cut waste and cost from your supply chain, think Menlo Worldwide. To learn more, visit us at www.menloworldwide.com.





New Breed • www.newbreed.com

New Breed Logistics is a third-party logistics company that brings new levels of visibility and control to complex logistics operations. We combine methodical analysis of your material flows with the intelligent application of systems to reduce and automate process steps-across your supply chain or in your distribution center. Some of the world's most respected companies rely on New Breed minds to streamline logistics operations in support of manufacturing, distribution, returns, refurbishment and repair, and service parts logistics.



Nexus • www.nexusdistribution.com

Even the most demanding customers will find solutions that meet their needs with Nexus Distribution, a third-party logistics provider specializing in full-service, client-specific solutions. Nexus' dedication to teamwork, technological advancement, and customer satisfaction-combined with a collaborative effort among its people, technology, and location-has made the company a trusted provider of third-party logistics worldwide for more than 25 years. Details are available on the Web site.



NFI • www.nfiindustries.com

Founded in 1932, NFI offers a variety of integrated supply chain services to help businesses manage, grow, and succeed in today's marketplace. The company is one of the largest privately held third-party logistics providers in North America. NFI divisions include NFI Distribution, NFI Logistics, NFI Transportation (Dedicated and OTR), NFI Intermodal, NFI Real Estate and Development, NFI Global, NFI Contract Packaging & Decorating, and NFI Consulting.



OHL • www.ohl.com

OHL was founded in 1951 and has evolved into a full-service supply chain management solutions provider. Our International Services, Contract Logistics, and Transportation Services groups offer comprehensive supply chain solutions that span the globe. Contact us at 877-401-6400 or www.ohl.com.



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Panther Expedited Services • www.pantherexpedite.com

Panther will help you design a logistics solution that lets you optimize your use of capital, enhance customer service, and improve inventory management. We optimize management of domestic and international shipments for all modes of transportation and can improve order administration, shipment planning and management, freight bill audit and payment, invoicing, and reporting.

Penske Logistics • www.gopenske.com

Visit GoPenske.com to learn about the broad range of innovative services and solutions available from Penske—an industry leader in logistics and supply chain management, truck leasing, fleet maintenance, truck rental, and used truck sales. Penske Logistics offers customized solutions worldwide including: lead logistics, dedicated contract carriage, distribution center management, regional and international transportation management, and inbound and outbound logistics management.



Performance Team • www.ptgt.net



Performance Team is the only thing that should come between your products and your customers. For 30 years, Performance Team has been offering its expertise to the retail and manufacturing industries with a broad range of supply chain services including: trucking, distribution, logistics, and fulfillment. Through five domestic hubs, three million square feet of warehouse space, and a fleet of more than 200 trucks, Performance Team's skilled team of 1,500 nationwide employees processes approximately \$60 billion in wholesale goods. See why Performance Team annually earns a reputation as the premiere trucking, consolidation, and distribution company in the United States; log on to www.ptgt.net.

Port Jersey Logistics • www.portjersey.com

For more than 50 years, Port Jersey Logistics has been the number one choice for transportation, warehousing, and distribution on the East Coast. Port Jersey operates modern, state-of-the-art warehousing space, as well as in-house trucking and logistics services. Along with our wide array of value-added services and first-class customer service team, Port Jersey Logistics is your one-stop shop for all of your supply chain needs.





Regal Logistics • www.regallogistics.com

Regal Logistics has a proven track record of accuracy, speed, and service. With more than 40 years of experience as a leading third-party logistics provider, Regal delivers innovative shipping solutions, state-of-the-art systems, lower costs, and better results. When you choose Regal Logistics, you'll be in good company with many other successful businesses that have increased productivity and reduced costs by working with us. Doing third-party logistics more cost-efficiently and with better quality outcomes has made Regal Logistics an industry leader, and The Company You Turn to When You Want it Done Right the First Time.



Reviva Logistics • www.reviva.com

Reviva Logistics specializes in third-party warehouse and asset-based outbound and reverse logistics services for the automotive, tire, and general transportation industries. Reviva combines breakthrough innovation with day-in, day-out consistency and focus on inbound container/truckload receiving management; total warehouse management; outbound shipping management and freight carrier optimization; EDI integration capability with all OEM operating systems; and last mile nationwide outbound and reverse logistics capability. If you are interested in learning more about Reviva Logistics and exploring real-world success stories, please visit the Web site.



Ruan • www.ruan.com

At Ruan, we understand what moves business: ideas. It's a matter of vision, creativity, innovation, and strong partnerships. In terms of transportation services, it's about moving goods or materials to where they need to go, when and how it's most efficient and profitable. This is what we've delivered for our customers, day in and day out, since 1932. Find out why the right partner can drive costs out of your supply chain - call 866-RUAN-NOW or visit our Web site - ruan.com



Saddle Creek Corporation • www.saddlecrk.com

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



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Serec • www.serec.com

Serec provides an exceptional array of fulfillment, retail compliance, import distribution, and warehousing services, thanks to our state-of-the-art facilities. But we're more than just a warehouse or fulfillment center. We partner with clients to help them maximize their customers' satisfaction. If your customers are happy, we're happy. Our customer relationships have always been—and always will be—our top priority. And, while technology takes a predominate focus in regards to how we can accomplish what we do, our main focus has been the same for 40 years: To do our very best for every client, through honest and straightforward dealings, and good old-fashioned hard work.

ServiceCraft Logistics • www.servicecraft.com

Since 1958, ServiceCraft Logistics has specialized in providing quality and customizable warehousing, transportation, and value-added services to companies for part or all of their supply chains. As a leading third-party logistics provider (3PL), ServiceCraft has a national transportation network and operates four million square feet of AIB superior food-grade facilities in the West and Southwest. Contact us today at 800-290-5952.



Shippers Warehouse • www.shipperswarehouse.com

Shippers Warehouse is a well-established regional provider with strong knowledge and insight into the economic and political infrastructures of the Dallas/Fort Worth region. All the facilities operated in the Dallas/Fort Worth metroplex are food grade, and consistently rated excellent and superior by AIB. Let Shippers Warehouse help you match your requirements to the appropriate location, whether it be a new facility, an existing facility, or additional space that can be leased in the area. Details are available on the Web site.

Sunrise Logistics • www.sunriselogistics.com

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





Taylored Services • www.tpservices.com

Taylored Services is a third-party logistics provider offering clients supply chain and logistics management solutions that improve their ability to get their products to market. Taylored Services has the experience necessary to optimize your supply chain and manage your supply chain operations and costs with a focus on driving value to your bottom line. Visit the Web site to learn more about the company's services.

TLC-Total Logistic Control • www.totallogistic.com

TLC-Total Logistic Control delivers exceptional value in the design, implementation, and operation of logistics systems. TLC provides end-to-end supply chain services, including supply chain planning, contract manufacturing/packaging, transportation services, multi-temperature warehousing, logistics management services, and supplier management/procurement. The company has received the Top 10 Provider of Logistics Excellence award for 10 consecutive years. As the independent arm of one of the world's largest retailers, TLC combines operating excellence with global economic resources to bring new value to our customers' supply chains. The company is headquartered at 10717 Adams St., Ste. 200, Holland, MI 49423.



TMSi Logistics • www.tmsilog.com

TMSi, an award-winning 3PL provider, has differentiated itself through a performance-driven culture resulting in sustainable cost savings and improved service levels. TMSi can optimize your enterprise's supply chain by providing distribution network modeling, long-term facility planning, and operations consolidation. TMSi and its clients identify performance markers such as time to market, inventory turns, profitability goals, and other Key Performance Indicators (KPIs) to monitor the supply chain's performance. For more information on TMSi, call 603-422-0777 or visit www.tmsilog.com.

Transfreight • www.transfreight.com

A premier third-party logistics provider, Transfreight delivers customized lean supply chain solutions that reduce total logistics cost for leading manufacturers. Our innovative, multidisciplinary team uses robust technologies/processes to create solutions that optimally connect their manufacturing operations and suppliers. Transfreight solutions include network rationalization and optimization; crossdocking and facility services; transportation; packaging design and management; and consulting.





TransGroup Worldwide Logistics • www.transgroup.com

www.transgroup.com provides comprehensive information about TransGroup Worldwide Logistics, including locations, services, and global transportation and logistics capabilities. Detailed information about TransGroup's Web-based logistics management tools is also provided, as well as customer log-in access and links to resources useful to shippers. To learn about TransGroup Worldwide Logistics, visit www.transgroup.com, or contact TransGroup at 800-444-0294, or by e-mail at info@transgroup.com.

Tucker Company Worldwide • www.tuckerco.com

Experiencing truckload capacity problems? Receive steady waves of truckload equipment - from dry vans to flatbeds, refrigerated to specialized equipment - with Tucker Company Worldwide. Experiencing problems implementing an inbound freight management program? We get the job done, under budget and fully controlled. Tucker Company Worldwide operates one of America's oldest freight brokerages. We co-founded the TIA, and are active members of TCA, NITL, SC&RA, NASSTRAC, and CSCMP. We are always interested in sales agents, reps, or those selling brokerages/3PLs.



Unyson Logistics • www.unysonlogistics.com

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



Uti Worldwide Inc. • www.utiworldwide.com

UTi Worldwide Inc. is an international, non-asset-based, global integrated logistics company providing air and ocean freight forwarding, contract logistics, customs brokerage, and other supply chain management services including enhanced warehousing, transportation, manufacturing support, order management, and a host of other services. The benefit for your company is a totally integrated logistics solution that maximizes value along the supply chain from end to end.





Wagner Industries • www.wagnerindustries.com

Wagner Industries is not just a trucking company, warehousing company, or any other narrowly defined organization. We're a third-party logistical services company with multiple competencies to provide diverse services for our many customers across the United States. We provide contract trucking and transportation management, distribution centers, warehousing centers, packaging and assembly operations, and fulfillment. Plus, all services are provided with the highest standards of quality and the most technologically advanced information management systems. With our many areas of expertise, we can tailor a supply chain solution for your company to provide you with superb service while lowering your net cost.



Wared Logistics • www.waredlogistics.com

Wared Logistics is a world-class provider of import/export, transportation, distribution, and logistics management solutions helping regional and multinational companies design, operate, and manage high-performance logistics networks in the Middle East and North Africa (MENA) region. Wared operates transportation hubs, warehouses, and distribution centers in multiple geographies, including Saudi Arabia, Egypt, Syria, Lebanon, and the UAE.



Weber Distribution • www.weberdistribution.com

As a full-service, complete logistics provider we are experts at non-asset freight management; asset-based LTL and TL services, including temperature-controlled; dedicated and shared warehousing; distribution; cross-docking/pool distribution; transloading; network optimization modeling and analysis; retail compliance; order fulfillment; material handling; supply chain management; real estate development; and personnel staffing. We have been in business for 85 years and specialize in working with importers, retailers, food, beverage, and CPG companies, and chemical and paper manufacturers.



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.



IN THIS SECTION:

3PLs - Consultants



Wheels Group • www.wheelsgroup.com

In this era of vendor consolidation, Wheels Group concentrates on providing a full spectrum of integrated products and services from a single source. Innovative and non-traditional approaches to supply chain management include: domestic and international transportation services; third-party logistics; supply chain consulting, optimization, and reporting; contract warehousing and distribution; technology systems and process development, and much more. For details, visit the Web site.

WSI (Warehouse Specialists, Inc.) • www.wsinc.com

Reliability is everything. At WSI, that's been our approach to integrated logistics and supply chain solutions for more than 40 years. Our promise of Condition, Count & Time™ ensures accurate, timely, and sound performance - every time. Recognized as one of the top 3PL companies in North America, WSI delivers custom solutions for warehousing/distribution, fulfillment, transportation, import/export, information technology, and customer support services. Depend on WSI for increased efficiency, reduced costs, and absolute reliability.



AIR/EXPEDITED



Quick International Courier • www.quickintl.com

Quick specializes in handling critical shipments and anything that requires urgency and special care - from small parts, to hazmat, to heavy or oversized shipments. We offer a wide range of priority services; next-available-flight-out, next-drive-out, secure hand-carry, warehousing, third-party logistics, and aircraft charters. Our industry-focused specialists custom-design shipping solutions to meet every individual need. Our Web-based QuickOnline tools allow customers to place orders, track, monitor, and confirm every move of their shipments.

CONSULTANTS

Franzetta & Associates • www.franzetta.com

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



DISTRIBUTION CENTER MANAGEMENT



Ryder • www.ryder.com

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

ECONOMIC DEVELOPMENT

Northwest Iowa Development • www.northwestiowa.org

Northwest Iowa can offer your company affordable building sites, qualified workers, excellent training programs, world-class education, and a can-do attitude. Let us show you how we can provide a low-cost place to do business...Beyond Expectations. Take a tour through the Web site, then come and take a personal tour of Northwest Iowa. See why so many successful businesses call Northwest Iowa home.



FREIGHT FORWARDERS/BROKERS



CGL - Concert Group Logistics • www.cglship.com

Worldwide freight services for all business sizes are available through CGL's network of market experts. As an extension of your shipping department, they get to know you and your needs to leverage combined resources, communicate clearly, and move product safely, at the right cost. CGL's type of personal service is increasingly hard to find in today's transportation logistics industry. Owners Deliver.

UniGroup Worldwide • www.ugwwlogistics.com

Looking for a full-service, third-party logistics provider (3PL)? You only need to make one call: UniGroup Worldwide-UTS Logistics. UniGroup Worldwide is a competitive, seamless, and flexible worldwide resource. Customers are provided custom-designed supply chain solutions that integrate transportation, warehousing, and installation through advanced technology and industry resources. Contact us today at 888-374-2371 or www.ugwwlogistics.com.



FREIGHT FORWARDERS/DOMESTIC**Panther Expedited Services • www.pantherexpedite.com**

Panther's dedicated customer support team provides one-stop shopping for all your air and ground opportunities anywhere in the world. Our unique capability to provide true pricing by mode and time allows our customers the option to buy-up or buy-down based upon specific service parameters – all while maintaining a high level of customer service, reliability, and agility.

GLOBAL LOGISTICS**Panther Expedited Services • www.pantherexpedite.com**

At Panther, we combine advanced technology with intelligent human resources to provide a single-source solution for moving high-value, time-definite freight, anywhere in the world. We provide air, ground, ocean, and logistics services to help our customers get products to market safely with greater speed, unsurpassed visibility, and remarkable efficiency.

**INSURANCE****Travelers Inland Marine • www.inlandmarineexperts.com**

Travelers Inland offers insurance coverage for domestic shipments for motor carriers, freight forwarders, brokers and others in the logistics supply chain. We are making a difference for our customers with our value-added services. Risk Control and the Specialty Investigations Group assist in the theft prevention analysis and the recovery of stolen cargo. Claim professionals have the expertise to evaluate logistics claims. For more information, contact your independent insurance agent or visit us at our Web site.

LOGISTICS IT**Aljex Software, Inc. • www.aljex.com**

Aljex has amazingly innovative Web-based software for carriers and freight brokers. If you see a demo of our software, you will want it. Why? You will see how Aljex can easily double the number of shipments you can handle. It's so easy to learn that we include unlimited training and support. With Aljex, there is no long, painful switchover. In 24 hours we can have you trained, linked into the load-boards, have your logo on your forms, your users set up, your carriers and customers imported, and ready to work.





Dutycalc Data Systems • www.dutycalc.com

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August 10-13, 2009, Information Technology & Logistics Council Annual Conference, Palm Harbor, Fla. The American Trucking Associations' technology group offers direction on streamlining the flow of freight, information, and funds between motor carriers, shippers, and consignees. The program includes sessions on gaining fuel efficiency, measuring ROI on IT investments, tracking trailers, collaborating with service providers to reduce costs, and optimizing GPS, WiFi, and mobile platforms.

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September 14-16 and September 16-18, 2009, Integrated Supply Chain Management Programs, Knoxville, Tenn. The University of Tennessee (UT) at Knoxville hosts two courses addressing supply chain and demand management best practices. Students in the first course, Supply Chain Management Strategy, receive a strategic overview of

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865-974-5001

<http://supplychain.utk.edu>

September 20-23, 2009, Council of Supply Chain Management Professionals (CSCMP) Annual Global Conference, Chicago, Ill. CSCMP's annual event offers supply chain management practitioners opportunities to learn from global experts and network with thousands

of colleagues. Sessions and events presented by industry leaders are categorized into 20 educational tracks such as process improvement, risk management, employee recruitment and retention, and current logistics research. Gary Maxwell, Walmart's senior vice president of international supply chain, will present a keynote address focused on global supply chains and their performance while managing different infrastructures and other local conditions.

630-574-0989

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September 23-25, 2009, How to Lay Out a Warehouse or Distribution Center, San Diego, Calif. This University of Kansas continuing education program on systematic layout planning techniques teaches how to improve warehouse and distribution facility performance; provide practical approaches to storage, order-picking, packing, material movement, and physical control; and streamline material flow in warehouses and distribution centers. Presented by internationally recognized planner H. Lee Hales, the program is suitable for warehouse and distribution center managers, logistics and supply chain planners, and leaders of supply chain and lean initiatives.

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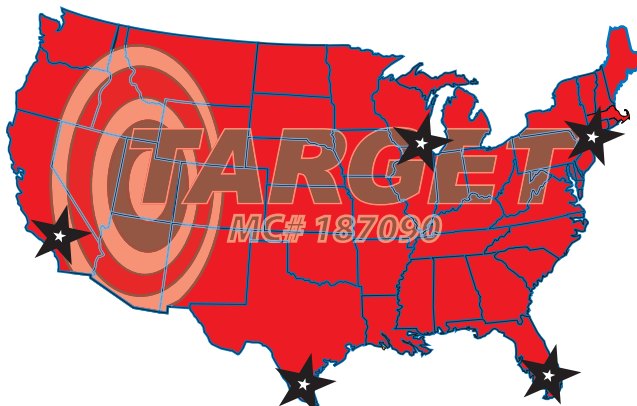
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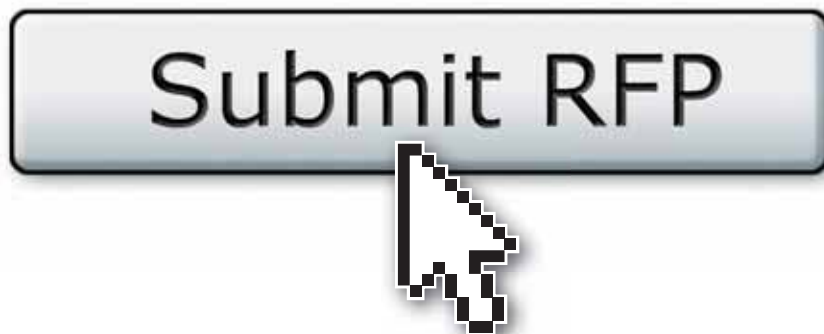
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Manufacturers and retailers regularly struggle to make sure the right parts and products are in the right place at the right time. Aligning speculative demand forecasts with rigid production schedules is no small task. It's why some companies are tempting fate to get a more accurate read on fickle consumers—they're trying to predict the weather.

If ever there was a more capricious practice than capturing consumer demand, trying to read Mother Nature's mind might pop up on the Doppler radar. But engaging the impossible to shed light on the improbable is just what Wayne, Penn.-based Planalytics does. The company is in the business of providing weather intelligence solutions—actionable information companies need to understand and optimize the impact of weather on their business.

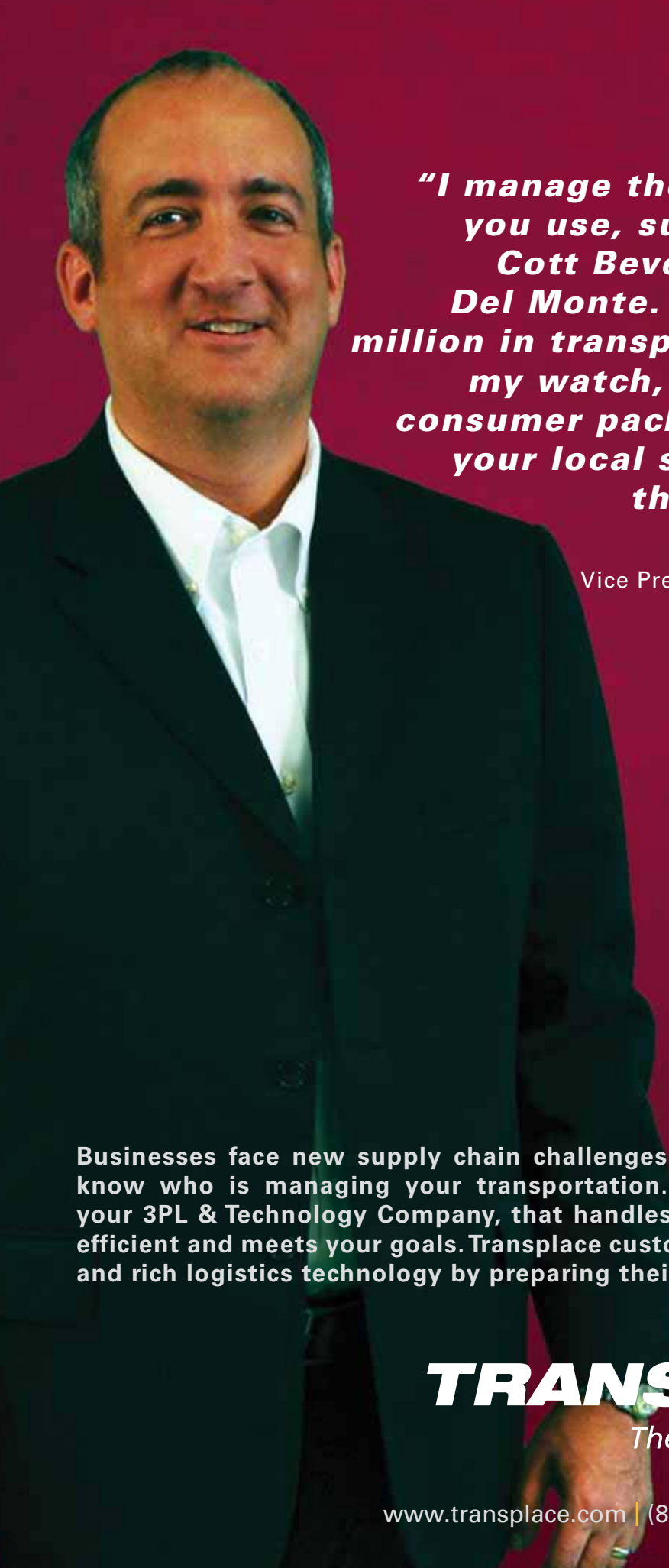
Planalytics uses a database of meteorology's financial and volumetric impacts, proprietary modeling

technologies, and market-specific expertise to give customers data they can use to maximize opportunities and minimize risks presented by changing weather. In turn, shippers can use both short- and long-term foresight to improve planning, production, distribution, marketing, buying, and risk management decisions.

For example, Campbell Soup Company's non-perishable canned products become a commodity when severe winter storms hit. Using Planalytics' solutions to study the correlation between expected weather patterns and consumer demand, the company ensures stores are stocked when consumer cupboards—and stomachs—need to be filled.

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