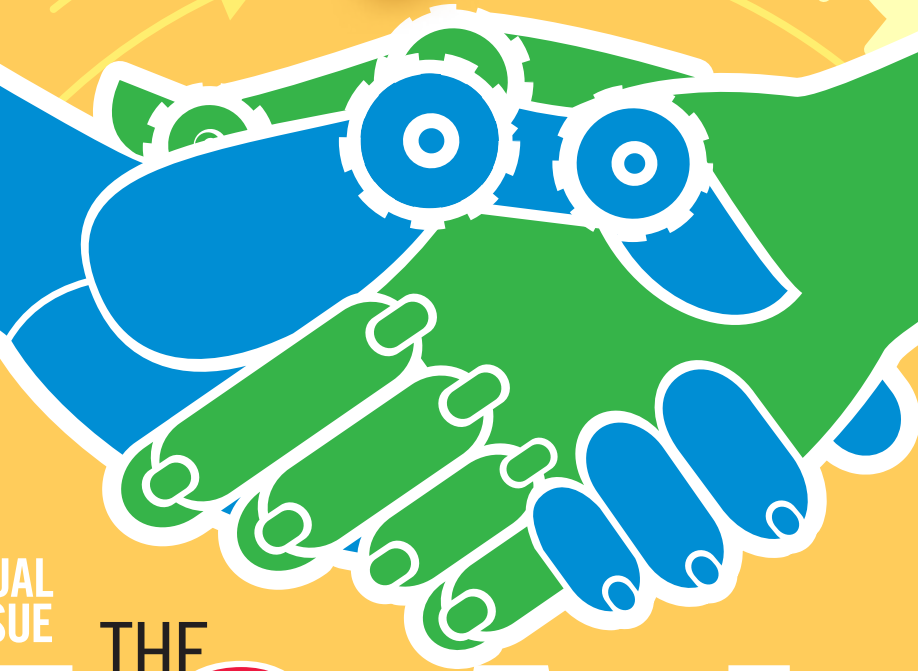


INCLUDES  
SPECIAL SUPPLEMENT:  
**CANADA**  
GETTING A LINE ON  
CROSS-BORDER TRADE

# inbound logistics

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

THE MAGAZINE FOR DEMAND-DRIVEN LOGISTICS • JULY 2014



ANNUAL  
3PL ISSUE

THE

# MECHANICS

OF 3PL PARTNERSHIPS

INCLUDES:

TOP 100 3PL PROVIDERS  
3PL MARKET RESEARCH  
3PL EXCELLENCE AWARDS



**RMX** *Global Logistics*

**ONE WORLD. ONE SOURCE.**

# Your warehouse culture is affecting your bottom line.

## Now What?

*LEGACY's Approach to Leadership Culture is the key  
to a profitable supply chain.*


Labor represents two-thirds of the cost of operating a warehouse; however, companies typically focus on processes and systems first. Learn why fulfilled employees are the key drivers of supply chain performance in our whitepaper – *Company Culture Counts*.

LEGACY is a full-service 3PL with 38 years of experience in providing Warehousing & Distribution, International and North American Transportation, Customs & Compliance, and Installation Services.

[legacyscs.com/company-culture-counts](http://legacyscs.com/company-culture-counts)

LEGACYscs.com | 800.361.5028 ext. 6



 LEGACY SCS supports sustainable best practices



**LEGACY**  
SUPPLY CHAIN SERVICES

*Performance Driven*

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



ROLLING BACK THE WALMART WAY  
page 65

# inbound logistics

THE MAGAZINE FOR DEMAND-DRIVEN LOGISTICS

July 2014 • Vol. 34 • No. 7

## INSIGHT

### 8 CHECKING IN WITH THE EDITOR

*Third-party logistics services have evolved to meet shippers' changing needs.*

### 10 CHECKING IN WITH THE PUBLISHER

*Online retailers are expanding their offerings to provide vendors with logistics support.*

### 14 DIALOG

*The ongoing conversation.*

### 16 10 TIPS

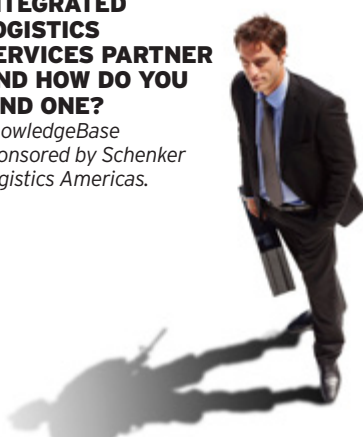
*Preventing shipment damage.*

### 48 THE EVOLUTION OF ENTERPRISE LOGISTICS

*KnowledgeBase sponsored by Transportation Insight.*

### 50 WHAT IS A TRUE INTEGRATED LOGISTICS SERVICES PARTNER AND HOW DO YOU FIND ONE?

*KnowledgeBase sponsored by Schenker Logistics Americas.*



## INPRACTICE

### 18 READER PROFILE Bruce Kulp Scores Big

When it comes to keeping up with demand, Bruce Kulp, Game Stop's senior vice president, supply chain and refurbishment, doesn't play around.

### 219 CASEBOOK TMS: Getting in on the Ground Floor

TAJ Flooring's new transportation management system lays the foundation for improved logistics and customer service.

### 223 DC SOLUTIONS Wheel Genius: Racing to Improve Data Collection

Thanks to a new image-based scanner, bar-code reader errors no longer tread on Champion Tire and Wheel's productivity.

## INDEPTH

### 65 Rolling Back the Walmart Way

An exclusive interview with Kevin X. Jones, Walmart's vice president of inbound transportation, reveals how he stays focused on supply chain best practices that guarantee the consumer everyday low pricing.

### 73 Casting Vets into the Private Sector

After serving Uncle Sam, former military personnel are armed with the experience and skill needed to battle supply chain challenges.

### 83 The Mechanics of 3PL Partnerships

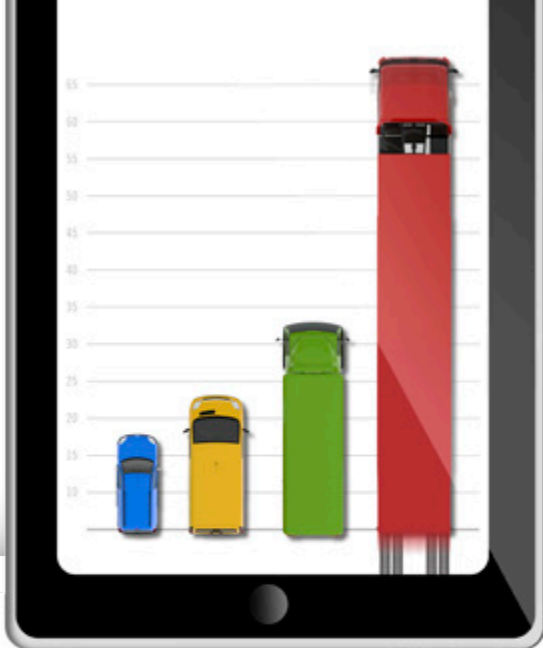
How do you keep a shipper-3PL relationship running smoothly? Learn the tools of the trade.

July 2014 • Inbound Logistics 1



**RMX** Global Logistics

**ONE WORLD. ONE SOURCE.**



# inbound logistics

THE MAGAZINE FOR DEMAND-DRIVEN LOGISTICS

LTL LEADERS MAKE  
TRACKS FOR THE WEB  
page 133

July 2014 • Vol. 34 • No. 7

## INSIGHT

- 52 3PL LINE**  
*Ten steps to import compliance.*
- 54 VIEWPOINT**  
*Hazardous waste regulations put pressure on retailers.*
- 56 IT MATTERS**  
*Forecasting seasonal surges keeps products on the shelf.*
- 58 GREEN LANDSCAPE**  
*Could new fuel efficiency standards lead to transportation cost savings?*
- 60 REVERSE LOGISTICS**  
*Why every manufacturer needs a reverse logistics solution.*
- 62 ECO DEV**  
*Can the Panama Canal expansion benefit your distribution network?*
- 264 LAST MILE: SHIPS SHIPPING SHIPS**



## INDEPTH

- 95 EXCLUSIVE RESEARCH**  
**3PL Perspectives**  
*Inbound Logistics' survey of the 3PL market explores how both logistics service providers and shippers are adapting to change, and pushing the outsourcing needle in new directions.*
- I10 Top 100 3PL Providers**  
*Our annual directory of leading logistics service providers highlights companies that serve shippers with comprehensive transportation and logistics offerings.*
- I23 READERS' CHOICE**  
**Top 10 3PL Excellence Awards**  
*A successful shipper-3PL partnership is an engineering marvel, worthy of celebration. Our readers voted for the 3PLs that keep their supply chain operations running smoothly.*
- I33 LTL Leaders Make Tracks for the Web**  
*Less-than-truckload (LTL) carriers are parking on freight portals to offer extra capacity to small shippers surfing for low-cost transportation.*
- I40 Forecasting the Unexpected: Home Improvement Retailers and Emergency Response**  
*During the calm before the storm, home improvement stores stock up on the products consumers will need to repair damage and rebuild after an extreme weather event.*
- I47 Supplier Compliance: Ask the Experts**  
*Inbound Logistics picks the brains of seven industry experts for their advice on gaining control of inbound transportation.*

# Smarter Choice for Improving Your Warehousing Service



- iLogisys WMS™ is boosting the inventory visibility.
- iLogisys WMS™ is boosting the collaboration works with your shipper.
- iLogisys WMS™ is boosting the warehouse operation efficiency at a reasonable budget by focusing more on must-have features.



• Freight Management • Customs House Broker • eManifest • Warehouse Management • CRM • Supply Chain Share

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# inbound logistics

THE MAGAZINE FOR DEMAND-DRIVEN LOGISTICS

PORTFOLIO  
page 171

July 2014 • Vol. 34 • No. 7

## INFOCUS

### 21 NOTED

### 27 TRENDS

*State of Logistics report predicts moderate growth for freight industry in 2014... Freight brokerage M&A shakes up industry... Online shoppers willing to pay more for sustainable delivery options.*

### 39 GLOBAL

*CeMAT 2014 showcases the latest materials handling innovations... Canadian rail industry begins phasing out DOT-111 tankers amid crude-by-rail boom... Food imports to China continue to grow.*

## INFO

### 227 WEB\_CITE CITY

### 248 WHITEPAPER DIGEST

### 250 IN BRIEF

### 256 CALENDAR

### 257 CLASSIFIED

### 259 RESOURCE CENTER

## INDEPTH

### I63 Fueling the Oil and Gas Supply Chain

New possibilities and partnerships get energy companies pumped.

### I71 PORTFOLIO Top 10 U.S. Container Ports

*Inbound Logistics* dredges data on leading U.S. hubs.

### I83 Fleet Treats

These tractors, software tools, and tracking solutions can drive your truck fleet performance to the max.

### I89 SPONSORED EDITORIAL U.S.-Canada Trade: Getting a Line on Cross-Border Shipments

To efficiently move goods across the U.S.-Canada border, shippers and logistics providers must adapt to regulatory, geographic, and currency challenges.

### I99 Summer Reading Guide 2014

A selection of new books give you the information you need to improve operations, brush up on existing skills, or gain new ones.

### 209 SPONSORED EDITORIAL Thought Leaders

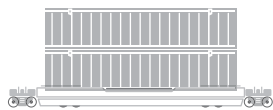
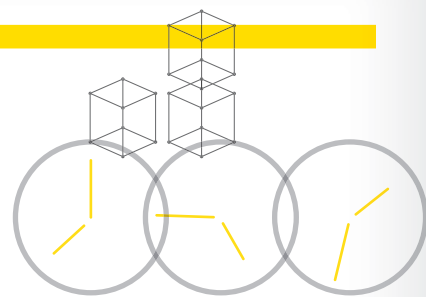
*Inbound Logistics* asked a team of supply chain leaders for their insights on the logistics challenges and opportunities affecting businesses today.



FLEET TREATS  
page 183

# Solutions from any angle.

Connection from wherever I am to **ensure time** won't get away from me.



70,000+ owned intermodal containers



26,000+ trailers with 12,500+ trucks



Since we're multi-coastal, should we be **multi-modal**?



WHAT ARE MY **OPTIONS?**



I don't want complexity,

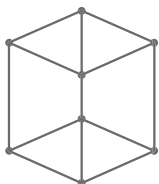
**just creativity.**



**PLUS,** options for scalable distribution!

Shipping may always be on my mind, but **smart solutions** give me

**peace of mind.**



J.B. HUNT  
**360**™

**Connections. Options. Solutions. Peace of Mind.** J.B. Hunt is in the business of making your supply chain as reliable and seamless as possible. Whether you need intermodal, truckload, dedicated, LTL or anything inbetween, J.B. Hunt has the equipment and relationships you need to make it happen. Add the innovation of J.B. Hunt 360™ and you have **the power of control from any angle.**

1-855-313-4473 | [solutions@jbhunt.com](mailto:solutions@jbhunt.com) | [www.jbhunt.com/360](http://www.jbhunt.com/360)



Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



# inbound logistics

www.inboundlogistics.com

## QUICKBYTES

### 2014 LOGISTICS PLANNER – UPDATED IPAD EDITION

Download our new iPad app to explore in-depth profiles of more than 160 industry-leading companies offering solutions to your need for speed, lower inventories, and integrated logistics expertise. View corporate videos, social media feeds, and instantly send an RFP to multiple companies. [bit.ly/IL-iPad2014](http://bit.ly/IL-iPad2014)

### 5-MINUTE TRUCKING SURVEY

Your answers to our short but sweet survey will enable us to provide more content to help you manage transportation challenges. [bit.ly/IL-5MinTrucking](http://bit.ly/IL-5MinTrucking)

### WEB\_CITE CITY®

The most comprehensive and clutter-free online directory of supply chain websites – organized by category, cross-referenced, and fully searchable. You can browse by category or search for companies by name. [bit.ly/IL-WCC](http://bit.ly/IL-WCC)

Keep up to date with the very latest:

- [f facebook.com/InboundLogistics](https://www.facebook.com/InboundLogistics)
- [@ILMagazine](https://twitter.com/ILMagazine)
- [in linkedin.com/company/inbound-logistics](https://www.linkedin.com/company/inbound-logistics)

6 Inbound Logistics • July 2014

## ONLINE EXCLUSIVES



### Dispelling Five Common Myths About Voice-directed Work [bit.ly/1jRhOsa](http://bit.ly/1jRhOsa)

**Mike Miller**, Senior Director, Consulting Services, Vocollect

Voice-directed technology can help improve worker safety and reduce employee training time. But these five common misconceptions keep some companies from taking full advantage of the technology.



### Optimizing the Fashion Supply Chain [bit.ly/U4rfut](http://bit.ly/U4rfut)

**Bob McKee**, Global Fashion Industry Strategy Director, Infor

The fashion industry is fueled by change. In today's market, where trends are short-lived and consumers are fickle, apparel organizations have two choices: keep up with consumer demands, or throw in the towel.

## 3PL RESOURCES

### 3PL Decision Support Tool [bit.ly/IL3PLDST](http://bit.ly/IL3PLDST)

Choose the services and capabilities you need from a 3PL and the Decision Support Tool will find matching providers from our comprehensive database. You can contact the 3PLs directly from the search results through our linked RFP functionality.

### 3PL Request for Proposal [bit.ly/IL3PLRFP](http://bit.ly/IL3PLRFP)

Describe your outsourced logistics challenge, then browse the list of top 3PLs and select specific companies to receive your RFP. They will provide free, no-obligation advice, solutions, and information specific to your logistics management needs.



## UPDATE

### Whitepaper Digest

[bit.ly/IL\\_WPDigest](http://bit.ly/IL_WPDigest)

*Inbound Logistics'* extensive whitepaper database is still packed with the latest information on all aspects of supply chain operations. But now the whitepapers are categorized and searchable, and you can easily share them with your team.



RMX Global Logistics

ONE WORLD. ONE SOURCE.



# 90 YEARS: THAT'S 32,850 DAYS OF TRANSPORTATION EXCELLENCE.

But at Saia, our team isn't looking back — because we're focused on one day in particular:

## TOMORROW.

That's when, once again, complex technology will yield streamlined LTL solutions. And it's when our forward-looking approach will still be keeping shippers ahead of the curve. That's why we innovate every day — because that's what we deliver tomorrow.

saia.com / 800.765.7242



Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# CHECKING IN

*Felecia Stratton*

by Felecia Stratton | Editor



## 3PL Evolution Continues

**F**or better or for worse, I have been the editor of *Inbound Logistics* for nearly 25 years—before the term third-party logistics, or 3PL, even existed. That means I spent about two decades (gulp!) watching the evolution of the third-party logistics sector, and all the different types of companies providing value-added logistics solutions. It has been a fascinating evolution—made even more fascinating by the demands you placed on your providers, driven by your changing needs.

In the early days of outsourced logistics, proto-3PLs arose from the ranks of truck lease companies, warehouse companies, transport brokers, forwarders, and integrators that did not want to say no to customers. Because “he who is closest to the customer wins,” these providers introduced value-added services to cement—and build on—existing relationships.

The next evolutionary step was truckers and intermodal marketing companies that added brokerage, and even warehousing services. Railroads also jumped in, answering their customers’ call for logistics solutions.

The most interesting group of 3PLs grew from shippers who honed logistics skills in-house, then offered that expertise to other shippers. Prime examples include Caterpillar, Owens & Minor, Pepsi, Cardinal Health, Ingram Micro, Leggett & Platt, and numerous others.

Add to all this the growing diversity of logistics technology solutions that brought corollary complexity, making 3PLs that specialized in masterfully applying that technology even more attractive enterprise partners.

A fervent need to find logistics efficiencies, cut overall logistics spend, reduce inventory-to-sales ratios, and expand to unfamiliar markets—all while exceeding the service levels increasingly impatient customers were demanding—motivated many companies to seek outside logistics assistance to navigate this perfect storm of complexity. Today, many early 3PL entrants are flourishing by helping shippers better connect supply to demand, providing integrated transportation and logistics solutions, and acting as change agents—improving operations across the enterprise.

The 3PL segment will continue to evolve, and I hope I will be right here tracking it with you for another 25 years. But for now, we packed our annual 3PL issue with all the information, resources, and decision support—Top 100 3PL Providers, exclusive market research, Top 10 3PL Excellence Awards—you need to manage your outsourced logistics operations.

Through it all, you are the spark igniting the 3PL sector. As your logistics needs continue to change, 3PLs will morph to match them, and apply their transformative supply chain expertise. And the evolution continues... ■

**inbound**  
**logistics**

Vol. 34, No. 7

July 2014

THE MAGAZINE FOR DEMAND-DRIVEN LOGISTICS

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

### STAFF

**PUBLISHER** Keith G. Biondo  
[publisher@inboundlogistics.com](mailto:publisher@inboundlogistics.com)

**EDITOR** Felecia J. Stratton  
[editor@inboundlogistics.com](mailto:editor@inboundlogistics.com)

**MANAGING EDITOR** Catherine Overman  
[coverman@inboundlogistics.com](mailto:coverman@inboundlogistics.com)

**SENIOR WRITER** Joseph O'Reilly  
[joseph@inboundlogistics.com](mailto:joseph@inboundlogistics.com)

### CONTRIBUTING EDITORS

Justine Brown • Merrill Douglas • Suzanne Heyn  
Deborah Ruriani • Lisa Terry

**CREATIVE DIRECTOR** Michael Murphy  
[mmurphy@inboundlogistics.com](mailto:mmurphy@inboundlogistics.com)

**ASSOCIATE ART DIRECTOR/PRODUCTION MANAGER**  
Mary Brennan  
[mbrennan@inboundlogistics.com](mailto:mbrennan@inboundlogistics.com)

**DIGITAL DESIGN MANAGER** Amy Palmisano  
[apalmisano@inboundlogistics.com](mailto:apalmisano@inboundlogistics.com)

**PUBLICATION MANAGER** Sonia Casiano  
[sonia@inboundlogistics.com](mailto:sonia@inboundlogistics.com)

**PUBLISHING ASSISTANT** Jason McDowell  
[jmcdowell@inboundlogistics.com](mailto:jmcdowell@inboundlogistics.com)

**CIRCULATION DIRECTOR** Carolyn Smolin

### SALES OFFICES

#### PUBLISHER: Keith Biondo

(212) 629-1560 • FAX: (212) 629-1565  
[publisher@inboundlogistics.com](mailto:publisher@inboundlogistics.com)

#### WEST/MIDWEST/SOUTHWEST: Harold L. Leddy

(847) 446-8764 • FAX: (847) 305-5890  
[haroldleddy@inboundlogistics.com](mailto:haroldleddy@inboundlogistics.com)

#### Marshall Leddy

(612) 234-7436 • FAX: (847) 305-5890  
[marshall@inboundlogistics.com](mailto:marshall@inboundlogistics.com)

#### MIDWEST/ECONOMIC DEVELOPMENT: Jim Armstrong

(314) 984-9007 • FAX: (314) 984-8878  
[jim@inboundlogistics.com](mailto:jim@inboundlogistics.com)

#### SOUTHEAST: Gordon H. Harper

(404) 229-9691 • FAX: (404) 355-2036  
[south@inboundlogistics.com](mailto:south@inboundlogistics.com)

#### MOBILE, AL: Peter Muller

(251) 232-1920 • FAX: (251) 343-0541  
[petermuller@inboundlogistics.com](mailto:petermuller@inboundlogistics.com)

#### NORTHEAST: Rachael Sprinz

(212) 629-1560 • FAX: (212) 629-1565  
[rachael@inboundlogistics.com](mailto:rachael@inboundlogistics.com)

### FREE SUBSCRIPTIONS

[www.inboundlogistics.com/free](http://www.inboundlogistics.com/free)



*Inbound Logistics* supports sustainable best practices. Our mission is rooted in helping companies match demand to supply, eliminating waste from the supply chain. This magazine is printed on paper sourced from fast growth renewable timber.

*Inbound Logistics* welcomes comments and submissions. Contact us at 5 Penn Plaza, NY, NY 10001, (212) 629-1560, Fax (212) 629-1565, e-mail: [editorial@inboundlogistics.com](mailto:editorial@inboundlogistics.com). For advertising, reprint, or subscription information, call (212) 629-1560, or e-mail [publisher@inboundlogistics.com](mailto:publisher@inboundlogistics.com). *Inbound Logistics* is distributed without cost to those qualified in North America. Interested readers must complete and return the qualification card published in this issue, or may subscribe online at [www.inboundlogistics.com/free](http://www.inboundlogistics.com/free). Subscription price to others: in North America: \$95 per year. Foreign subscriptions: \$229. Single copy price: No. Amer. \$10, foreign \$19, back issues \$15. Periodicals postage paid at New York, NY, and additional mailing offices.





# DELIVER YOUR BUSINESS TO THE WORLD WITH THE INTERNATIONAL SPECIALISTS.

• • • • •

Our local expertise, customs clearance experience and international network are unparalleled. That's why when it comes to express shipping we're the International Specialists. And why we can guarantee delivery to and from more places around the world than anyone else.

**That's the Speed of Yellow.**

[www.dhl-usa.com](http://www.dhl-usa.com)

EXCELLENCE. SIMPLY DELIVERED. **DHL**  
EXPRESS

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# CHECKING IN

*Keith Biondo*

by Keith Biondo | **Publisher**



## 3PL e-Evolution Continues

**W**hile the editor of *Inbound Logistics* is content to use her column to take you on an archeological journey through 3PL history, I prefer to take you on a trip forward.

We all know Amazon and eBay as e-commerce titans that match millions of customers with the products they demand, when they want them. Both companies are “shippers” by definition, because their transport spend reaches into the hundreds of millions of dollars annually. But, not content to consider e-commerce consumers their only customers, both e-tailers are expanding their offerings to provide their many vendors with logistics support—profiting from their supply chain expertise upstream and downstream at the same time.

In her column, the editor echoes the maxim, “He who is closest to the customer wins.” It is also relevant here. *Inbound Logistics* is replete with examples of demand-driven practitioners who achieve success by recognizing that vendors are customers, too.

By adding fulfillment and other value-added logistics solutions—Fulfillment By Amazon (FBA) and eBay Enterprise—to the mix of services they offer vendors, these two e-commerce giants edged into the role of logistics solutions provider, and carved out a lucrative market by making their vendors 3PL customers at the same time.

Two million vendors use Amazon.com to sell products globally. With its Fulfillment By Amazon solution, the world’s largest online retailer not only lets vendors/sellers list their items on its website, it also lets them outsource shipping. Amazon charges vendors for warehouse space down to the inch, and takes a percentage of orders shipped. Leveraging Amazon’s logistics might enable vendors to reach 250 million global customers and make Amazon’s supply chain excellence their own.

eBay also has come a long way from its early e-commerce days. Today, with eBay Enterprise and the Magento platform, the company offers order management, fulfillment, customer care, and marketing solutions. Its plan is to enable brands and retailers of all sizes to deliver omni-channel experiences that are quick and customer friendly, and to “deliver products with speed and quality” in a way that would be difficult for customers to do themselves.

And it’s not just online sales, either. “We are leading local commerce with close to 4,000 stores enabled with store-based fulfillment globally,” says Tobias Hartmann, interim president of eBay Enterprise. “We continue to help merchants compete in a global marketplace, having recently launched our ship-from-store solution for a leading retailer in North America, Europe, and China, which is an industry first.

“Our goal is to provide retailers with warehouse and store-based fulfillment solutions that provide a competitive advantage and exceed their customers’ expectations to build long-lasting loyalty,” Hartmann adds. Within the United States, eBay Enterprise fulfillment centers help retailers and e-tailers quickly reach customers by fulfilling orders from various locations and claiming 99 percent of orders delivered within two days.

“Today’s consumers expect their orders quickly, hassle-free, and with nominal shipping fees, if any,” says Hartmann. That requires incredibly reliable logistics performance.

Yes, he who is closest to the customer wins. The 3PL value proposition for both Amazon and eBay is telling vendors to focus on what they do best, and leave the logistics to them. Demand-driven logistics excellence makes a difference in a successful e-commerce enterprise, and Amazon and eBay are both providing the third-party logistics solutions to make that future possible. ■

Inbound Logistics (ISSN 0888-8493, USPS 703990) is mailed monthly to approximately 60,000 business professionals who buy, specify, or recommend logistics technology, transportation, and related services, by Thomas Publishing Company LLC, 5 Penn Plaza, NY, NY 10001. José E. Andrade, chairman; Carl T. Holst-Knudsen, president. Periodicals postage paid at New York, NY, and additional mailing offices. All rights reserved. The publisher accepts no responsibility for the validity of claims of any products or services described. No part of this publication may be reproduced or transmitted in any form or by any electronic means, or stored in any information retrieval system, without permission from the publisher.

POSTMASTER SEND ADDRESS CHANGES TO: Inbound Logistics, 5 Penn Plaza, New York, NY 10001

*When it comes to Logistics*

# **PERFECT FIT**

*is not one-size fits all*



## **PROTRANS<sup>®</sup>**

Unique supply chains need unique solutions

We understand that your supply chain is unlike any other. With the strength of our network, vision and professional excellence, we constantly innovate throughout every client relationship to build the right custom solutions.



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

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



Thanks for the vote  
of confidence

Your votes have named C.H. Robinson as the #1 3PL in *Inbound Logistics'* annual Top 10 3PL Excellence Awards for a fourth consecutive year. This recognition is an honor everyone at C.H. Robinson will strive to live up to. From everyone at C.H. Robinson: **Thank You.**  
solutions@chrobinson.com | 800.323.7587

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



**C.H. ROBINSON**

» Accelerate Your Advantage®

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# DIALOG

THE ONGOING  
CONVERSATION



Follow us:

facebook.com/InboundLogistics

twitter.com/ILMagazine

linkedin.com/company/inbound-logistics

Drop us a line:

editor@inboundlogistics.com

or send snail mail to

Dialog, c/o Inbound Logistics  
5 Penn Plaza, NY, NY 10001



## SCHOLARSHIP WINNER

We are proud to announce the winner of the 2014 *Inbound Logistics*/ASTL Supply Chain Scholarship.

Meet Molly O'Malley, a third-year student attending Penn State's Smeal College of Business, majoring in supply chain management.

"Supply chain management and logistics will be challenging," she wrote in her winning application essay. "This career will present new obstacles to maneuver through, and new problems to solve. However, these complications motivate me to do better. I know that this career path is right for me."

Molly wins a \$2,500 education scholarship. *Inbound Logistics* joins with ASTL in congratulating Molly on her achievement, and wishing her continued success in her future supply chain endeavors.



## Inbound Logistics

20 JUNE 2014

Looks like @ILMagazine has been reWarded with a new T-shirt from @WardTransport! Thanks Ward! #ShiptheWardWay

**Ward Transport** @WardTransport  
Lookin' goooood in that #ShiptheWardWay shirt @ILMagazine!



## Inbound Logistics

17 JUNE 2014

10 Easy Ways to Minimize Supply Chain Risk - [bit.ly/12aqVJU](http://bit.ly/12aqVJU) - via @ILMagazine

**Veracity Logistics** @3PLwarehouse  
@ILMagazine Thanks for these useful supply chain risk tips.



## Inbound Logistics

26 JUNE 2014

Landing a Job in Logistics: It Takes a Wealth of Experience [bit.ly/1qLeTVR](http://bit.ly/1qLeTVR)

**Barton Jennings**  
Great input. Western Illinois University requires that all students conduct

at least one successful internship to graduate. This one course alone seems to set them apart, and greatly helps them in their employment search.

## Inbound Logistics

14 JULY 2014

G75: *Inbound Logistics*' 75 Green Supply Chain Partners - [bit.ly/1q4Pg2l](http://bit.ly/1q4Pg2l) - via @ILMagazine

**UTi Worldwide** @UTi\_Worldwide  
We are proud to be one of the #G75!



**HOT TOPICS** | *IL* articles getting the most impressions on LinkedIn: Laying the Foundation for a Long-Term 3PL Partnership: [bit.ly/1fK5SmC](http://bit.ly/1fK5SmC) • 10 Ways Transportation Management Drives Competitive Advantage: [bit.ly/1rnqRWe](http://bit.ly/1rnqRWe) • Chemical Logistics: Delivering Solutions for a Complex Industry: [bit.ly/1v1Sxxb](http://bit.ly/1v1Sxxb) • Checking In: Reaching for the Stars: [bit.ly/1iVPRkU](http://bit.ly/1iVPRkU) • Lean: Winning Strategies for Cutting Waste: [bit.ly/1jumMNU](http://bit.ly/1jumMNU)



# Our World is Logistics<sup>®</sup>

40+ North American Stations

90 Stations | 5 Continents

## View Your World Through TransTMS<sup>®</sup>

Your one-stop-shop for LTL shipping; from rates to tracking and everything in between.

Now available with our Mobile App!

Zip-to-Zip / Zone-to-Zone Rates  
Create & Dispatch Shipments

Print BOL, Labels, Reports  
Tracking & Alerts

EDI Integration/Customization  
Online & Mobile App!



**TRANS**GROUP<sup>®</sup>  
WORLDWIDE LOGISTICS



Learn more at: [TransTMS.TransGroup.com](https://TransTMS.TransGroup.com)



Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](https://inboundlogistics.com/3pl)

# 10 TIPS

## STEP-BY-STEP SOLUTIONS



by Deborah Catalano Ruriani

## Preventing Shipment Damage

**W**hile it is impossible to prevent every mishap along the supply chain, shippers can take action to reduce product damage and returns. David Faulkenberry, senior vice president of logistics provider XPO Last Mile, offers these damage prevention tactics.

**1 Allow time for testing.** Before implementing a widespread rollout of new merchandise, packaging, or providers, test their real-world performance. Send several trial shipments that closely mirror the weight, volume, and nature of the products you'll be shipping.

**2 Use impact, shock, or tilt indicators.** Attach these inexpensive devices to the outside of boxes to indicate if a shipment has been jolted, mishandled, or improperly loaded. This allows you to identify and resolve damage trends, and assign accountability.

**3 Seal the deal and cushion the blow.** Seal packages with high-quality, pressure-sensitive plastic tape to ensure they are securely closed and impenetrable to environmental odors and moisture. Place adequate cushioning between products and shipping containers to protect goods from the rigors of handling.

**4 Fill the void.** Empty space isn't just a problem inside boxes, crates, and pallets. Every significant gap around the perimeter of your packages allows them to shift, fall, or collide with other items during transit. To minimize risk, strive to thoroughly cube container and trailer loads, and use dunnage such as airbags to fill in any remaining spaces.

**5 Factor in the boomerang effect.** To ensure protection for returned items, make original packages easy to open and reuse so customers won't tear, slice, or otherwise compromise the protective materials when opening the shipment.

**6 Opt for air-ride transportation over spring-ride for high-value goods.** Repetitive roadway vibration can rub your product the wrong way. Although trucks with air-ride suspension systems can't eliminate the risk of vibration-related abrasions, scuffs, or leaks, they substantially reduce the possibility.

**7 Don't cut corners on box-cutter training and package-opening instructions.** Educate receiving and delivery workers on safely wielding box cutters to avoid scratches, rips, and other costly product damage – as well as injury.

The boxes should display opening instructions—including where to cut and where not to cut—to protect merchandise inside.

**8 Just subtract water.** Container rain or cargo sweat—excessive condensation that builds up within containers due to temperature and humidity shifts—can cause corrosion, warping, or mold that can ruin products. To maintain optimal dryness, add desiccants to moisture-sensitive shipments traveling overseas or through a range of climatic conditions.

**9 Give forklifts their due (diligence).** Ensure that crossdocks and warehouses have clear, uncluttered aisles so forklifts can maneuver easily. Emphasize the importance of using only the handling equipment designated for a task—some product loads can be easily broken or toppled if handled by the wrong kind of equipment.

**10 Inspect at tender.** Every player in your products' chain of custody must thoroughly inspect all shipped items for any signs of damage or changes in count or condition at the time of tender. Notations should include not only what area of a box has sustained damage, but also the specific nature of that damage. ■



## FROM SHANGHAI TO SAVANNAH

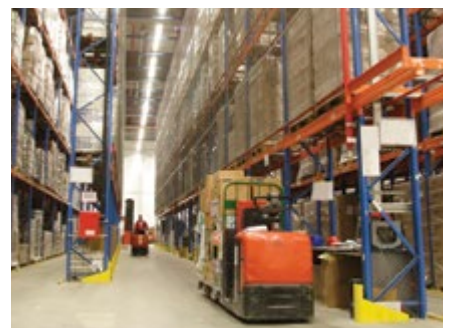
For 130 years, shippers have relied on Matson for premier ocean service between the U.S. mainland and Hawaii, Guam, and Micronesia. Now Matson offers a suite of logistics services that connect the world from Shanghai to Savannah.

- China freight consolidation
- Weekly China express service with fast 10 day transit from Shanghai to Long Beach
- Warehousing and distribution in Oakland, L.A./Long Beach, and Savannah
- Integrated transportation services including intermodal rail, highway truckload, LTL, and specialized hauling throughout North America
- End-to-end supply chain services

Backed by our award-winning customer service, Matson brings you the reliability, flexibility, and agility you need to get your products to market with speed and efficiency.

## MATSON MOVES THE WORLD

For more information, call our Customer Support Center at (800) 325-0325 or visit [matson.com](http://matson.com).



**Matson**  
LOGISTICS

**Matson**

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

as told to Merrill Douglas



**Bruce Kulp is senior vice president, supply chain and refurbishment, at video gaming and consumer electronics retailer Game Stop, in Grapevine, Texas. He has held this position since 2010.**

**RESPONSIBILITIES**

Procurement, distribution, store allocation, transportation and logistics, refurbishment, materials management, research and development.

**EXPERIENCE**

Vice president of distribution, vice president of logistics, Electronic Data Systems (Centrobe); senior vice president, operations, Home Shopping Network; vice president of logistics, vice president of worldwide supply chain, Tech Data Corp.; president, Gigalife LLC.

**EDUCATION**

B.S. in business, marketing, Miami University, 1988

## Bruce Kulp Scores Big

**G**AME STOP IS UNIQUE BECAUSE IT IS A MAJOR retailer that also runs a manufacturing operation in the United States. We sell new games, gaming systems, and accessories in more than 6,600 stores around the world, and through an e-commerce website.

We also sell refurbished products, which we obtain as trade-ins from customers. Those products include games and gaming systems and—since 2011—media players, mobile phones, tablets, and laptops. I'm responsible for the entire supply chain for the retail operation and refurbishment center in Grapevine, Texas.

Gaming consoles come to us from the manufacturers' distribution centers. Sometimes vendors deliver the consoles to our DCs in Grapevine and Louisville, Ky. Other times, we arrange transportation to pick up the product.

Managing the software supply chain is particularly complex, because we usually

receive games just seven to 14 days before a title's street date—the first day we can start selling it. We have about one week to deliver precisely the right quantity to each store to fill hundreds of thousands of advance orders, and predict the right volume to satisfy walk-in customers. Gamers have high product availability expectations, and we must meet their demands.

Our refurbishment business is complex, because the supply chain for pre-owned products starts with the consumers who trade them in. The components for repair come mostly from Asia.

Determining which materials we need, in what quantities, by what date, involves

### The Big Questions

**What one trait should every leader possess?**

The ability to create a culture of constant process enhancement and improvement by leveraging innovation.

**What surprising discovery have you made in your career?**

In a past job, I found it was better to ship high-value electronics—whose prices tend to drop quickly—directly to customers by air from Asia than to import them through the regular supply chain.

**What activities do you enjoy outside of work?**

Gaming, of course, as well as swimming, rock climbing, and spending time with my family.

**Which Game Stop product do you find most addictive?**

I'm a particular fan of the Bioshock series. As for hardware, I have an Xbox, a PlayStation, and a Wii.

significant work. I'm also responsible for the research and development team that performs the engineering necessary to return those products to saleable condition.

It can be difficult to forecast which products customers will trade in, and which pre-owned products they'll want to buy. One strategy is to keep an eye on new product releases. When a popular game console launches, for example, we know customers will trade in a significant number of past-generation consoles.

One proud achievement in my career was helping Game Stop get into selling refurbished mobile devices. While visiting

a few Game Stop stores, the CEO and I observed that consumers were spending a percentage of their disposable income on mobile devices such as iPods. The CEO asked if we could refurbish those devices as we already refurbished gaming systems.

The company considered acquiring a business with expertise in refurbishing mobile devices. But my team was working on refurbishment solutions for some of those devices, to prove that we could do the job internally. Today, more than 350 in-house technicians are dedicated to mobile device refurbishment and repair.

One recent initiative involves two new

retail businesses that Game Stop has acquired. The first is Simply Mac, an authorized Apple reseller that operates in secondary markets, where Apple wouldn't usually open its own stores. The second is Spring Wireless, an authorized reseller of AT&T Mobile products and services.

For both businesses, we'll leverage our experience in dealing with major electronics providers such as Microsoft, Sony, and Nintendo. We'll integrate those new companies into our existing logistics and refurbishment operations—but only where we see efficiencies that will benefit the business and the consumer. ■

# YAKIMA TO BEANTOWN OUR NETWORK DELIVERS

alaskacargo.com

Don't be fooled by our name. We began flying gear and seafood from remote outposts back when Alaska was still a territory, but we've grown up and reached out. Way out. Today we serve more than 80 destinations throughout North America. In fact, we're the nation's #1 on-time major airline. Guess all that experience in the Last Frontier paid off.

*Alaska Air Cargo*™

**OUR NAME IS ALASKA.  
OUR SERVICE IS NATIONWIDE.**



**RMX** Global Logistics

**ONE WORLD. ONE SOURCE.**



# AS LITTLE AS YOU WANT. AS BIG AS YOU NEED.

Whether your customers buy one product at a time or entire truckloads, Ingram Micro Logistics scales to meet your demand.

We process any volume from a single order to 300,000+ orders per day, easily rolling with fluctuating demand. If you've got a logistics challenge, we can take it on and reduce your supply chain costs. To find out how, contact us at [imlsales@ingrammicro.com](mailto:imlsales@ingrammicro.com) or (714) 382-4845.



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

© 2012 Ingram Micro Inc. All rights reserved. Ingram Micro and the Ingram Micro logo are trademarks used under license by Ingram Micro Inc. All other trademarks are the property of their respective companies. 12/12 JV2012.2210

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# NOTED

THE SUPPLY CHAIN IN BRIEF

# m&a

**Chainalytics**, a supply chain consultancy, acquired Australian logistics firm **Logiworx**. The purchase allows Chainalytics to expand its footprint and service portfolio in the Asia Pacific region.

**Ingram Micro Mobility** acquired **Global Mobility Products**, a Canadian provider of mobile reverse logistics, repair, and asset recovery services. The purchase expands Ingram Micro Mobility's wireless device lifecycle service offering, and end-to-end forward and reverse logistics capabilities in Canada.

## SEALED DEALS

Texas-based Caterpillar dealer **HOLT CAT** selected **TECSYS'** warehouse and delivery management solutions to optimize service parts operations, and provide improved service to customers across the state.

**ZAGG Inc.**, a mobile accessories designer, chose **R.R. Donnelley** as its third-party logistics provider. R.R. Donnelley provides packaging, kitting, fulfillment,

warehousing, distribution, and logistics services, enabling ZAGG to synchronize product delivery with releases from major mobile device providers.

**MBS Textbook Exchange**, a wholesale textbook distributor, selected **HighJump Software's Warehouse Advantage** warehouse management system to improve inventory tracking and visibility. The system also helps

the distributor track and report its productivity metrics.

**Hat World**, which sells sports and collegiate hats, began using **Swisslog's Click&Pick** goods-to-person picking system to increase storage capability and throughput within its distribution facility. *Click&Pick* stores up to 100,000 SKUs, and is served by robots with goods-to-person pick functionality.



## GREEN SEEDS

◀ Global container shipping line **APL** received the **Port Metro Vancouver Blue Circle Award** for reducing its 2013 emissions under the EcoAction Program, which promotes low emissions practices for ocean-going ships entering the port. APL has won the award every year since the program started in 2010.

**Kane is Able**, a third-party logistics provider, added seven compressed natural gas Volvo trucks to its fleet. The purchase is part of Kane's sustainability initiative to minimize its carbon footprint.



# [INFOCUS] NOTED

THE SUPPLY CHAIN IN BRIEF



## RECOGNITION

**ABF Freight** earned the **National LTL Carrier of the Year Award** for the second consecutive year from the National Shippers Strategic Transportation Council. This is ABF's fourth time earning the distinction, which recognizes carriers that demonstrate excellence in transportation.

## GOOD WORKS

▼ **Virgin Atlantic Cargo** offered support to UNICEF and Save the Children by donating the transportation of 82 tons of medical supplies and equipment to the Philippines. The cargo helps victims still dealing with the

aftermath of Typhoon Haiyan, which struck in November 2013.

**Total Quality Logistics** raised \$19,488 during its sixth annual \$1 Per Load Memorial Day fundraising effort.

TQL set aside one dollar from every load it arranged during Memorial Day week for the **Yellow Ribbon Support Foundation**, an organization that provides scholarships in the names of fallen soldiers, and sends packages to service members overseas.



**Penske Truck Rental** extended its #OneWay4PVA fundraising effort for a second year. Penske matches any one-dollar donation made by rental customers to benefit **Paralyzed Veterans of America's Mission: ABLE** campaign. To date, the fundraiser has collected more than \$430,000.

## recognition

**Union Pacific Railroad** received the **2013 Rail Carrier of the Year Award** from WWL Vehicle Services Americas for the fourth consecutive year. The award recognizes rail carriers that provide outstanding delivery performance.

Industrial supply company Grainger gave **PITT OHIO** its **2013 Carrier of the Year Partners Performance Award** for excellence in responsiveness, information integrity, on-time shipping, management commitment, and order fulfillment.



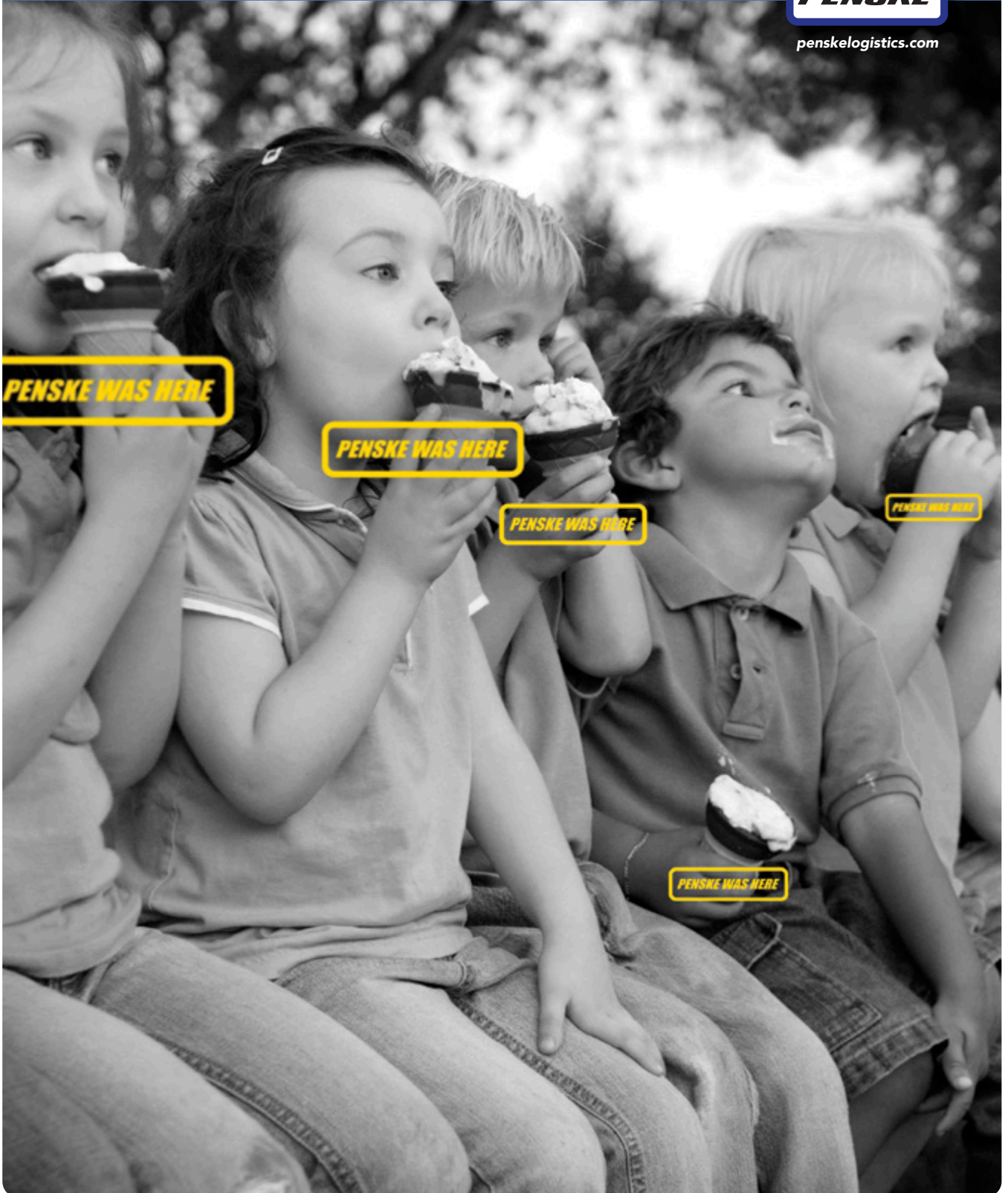


# THE KEY TO GREAT ICE CREAM IS THAT ICE PART.

If you want to get frozen, fresh and refrigerated foods to customers in delicious condition, rely on Penske Logistics. Not only are our trucks equipped with smart technology, our drivers are among the most highly trained and reliable in the industry. The result? An on-time delivery rate of 99.8% – even when it's 99.8° outside.

**PENSKE**

[penskelogistics.com](http://penskelogistics.com)



Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

**UP THE CHAIN**

► **David Abney** was appointed the new CEO of **UPS** by the company's board of directors. The position is the culmination of Abney's 40-year career with UPS, where he began as a package loader and most recently served as chief operating officer.



freight management, and consolidation operations in the United States and Mexico.

**James Dillman** was named CEO of Diversified Port Holdings, the parent company of logistics firms **Seonus LLC** and **Portus LLC**. Dillman previously served as president of Metro Ports, where he oversaw employees at 21 ports across the United States and Canada.

Third-party logistics company **ProTrans** promoted **Chris Blunk** to chief operations officer. In his new role, Blunk is responsible for all operational activities, including transportation,

**GREEN SEEDS**

► **Port Everglades** worked with the **Florida Department of Environmental Protection** on the Upland Mangrove Enhancement project, replacing 8.7 acres of existing habitat in the port with a 16.5-acre upland enhancement area of approximately 70,000 new mangrove and wetland plants.



▼ The **Port Authority of New York and New Jersey's** green vehicle fleet earned the agency an **Empire Green Fleet Certification Award** from Empire Clean Cities, a coalition of the U.S. Department of Energy's Clean Cities program, for significantly reducing vehicle emissions and increasing fuel efficiency.



recognition

Nokia presented third-party logistics company **Agility** with its **Annual Sustainability Award** for providing a custom supply chain solution that cut costs and CO<sub>2</sub> emissions for operations in India, Hungary, and Brazil.

Chemical carrier **Superior Carriers** won the National Tank Truck Carriers **2013 Outstanding Safety Performance Trophy** in recognition of its safety record, preventive maintenance programs, personnel safety initiatives, and contributions to the tank truck industry.



**Pilot Freight Services** earned Ryder's **Carrier Quality Award** in the domestic freight forwarder service category for on-time performance, claims handling, customer service, technology applications, and innovation.

m&a

Global trade solutions provider **Descartes Systems Group** acquired **Customs Info LLC**, a company that provides trade data to support global trade management software systems. Descartes integrated Customs Info's data into its *Global Logistics Network* solution.

**ROAR Logistics** bought third-party logistics company **Legend Transportation Group (LTG)**. The deal incorporates LTG's managed solutions model and online less-than-truckload solutions into ROAR's 3PL service portfolio.



# **FAST. FLEXIBLE. DRIVEN.**

## **We're ready to take it on.**

In a business where so many things can go wrong, one company does it right. LeSaint Logistics. We continually outpace the competition, providing flexible 3PL solutions that help you achieve peak performance throughout the CPG supply chain. Be it better inventory control, accurate distribution into the retail stores or well-executed transportation – **LeSaint delivers.**

- Vendor Compliance
- MABD
- Charge Back Reductions
- Proper Lot Management
- Inventory Accuracy
- Customized, Engineered Solutions
- Real Time Visibility Technologies

**Ready to move full speed ahead?**

Call 1-877-Know3PL  
or visit [www.lesaint.com/End2End](http://www.lesaint.com/End2End)



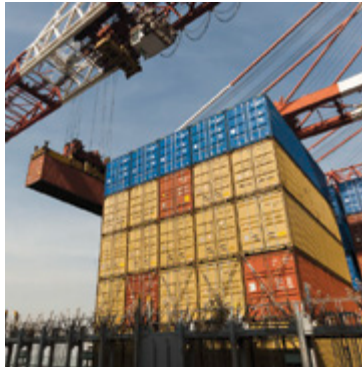
*Complete End-to-End Supply Chain Solutions.*





## Providing Innovative, Customized Transportation & Logistics Solutions

TRANSPORTATION • VALUE ADDED • SPECIALIZED • INTERMODAL



**Universal is a leading asset-light provider of customized transportation and logistics solutions worldwide.**

Our comprehensive suite of services allows our customers and clients to reduce costs and manage their global supply chains more efficiently. The solutions that we provide can be scaled to meet your changing demands and volumes.

Let Universal's dedicated, knowledgeable and experienced team give you the foundation to reduce costs and manage your supply chain more efficiently.

**Contact Universal today!**

**(586) 920-0100 x2127 • [www.goutsi.com](http://www.goutsi.com)**

**Got 3PL challenges?**

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# TRENDS

SHAPING THE FUTURE OF LOGISTICS



THE 25TH ANNUAL STATE OF LOGISTICS REPORT:

## Ready For a New Route

**A**fter a rollercoaster year for the economy and the transportation sector, the Council of Supply Chain Management Professionals and Penske Logistics released their 25th annual State of Logistics report. Aptly titled *Ready For a New Route*, the report focuses on 2013's weak economy, mediocre gains by the transportation sector, and the slow road toward economic recovery in 2014.

by Joseph O'Reilly

Even though five years have passed since the Great Recession, 2013 wasn't exactly a blowout year for the economy. But recovery is proceeding slowly. Gross domestic product (GDP) growth was only 1.9 percent – nearly one full percentage point down from 2012's 2.8 percent. Prior to the fourth quarter of 2013,

the GDP was looking positive, but falling exports and a government shutdown caused steady decline toward the end of the year and into early 2014.

The improved GDP growth rate through most of the year didn't do much for the freight sector. "Factors pushing up GDP were mostly

July 2014 • Inbound Logistics 27



**RMX**Global Logistics

**ONE WORLD. ONE SOURCE.**

counter to the growth of freight volume,” says Rosalyn Wilson, a transportation consultant for Parsons, and primary author of the *State of Logistics* report. Increased inventory investment, a slowing of imports, and falling exports resulted in less freight, despite the improving GDP, she says.

**Logistics Costs as Percent of GDP**

While 2013 business logistics costs increased to \$1.39 trillion – topping 2012 numbers by \$31 billion – the percentage of logistics costs making up the GDP fell to 8.2 percent, marking the second consecutive annual drop and suggesting that the logistics sector is recovering more slowly than the rest of the economy.

What 2012’s *State of Logistics* report



called “the phasing out of the traditional peak season” helps to explain the fourth quarter GDP crash and lower logistics GDP percentages. Thanksgiving and Black Friday sales dropped for the first time in seven years, falling 2.7 percent. Holiday retail sales in general were weaker than 2012. Online sales posted record highs, but, because most small package carriers don’t report their data, much of the effect wasn’t factored in.

“Industrial production held steady for the first eight months of 2013, then began to strengthen somewhat for the last four months,” says Wilson. Amid rumors of a renaissance, U.S. manufacturing made modest gains throughout the year. The average Institute of Supply Management PMI (composite index) in 2013 was 53.9, beginning with January’s 53.1 start, and ending with December’s 57 finish. A 4.5-percent drop in new export orders didn’t help, as order backlogs contracted 2.5 percent.

The inventory-to-sales ratio (a measurement that compares inventory against sales for the same month, with a ratio of 1.0 indicating inventory excess, and 1.5 equating to 1.5 months of inventory at current sales rates) reached 1.3 by April as sales remained slow and inventories stayed high. Higher sales and slower inventory growth in May dropped the ratio to 1.28 until October, when it bumped up to 1.29.

High inventory levels spread across all major sectors, with manufacturing inventories gaining 2.1 percent, and wholesale inventories adding 2.7 percent, mostly

in the fourth quarter in anticipation of a strong holiday season. Retail inventories increased in each quarter, totaling 6.2 percent for the year, as retail sales continually failed to match predicted demands.

Inventory carrying costs rose 2.8 percent throughout the year, but interest rates continued to drop to 0.9 percent. These high carrying costs and inventory levels raised warehousing costs by 5.6 percent as all available capacity was filled. Fourth-quarter demand reached the highest level on record.

**One Mode or Another**

Low exports, a brutal winter, and high seasonal volumes affected transportation performance for the year. Transportation costs climbed two percent, and all modes reported similar revenue increases.

Trucking costs rose 1.6 percent in 2013, which proved to be a weak revenue year for the industry. Truck tonnage increased by 6.1 percent as the driver shortage forced shippers and carriers to move heavier loads to compensate for tight capacity. Rates have remained relatively flat, however, as shippers still feel secure in the number of options available to them – even with the industry operating at near 100-percent utilization.

Rates won’t stay flat forever, though. The capacity issue will only get worse. The Federal Motor Carrier Safety Administration’s new Hours-of-Service laws give drivers fewer hours on the road at a time when the industry is short more than 30,000 drivers, causing capacity to decline

<b>THE STATE OF LOGISTICS: For What It's Worth</b>	
(in \$U.S. billions, except where noted)	
<b>CARRYING COSTS</b> (\$2.459 Trillion, All Business Inventory)	
Interest	\$2
Taxes, Obsolescence, Depreciation, Insurance	\$330
Warehousing	\$137
<b>SUBTOTAL:</b>	<b>\$469</b>
<b>TRANSPORTATION COSTS</b>	
<b>Motor Carriers:</b>	
■ Truck – Intercity	\$453
■ Truck – Local	\$204
<b>SUBTOTAL:</b>	<b>\$657</b>
<b>Other Carriers:</b>	
■ Railroads	\$74
■ Water	
INTERNATIONAL	\$30
DOMESTIC	\$7
■ Oil Pipelines	\$13
■ Air	
INTERNATIONAL	\$13
DOMESTIC	\$20
■ Forwarders	\$38
<b>SUBTOTAL:</b>	<b>\$195</b>
<b>SHIPPER-RELATED COSTS</b>	<b>\$10</b>
<b>LOGISTICS ADMINISTRATION</b>	<b>\$53</b>
<b>TOTAL LOGISTICS COST</b>	<b>\$1,385</b>
Source: <i>State of Logistics</i> report	

Look at your world through fresh eyes. Think Young.



You'll see not just logistics as usual, but a flexible response to the unusual. Not just getting it there, but making sure nothing gets in the way. Not just the routine black and white, but all those gray areas in between.

This is the world according to DF Young. Look to us for a century's worth of sophistication, experience and excellence in international logistics. By sea, by land and by air. Think Young.

Celebrating 100 years [dfyoung.com](http://dfyoung.com)

**dfYOUNG**  
International Logistics since 1903

global reach   solution oriented   fortune 500 clients   forward vision   360-degree flexibility   technology driven   worlds of experience

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

while demand continues to increase. “Carriers should be able to raise rates significantly in 2014, probably into the five- to eight-percent range,” says Wilson.

The rail industry has faced capacity problems of its own, suffering car and even locomotive shortages throughout 2013. Rail transportation costs were up 4.9 percent in 2013, rail traffic rose 9.2 percent, and total annual carloads increased 8.1 percent (the largest increase in recent history). Intermodal volume went up 10.6 percent, but rates were held down by trucking industry competition.

While rail and trucking are fighting to maintain enough capacity, the ocean carrier sector still has too much, despite increased global shipment volumes. “In recent years, the major players have been forming alliances with other carriers to shore up sagging freight rates, raise ROI, and reduce high-capital investments,” says Wilson. “The largest carriers worldwide now control more than 80 percent of the total fleet capacity, up from just around 55 percent a few years ago.”

The cost for the water sector rose 4.5 percent in 2013, showing improvement

despite negative numbers in 2012 and the looming overcapacity problem. Imports and exports underperformed at U.S. ports in 2013, and may continue to do so for ports that aren’t prepared for larger vessels.

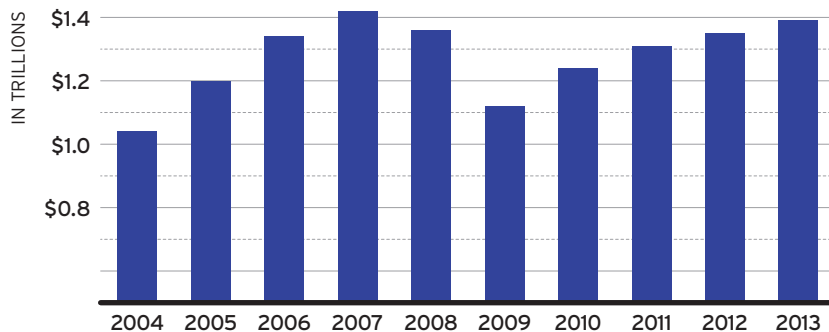
The air cargo industry also continues to be plagued by capacity issues. Revenue remained virtually unchanged for 2013, but cargo yields were down 5.3 percent on domestic shipments, and five percent on international shipments. Overall revenue tons carried by air declined 0.7 percent.

“Passenger jets are carrying growing volumes of cargo in their bellies, taking market share from cargo freighters,” says Wilson. Cargo airlines carried more than 79 percent of revenue ton-miles of freight, but commercial passenger airlines carried the remaining tonnage.

The U.S. inland waterway system enjoyed mixed success in 2013, as strong first and fourth quarters offset low coal shipments, poor harvests, and bad weather during the rest of the year. Worldwide demand for U.S. grain saved the industry in the fourth quarter, but outdated equipment, droughts, and floods continue to plague performance. New legislation aimed at reallocating unused funding to fix or rebuild lock and port systems nationwide might solve some of the river industry’s problems.

**U.S. BUSINESS LOGISTICS COSTS**

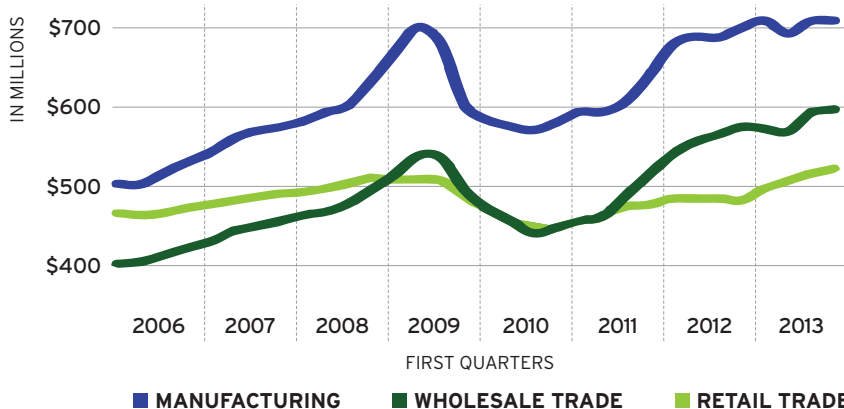
Total U.S. business logistics costs rose to \$1.39 trillion in 2013, a 2.3-percent increase from the previous year.



Note: Revised to reflect updates in BEA Private Inventories series. Source: *State of Logistics* report

**INVENTORIES CONTINUE TO CLIMB**

High inventory levels spread across all three major sectors, with manufacturing inventories gaining 2.1 percent, and wholesale inventories adding 2.7 percent.



Source: U.S. Department of Commerce, Census Bureau

**What’s Next?**

The good news is that 2014 is looking up. After a dismal fourth quarter in 2013, and a cautious first quarter in 2014, the “new normal” trend was shaken off in the second quarter. The logistics sector added 288,000 jobs in April, shipment volumes and freight payments climbed, and construction projects began to grow.

These trends continued into May, as retail sales also increased and the Consumer Confidence Index rose from 81.7 percent to 83 percent. “The first five months of 2014 have been the strongest since the end of the Great Recession,” says Wilson. “All indications are that freight will grow moderately for the rest of the year, and the economy should follow suit.”

— Jason McDowell







She isn't worrying about  
your supply chain.

## Neither should you.

You're in the business of healing—not hassling with your supply chain. Yet all too often, that's how you spend your time. Shipping to distribution centers all over the country. Keeping up with new and changing regulations. Looking for smarter ways to lower costs, without compromising safety or on-time delivery. To make a difference, your products have to be there, at her side. So we'll be here, at yours.

When you're ready to move your products, **this is your healthcare 3PL.**

**Contact Integrated Logistics Services today:**

[ILSInfo@cardinalhealth.com](mailto:ILSInfo@cardinalhealth.com)

614.757.9228



© 2014 Cardinal Health. All rights reserved. CARDINAL HEALTH, the Cardinal Health LOGO and ESSENTIAL TO CARE are trademarks or registered trademarks of Cardinal Health. All other marks are the property of their respective owners. Lit. No. 2ILS14-15802 (06/2014)

[yourhealthcare3PL.com](http://yourhealthcare3PL.com)

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

## Freight Brokerage M&A Shakes Things Up

The freight brokerage space experienced a lot of churn in 2013, with players such as Coyote Logistics, XPO Logistics, Echo Global Logistics, and Blue Grace Logistics acquiring new assets. Tightening capacity and market fragmentation continue to feed a fertile mergers and acquisitions (M&A) market.

Case in point: The Transportation Intermediaries Association's (TIA) *1st Quarter 2014: TIA 3PL Market Report* indicates freight broker revenues are increasing.

Despite a difficult environment, all three primary modes—LTL, truckload, and intermodal—recorded double-digit profit growth. Intermodal was the only mode that saw an increase in shipment volume, invoice amount per load, and total revenues, according to TIA.

LTL posted the largest increase in total shipments, while all modes experienced a margin percentage decline. Truckload volume decreased modestly, and LTL invoice amount per load decreased as well. Overall, the results point to continued growth.

"The brokerage market is in a land grab phase," explains Jett McCandless, president and founder of Carrier Direct, a Chicago-based transportation and logistics consultant. "The big players that have access to capital via equity or debt markets have found that growing market share through M&A can be a strong complement to their own organic growth activities.

"Cold starts can be very expensive in new markets, but buying a company that has already gone through the effort to develop the market and attract talent can be a better option at the right price," he adds.

Market consolidation will continue, McCandless predicts, provided acquirers can find companies that fit the right profile. That reality remains to be seen.

"The target company has to have the right characteristics to be worth something to the buyer," he adds. "It has to be big enough (more than \$25 million in revenue), have strong customer relationships (contracts preferred), a direct sales force

(not agent-based), good carrier relationships, and maybe proprietary technology."

The 2012 federal highway funding authorization, which stipulates that freight brokers carry a surety bond of \$75,000, has also influenced industry contraction. Up to 35 percent of brokers lost operating authority as a consequence of that rule, which went into effect in October 2013, projects the Association of Independent Property Brokers & Agents. The Federal Motor Carrier Safety Administration pegs that number at a more conservative 10 percent.

Regardless, there has been attrition. And some in the brokerage space expect change to continue, especially as private equity companies pour more investment into a "sure thing."

"Companies are selling for one of two reasons: one, the natural progression of baby boomers selling as they near retirement; and two, as the industry develops, small companies can't compete with technologically progressive companies

with deep pockets and long-term growth plans," says Robert Nathan, CEO of Load Delivered, a Chicago non-asset 3PL.

Beyond that, some brokers are morphing into 3PLs—adding non-asset value through new technologies and services. Lines continue to blur. What differentiates one from the other remains in question.

As capacity grows scarce, and shippers and carriers look to find space and fill backhauls, one might even consider whether pure-play brokers will come back into vogue. Nathan doesn't think so.

"By 2020, freight brokers will either be dead or have evolved into 3PLs," he says. "Companies aren't looking for someone to handle one load; they're looking for a full-service, managed transportation partner that can work with them to create the most efficient and effective supply chain network possible. We are moving into a world where organizations want to focus on their core competencies, and to do so, they are looking for sophisticated partners."

### FMCSA Extends Comment Period For ELD Implementation

It's only a matter of time before the Federal Motor Carrier Safety Administration (FMCSA) dials up a final deadline for trucking companies and drivers to deploy electronic logging devices—an Hours-of-Service regulation requirement.

The FMCSA initially floated October 2015 as a target date, but that will likely be pushed out to 2016 or 2017. The Commercial Vehicle Alliance recently asked the FMCSA to extend the comment period until late summer 2014. The effective enforcement date will be two years after publication of the final rule.

When final, the regulation will require all drivers who currently keep records of duty status to use electronic logging devices—formerly known as electronic onboard recorders. Only drivers who operate under short-distance exceptions will be exempt.



The FMCSA will mandate the use of electronic logging devices to improve compliance with the safety rules governing the number of hours a driver can work.

**Are my customers shopping online with someone else?**



**UPS® can help deliver the integrated online experience your customers want.**

Your customers know exactly what they're looking for when they order online. And they need it at exactly the right time. If your website doesn't offer features like real-time availability, firm delivery dates and easy returns, they'll shop with someone who does.

**34% of industrial products buyers have made an online purchase outside of their supply base.**

#### **Make Buying Easier**

UPS can help you create a more competitive customer experience online by helping to integrate and streamline your inventory, shipping, billing and returns processes. And, with expertise from UPS Ready® Program

providers, you can accelerate your e-commerce strategy and stay ahead of your customers' needs.

#### **Make Returns Easier**

Returns policies are an important factor in a customer's purchase decision. With UPS Returns® solutions, you can improve customer satisfaction and your bottom line through improved tracking, less handling and better billing and reconciliation.

Get insights into your customers' needs with the UPS B2B Purchasing Insights study. **Download a copy at [ups.com/insights](http://ups.com/insights).**



Copyright ©2014 United Parcel Service of America, Inc.

**Got 3PL challenges?**

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

## Online Shoppers Willing to Spend Green on Green

Online consumers are more receptive to sustainable delivery options than you might think, according to *Need for Green or Need for Speed*, a new study by business consulting firm West Monroe Partners.

The study surveyed more than 600 U.S. consumers to determine what compromises they'd be willing to make for more sustainable delivery of products purchased online. Highlights of the results include:

- 12 percent of U.S. consumers would pay up to 10 percent more for sustainable delivery.

- Annual income does not influence consumers' willingness to pay more for sustainable delivery. In fact, respondents who earn more than \$100,000 annually are slightly less likely to accept higher prices for climate-friendly transport.

- Similarly, age has only a minor impact on attitudes toward sustainability, with 18- to 25-year-olds slightly less likely to pay more for climate-friendly transport compared to 26- to 35-year olds.

- More than half of those surveyed are willing to pay at least five percent higher prices for products ordered online if they're delivered in a greener manner, while 76 percent would wait at least one extra day for climate-friendly transport.

"The modern consumer is paying more than lip service to environmentally conscious decisions these days, and

plenty are willing to put their money and patience where their mouths are," says Yves Leclerc, managing director and leader of West Monroe Partners' supply chain practice. "Given the dominance of e-commerce, and trends such as same- and next-day delivery, order fulfillment's impact on the environment is a significant one."

The study demonstrates that, if informed about the options available to them, many consumers would make at least minor concessions for more sustainable delivery (see *chart below*).

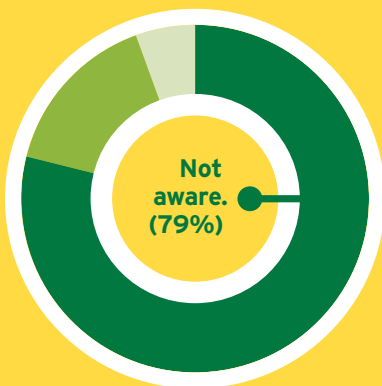
Dutch consultant BearingPoint conducted the same study in Europe, and found consumers there are more aware of green delivery options than those in the United States.

Of the 1,000 European respondents BearingPoint surveyed, nearly half are aware of climate-friendly shipping alternatives, and one in five has already used them. Almost 60 percent are willing to pay more for green shipping, and 76 percent are willing to wait up to three days longer for sustainable delivery.

The study concludes that e-commerce organizations should consider new ways to promote delivery alternatives to please both consumers and shareholders. It may just be another consideration that tips consumer whim one way or the other.

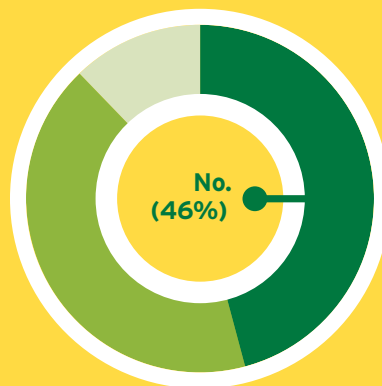
## Consumers & Compromise

**Do you know of and/or use sustainable delivery alternatives when you order goods on the Internet?**



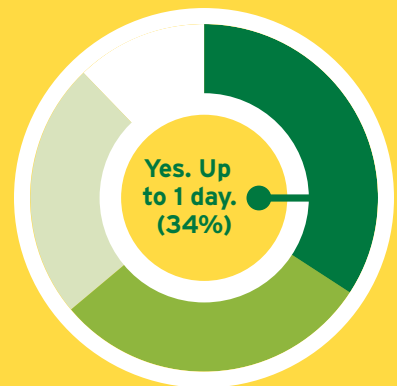
- Aware that these options exist.
- Have used sustainable delivery alternatives.

**Would you accept higher prices for more climate-friendly transport for the goods you order on the Internet?**



- Yes. Up to 5% more.
- Yes. Up to 10% more.

**Would you accept longer delivery times for more climate-friendly transport?**



- Would accept a 3-day delay.
- Would not accept any delay.
- Would wait more than 3 extra days.

Source: *Need for Green or Need for Speed*, West Monroe Partners

Skill is moving inventory from here to there.  
Will is caring about your business enough to improve your bottom line.

Skill is flawlessly solving a client's problem.  
Will is doing it before they ask.

Skill is knowing how to fix a truck.  
Will is doing it on a holiday. In an ice storm.

Skill is expediting a shipment.  
Will is getting it to a secret government location.

Skill is moving a family.  
Will is helping them start a new life.

Skill is what makes us a great shipping and logistics company.  
Will is what makes us ArcBest Corporation<sup>SM</sup>

# THE SKILL & THE WILL<sup>SM</sup>

**ABF**  
Freight

**ABF**  
Logistics

**Panther**  
Premium Logistics

**FleetNet**  
America

**UPack**  
We Drive. You Save.

**ArcBest**  
Corporation

© 2014 ArcBest Corporation. All rights reserved. All service marks featured in this advertisement are the property of ArcBest Corporation and its subsidiaries.

[arcb.com](http://arcb.com)

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

## Shippers Can't Get No Satisfaction

If you're a shipper or consignee, retailer or consumer, keep an eye on these two sobering trends:

■ **Customers are not happy with the service they are receiving from parcel carriers.** Satisfaction dropped nearly four percent in 2013, largely attributed to the holiday delivery debacle, reports the annual American Customer Satisfaction Index (ACSI).

"The surge in online shopping just before Christmas created a fair amount of customer angst with Internet retailers, but carriers weren't spared consumers' ire," says David VanAmburg, ACSI director. "Even large carriers with the most resources weren't sufficiently prepared for the rush of last-minute deliveries, and many packages did not arrive on time for the holidays."

Parcel delivery companies struggled

with a shortened holiday shopping season and an unexpected last-minute, last-mile rush. They simply didn't have capacity to keep up with velocity. That may be a recurring problem moving forward.

■ **Shippers are losing leverage to trucking companies.** Capacity is tightening and costs will increase as a consequence, according to FTR's latest *Shippers Conditions Index*. The forecasting firm expects the tight environment to moderate slightly in the coming months unless freight growth picks up as a result of a strengthening economy. Any additional freight tonnage improvement could push transportation costs even higher for shippers—and likely consumers, FTR cautions.

"Shippers learned that it doesn't take much for a market that is operating with slim excess capacity to jump into

the driver's seat for rate increases," says Jonathan Starks, FTR's director of transportation analysis. "The strong spot market rate increases during January, February, and March 2014 highlight how quickly the environment can change on them."

It's a remarkable turnaround from 2013, when general rate increases fell below year-ago levels, and shippers were netting rate reductions. "A static economy allowed that to take place, but new Hours-of-Service rules for drivers in July 2013 changed the game," Starks says. "Add the potential for further economic acceleration in 2014, and it's unlikely shippers will achieve the rate reductions they got last year."

FTR projects a general rate increase of four to five percent for truckload in 2014, with national rate figures hitting six percent or higher compared to last year.

We deliver  
distribution  
solutions...

for any shipping  
need...

Creating  
value for our  
clients...

with asset-based  
transportation  
services...

freight  
brokerage  
solutions...

and full  
transportation  
management and  
network optimization  
services...



## Prepping Vets for Private Sector Careers

The U.S. military drawdown in Afghanistan, and further government budget cutbacks, are creating an exodus of sorts as veterans enter the civilian world. The Obama administration expects to cut the active-duty army from a wartime peak of 570,000 soldiers to about 450,000. Further downsizing will create a surplus of veterans looking for jobs—in an employment market that remains muddled at best.

If there's one sector with steady demand for the kind of disciplined skillset coming out of the army, it's supply chain management. Still, military and private sector logistics are not the same.

That's why the University of Kansas (KU) School of Business, in concert with the U.S. Army Command and General Staff College at Fort Leavenworth, established a graduate program that offers

active-duty officers a specialized degree in supply chain management.

The Master of Science in Business with concentration in Supply Chain Management and Logistics complements the training and experience military logisticians already possess, while providing a broader, civilian economy focus. Majors and major-eligible captains assigned to Fort Leavenworth for Intermediate Level Education (ILE) form the program's principal base, and the KU schedule is designed to mesh with that of the ILE curriculum.

The program is an accelerated, demanding 10-month program that aims to provide officers with the necessary requisites to pursue supply chain careers in the private sector when they muster out, says Greg Freix, program director and retired Air Force Colonel. But he's quick to point out

that it's not a bridge to civilian life, because many officers still have years of service to fulfill their commitments.

"When we developed the program in 2008, we had two explicit goals. The first we could measure quickly—to provide education that would make officers better logisticians on active duty. We've received a lot of unsolicited feedback from our graduates saying the program is valuable," explains Freix. "The second goal is to provide a springboard for officers when it comes time to hang up the uniform for civilian employment."

The program is already at full capacity—a reflection of its popularity. Freix hopes that, in the future, the school can build a center of excellence that provides an incubator for sharing best practices between the military and private sector. ■

providing you  
with options...

to meet  
your diverse  
requirements...

On budget...

And on time,  
all the time.



## Not a weak link in the chain

Meet some of the thousands of supply chain professionals at UTi with the experience and professionalism to handle any and all of your North America distribution. Our single-source solutions enable you to deliver to your customers while we deliver savings to your bottom line and the assurance that on our team, there's never a weak link.

To find out more about which UTi Distribution solution best suits your needs, and view our Team UTi videos and visit us at [go2uti.com](http://go2uti.com).

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# All Roads Lead To

## **PROUDLY SERVICING:**

**4PL PROVIDERS**

**3PL PROVIDERS**

**AIR FREIGHT FORWARDERS**

**BROKERS**

**LTL PROVIDERS**

**TL EXPEDITED DIVISION**



**Specializing in serving the needs of industry partners since 1983. Offices throughout the country available 24/7/365. TSA drivers available in every market.**



# **American Expediting®**

**COURIER • TRUCKING • WAREHOUSING • LOGISTICS**

## **1.800.525.3278**

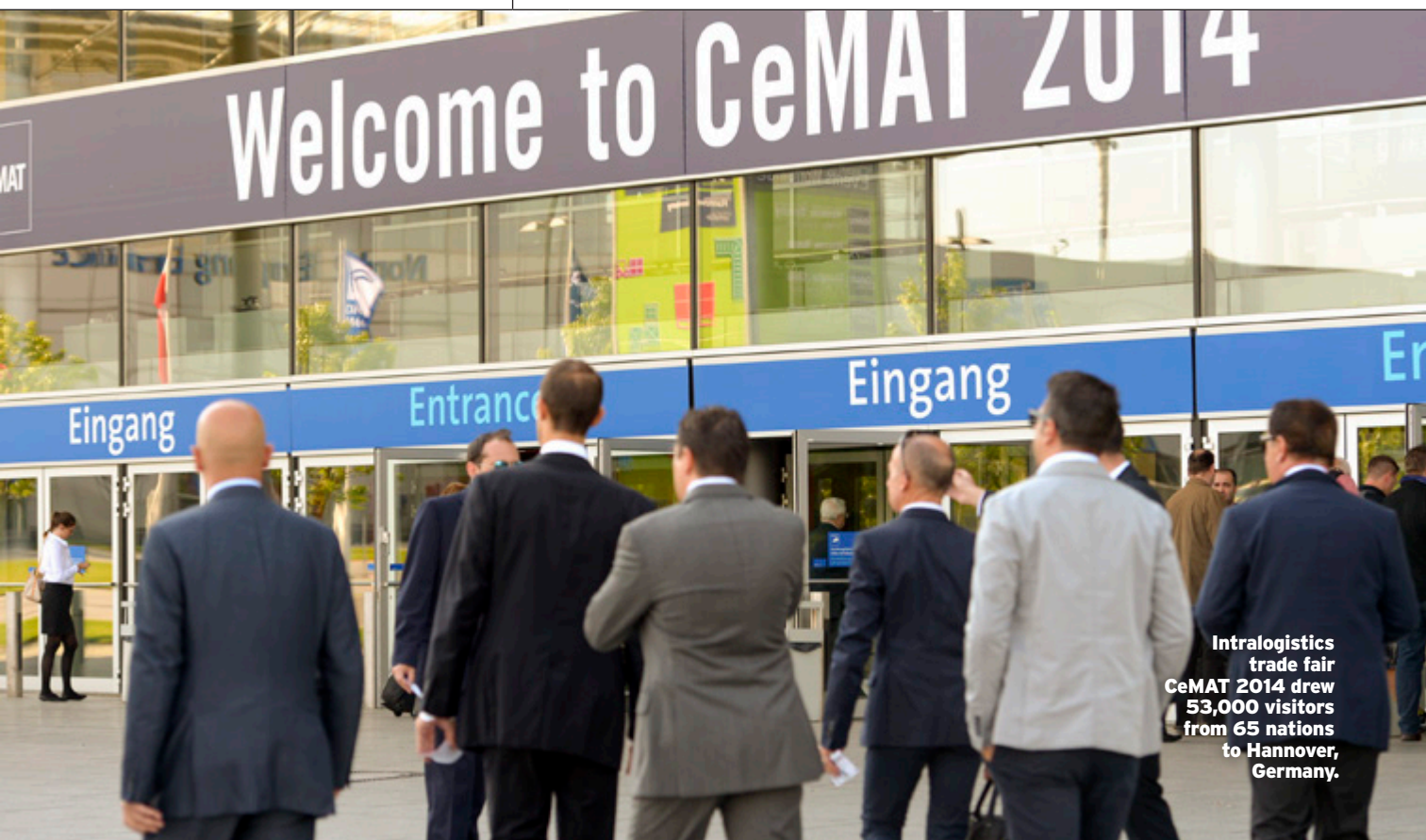
**info@amexpediting.com**



# GLOBAL

THE WORLD AT A GLANCE

by Joseph O'Reilly



Intralogistics trade fair CeMAT 2014 drew 53,000 visitors from 65 nations to Hannover, Germany.

## On the Scene at CeMAT 2014

For more than 53,000 warehouse and manufacturing facility operators and equipment buyers, CeMAT 2014 was the ultimate shopping expedition. At the biennial event—held in Hannover, Germany, from May 19 to 23, 2014—1,025 exhibitors showed off 4,000 state-of-the-art warehousing, packaging, and inventory management solutions.

Occupying 1.3 million square feet of display space—including several outdoor pavilions, meeting areas, and product

showrooms—the event demonstrated the vitality of Europe's intralogistics industry. Germany alone accounts for 19 percent of the global export market for products such as lift trucks, conveyor solutions, and picking systems.

*Inbound Logistics* attended CeMAT 2014 and came away with six prevailing themes.

**1. E-commerce is everything.** “E-commerce is the driving force in the materials handling industry,” noted Martin

Mossinkoff, director of logistics systems, sorting and distribution technology for Beumer Group, a Germany-based manufacturer of conveying, loading, palletizing, packaging, sortation, and distribution systems. At CeMAT, Beumer demonstrated its BS 7 BT belt tray sorter, suitable for handling the variety of product sizes and weights e-commerce fulfillment operations require.

Customer demand for quick order turnaround, and guaranteed availability on high volumes of small orders, is driving a need for efficient and accurate



order picking. “These demands need to be reconciled with other—sometimes conflicting—requirements, such as greater storage density, freezer storage capability, increased efficiency, and guaranteed rapid access,” explained Harrie Swinkels, CEO of logistics technology provider SSI Schäfer, based in Germany.

**2. There’s no end to innovation.**

Trade shows often serve as launching grounds for the latest and greatest products. Both Beumer Group and Austrian warehouse logistics solutions provider Knapp demonstrated wearable devices similar to Google Glass, while Stuttgart-based automated materials handling systems company Viastore showed off a new iPad app for designing customized warehouses.

Toyota Material Handling Europe (TMHE), headquartered in Sweden, showcased its *L\_Site* fleet management system, designed to gather and analyze truck and driver performance data. Fleet managers can also monitor truck and driver operations remotely via an iPhone and iPad app. For example, the app provides instant notification if a truck is involved in an accident. The manager can review the situation, and remotely put a hold on the truck so the driver can’t operate it until the manager corrects or retrain the worker.

In addition, built-in pre-operation checks ensure machines are in good working order, and help optimize maintenance cycles. Fleet managers can also analyze truck data to identify opportunities for improving fuel efficiency.

**3. Safety still comes first.** Protecting workers from injury and products from damage is essential to maintaining a profitable and efficient warehouse operation. Helsinki-based cargo handling equipment manufacturer Kalmar introduced its Personal Proximity System, designed to alert operators of potential obstacles. When the system detects a worker within a specified range of the vehicle, it provides audible and visible signals to make the driver and worker aware of each other.

One intralogistics solutions provider,



**CeMAT 2014 showcased the hottest logistics trends and innovative pick and pack, move and lift, store and load, and technology solutions.**



Still, based in Hamburg, equips its lift trucks with the *RFID Safety* driver assistance system. Transponders placed on the floor in key locations signal the truck’s control system to reduce speed in danger zones such as aisle intersections and narrow passages. The system can also prevent a truck from traveling into specified areas, such as entering one-way aisles from the wrong direction.

**4. Flexibility for the future.** Many manufacturing and distribution facility operators are wary of installing expensive materials handling systems that meet their needs today, but may not be able to adapt to new products and customer demands. Swiss warehousing solutions provider

Interroll addresses this problem through modular systems that can be reconfigured to accommodate changes in throughput speed demands, product weight and size, and item mix.

For example, its roller conveyor can be built with motorized rollers to increase processing speed, and components can be removed or added to change the sorter’s length. Adding belts and turning wheels allows the system to shift and divert products to set up new zones and sorting paths.

**5. Striving for efficiency.** With customers demanding faster fulfillment, warehouse and DC operators are eager to save time wherever possible. As part of Knapp’s Zero Defect Warehouse initiative, image recognition tools allow workers to perform quality checks during the picking operation, rather than as a separate process.

Hamburg-based materials handling equipment company Jungheinrich displayed lithium lift truck batteries that

# We're putting \$4.3 billion to work for you.

The Port Authority of NY and NJ is committed to increasing productivity for your business, committing every dollar to getting your goods into and through our port as quickly and efficiently as possible. Over the next ten years, we are:

**Raising the Bayonne Bridge**, a \$1.3 billion project that will be completed in 2015, to provide additional airway draft for larger vessels entering our harbor.

**Building a new Goethals Bridge**, a \$1.5 billion public/private project that modernizes a venerable route of commerce.

**Enhancing port access**, a \$1.5 billion investment that includes expanded roadway capacity and greatly modernized intermodal rail service.

To learn more about our focused-forward investments in our entire infrastructure, select the Port Redevelopment tab at [www.portnynj.com](http://www.portnynj.com)

offer opportunity charging, so workers don't have to wait until the battery runs out completely. "The ability to recharge whenever it is convenient for the worker improves uptime, and reduces the number of batteries the company has to purchase," said Jan Kaulfuhs-Berger, corporate communications, Jungheinrich. The batteries charge in 1.5 hours, versus the eight hours required by standard batteries.

Taking tasks out of human hands can also help increase productivity. TMHE's automated vehicles follow workers as they're picking, so they just have to pull items, not operate the truck. When the pallet is full, a new truck automatically replaces it so the worker can keep picking.

**6. Service is king.** A common theme among the companies represented at CeMAT was their evolving role in the market. "Materials handling companies are

transitioning from being product suppliers to solutions providers," said Mossinkoff.

Offering a full solution makes purchasing decisions easier for warehouse operators. "As customer needs change, many companies want to buy materials handling equipment from a single source," said Kaulfuhs-Berger. "This enables them to streamline the process, and focus more on their core business."

Because same-day delivery for lift truck repair and maintenance parts is vital, Jungheinrich opened a spare parts center in Hamburg for customers in the European market. "The most expensive truck is a truck that doesn't work," said Kaulfuhs-Berger. "If equipment is broken, we need to quickly supply the parts needed to help the customer get back to business."

At CeMAT, TMHE introduced the Toyota Service Concept (TSC), a customer

support program based on the world-renowned Toyota Production System (TPS). Components of the Toyota Service Concept include TPS hallmarks such as continuous improvement and eliminating waste, as well as emphasis on providing real-time information and responsiveness.

"With TSC, our technicians and backup staff are always online, and deal with up-to-the-minute information," explains Nick Duckworth, senior vice president, services, TMHE. "It means a technician can work on any truck, anywhere, and be fully informed and supported with, for example, truck history data."

Efficiency and convenience that support productivity head every warehouse operator's wishlist, and CeMAT 2014 attendees discovered a wealth of products and services to put them on the path to success.

—Catherine Overman

## WAREHOUSING



**We'll show you the way.**

Managing a supply-chain is complex. And your business is unique. Let **UniGroup Logistics** show you the way to a more efficient and customized logistics solution. UniGroup Logistics may be a new name, but we are a company built on the well-established heritage of

**United Van Lines** and **Mayflower Transit**, trusted providers of reliable specialized transportation and logistics services for over 50 years. Based on a network of 1,300 service centers in 146 countries, we are your single source for customized supply-chain solutions.

## Open Sesame: Alibaba Alliance Creates Growth Market

Chinese e-tail giant Alibaba Group's announcement that it will invest \$249 million and take a 10-percent stake in Singapore Post (SingPost), Singapore's national postal provider, rattled virtual storefronts in Asia. The Asia-Pacific e-commerce market is fast becoming the world's largest, with sales expected to top \$1 trillion by 2020, according to research firm eMarketer.

Alibaba and SingPost also signed a memorandum of understanding to negotiate an international e-commerce logistics joint venture.

SingPost maintains regional operations in 13 countries, with access to a global postal network of more than 220 countries and territories. The courier is well positioned to provide end-to-end e-commerce solutions such



**Alibaba Group will buy a minority stake in Singapore Post to help set up a global e-commerce logistics business.**

as warehousing, delivery, and returns management. Alibaba is the largest online and mobile commerce company in the world in terms of 2013 gross merchandise volume.

The strategic alliance also taps into other e-commerce opportunities in Southeast Asia by boosting access to SingPost's global logistics capabilities, infrastructure, and delivery networks, as well as end-to-end solutions for Alibaba customers and merchants. The partnership leverages core competencies from both companies to advance the e-commerce ecosystem and create logistics solutions for international e-commerce. It also creates a new growth market to help SingPost balance a declining domestic postal business.

TRANSPORTATION

DISTRIBUTION



Whether your supply-chain is domestic or international, UniGroup Logistics manages a global network of resources to show you the way to seamless, dependable and efficient solutions.

For more information, call **877-545-8080**  
or visit us at [unigrouplogistics.com/inbound](http://unigrouplogistics.com/inbound).



**UniGroup**  
Logistics<sup>SM</sup>

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

## Latest Tangle in Paris

While the European Union reconsiders some of its progressive green mandates, some areas are increasing environmental regulations.

In Paris, for example, officials recently proposed reducing the speed limit within the city to 19 miles per hour to curb pollution emissions and traffic accidents. The



plan is already operational in some areas, reports French daily newspaper *Le Parisien*. Major roadways in and out of the city would be exempt from the new law.

While other European cities have entertained similar speed limits, Paris would be one of the largest to implement such a system.

Reducing speed limits cuts fuel consumption and emissions as much as 12 to 18 percent in certain simulations, suggests European Environment Agency research, while more realistic scenarios indicate two- to three-percent savings. But these findings are applied to higher speed limits than those proposed for Paris. It remains to be seen how these new regulations could impact the city's congestion and freight flows.

**City officials propose reducing the speed limit within Paris to 19 mph to curb pollution emissions and traffic accidents.**

## LatAm Software Demand Boots Up

Latin America was the world's fastest growing software market in 2013, and that trend is projected to continue, according to market intelligence firm IDC.

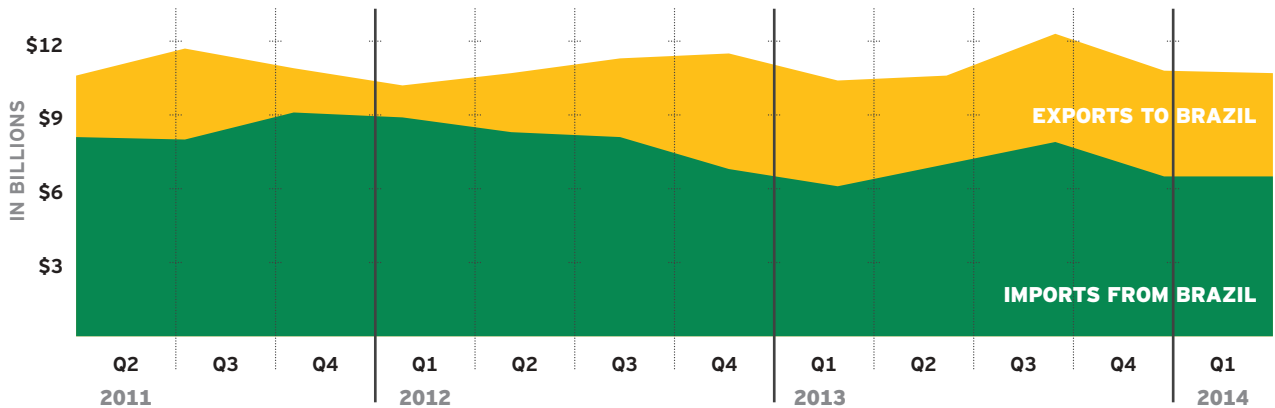
Software growth in Latin America is expected to hit 10 percent in 2014—up from 8.2 percent in 2013—far surpassing that of the Americas (6.4 percent), Europe (6.2 percent), and Asia Pacific and Japan (3.3 percent).

Despite this explosive growth, Latin America remains the smallest market for software purchases. Revenues for 2013 were \$13.5 billion, accounting for just 3.7 percent of the global share. The current weakness of Latin American currencies against the U.S. dollar may affect the region's 2014 software growth in dollar terms, projects IDC.

Enterprise applications, particularly in areas such as customer relationship management, enterprise resource management, supply chain management, operations, and

## U.S. Trade Balance with Brazil

Brazil is one of the few nations that the United States exports more goods to than it imports from. In the first quarter of 2014, the U.S./Brazil trade balance had more than a \$4.2-billion surplus in exports over imports.



Source: Zepol Corporation, [www.zepol.com](http://www.zepol.com)

# Cold Logistics Made Easy.

## We Do It All.

Full service multi-modal  
logistics solution



### Consolidation & Deconsolidation.

We prepare your product  
for market



### Hassle Free.

Forward distribution,  
just-in-time delivery



### Safe & Sound.

Private & secure system,  
real-time inventory control



### Keep The Cold Chain.

Temperature-controlled  
nationwide transport



### Free Storage.

5 days of free warehousing  
and long-term storage solutions



### A Little Or A Lot.

LTL or multiple truckloads  
easy as a phone call



Cold Logistics Made Easy.

**Take the next step. Contact Railex Today.**

**1-888-472-4539 [Railex.com/inbound](http://Railex.com/inbound)**

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

manufacturing applications are driving this growth.

Latin American markets are also gearing up when it comes to big data, with revenues expected to hit \$871 million in 2014 and to continue growing exponentially, reaching \$6.6 billion in 2018.

## Canadian Shippers On Board With New Rail Regs

Following the 2013 *Lac-Mégantic* crude train derailment in Ottawa, Canada's railroad industry has come under the microscope. In April 2014, Transport Minister Lisa Raitt banned 5,000 of the most dangerous DOT-111 tankers from carrying flammable liquids on Canada's rail lines. The remaining tens of thousands of DOT-111 cars built before 2011 must be removed from service by 2017.

Rail shippers have been compliant with the new rules since their implementation – which is a good thing, given Canada's energy renaissance.

Crude oil exports by rail hit a record high of 160,000 barrels per day in the first quarter of 2014, according to Canada's National Energy Board – a 50-percent uptick from the same period in 2013.

The crude-by-rail boom has been gathering pace over the past two years, as producers seek alternatives to congested export pipelines that leave crude bottlenecked in the oil-rich province of Alberta, which ultimately impacts pricing.

## Nigeria Floats New Shipping Line

As Africa's trade competitiveness continues to mature, its leading economy is looking to create a national shipping line. Nigeria recently made waves by asserting its need to resurrect the defunct Nigerian National Shipping Line (NNSL), which

went bankrupt in the mid 1990s because of poor management.

After several starts and stops to reinstate a national carrier, Nigeria's government has proposed partnering with the country's private sector to avoid past pitfalls – welcome news to shippers who feel they are incurring extra costs because of this void.

Nigerian President Goodluck Jonathan has tasked the Nigerian

Maritime Administration and Safety Agency (NIMASA) with ensuring that a national carrier is brought back during his administration.

“When the NNSL was liquidated, it was because it was managed by government. So, in the next six months, we will work with the private sector to get our shipping line back,” says Ziakede Patrick Akpobolokemi, director general of NIMASA. [ ]

## Feeding China's Foodie Phenomenon

China's growing appetite for consumables has been well documented. Where the country was once the leading location for offshore manufacturing, it's now the target for entrepreneurial sellers looking to tap the world's largest middle class. Consequently, food exports into China are becoming a profitable enterprise.

A recent *Bloomberg News* report confirms this trend. China's per-capita income is expected to double by 2020. More telling, its urban middle class is projected to grow to more than 75 percent of the total population by 2022, compared to four percent in 2000, according to a McKinsey & Co. report.

China's middle class is consuming more imported high-end foods than ever before – everything

from Norwegian salmon to French wine. Because these product categories often require special care – temperature- and time-sensitive transport – it means a major shift in airfreight capacity.

Finland's biggest airline, Finnair, expects

then flown to Asia.

Fresh fish is also Air France-KLM Group's number one export to China. But wine is not far behind. Chinese consumers bought more than 200,000 bottles of Beaujolais Nouveau in 2012, making it the world's sixth-largest market,

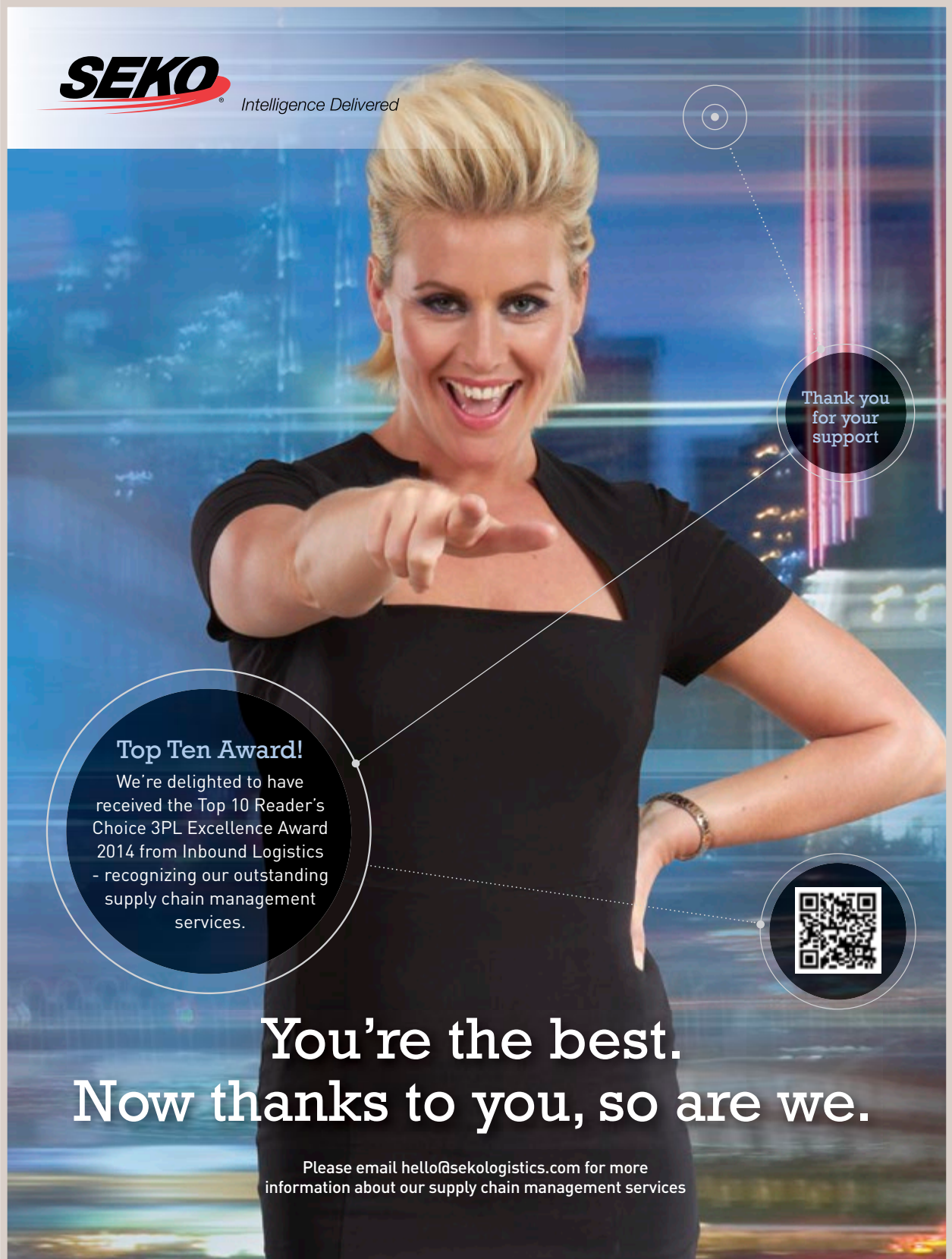


**Demand from China's burgeoning middle class is projected to double Finnair's salmon shipments from Norway by 2020.**

to double shipments of salmon to China and Japan by 2020. Fish is trucked in from Norway, which doesn't have direct flights to Japan or China. It is

ahead of Switzerland, Italy, and the United Kingdom, according to Ubifrance, France's export promotion agency.





Thank you  
for your  
support

**Top Ten Award!**  
We're delighted to have received the Top 10 Reader's Choice 3PL Excellence Award 2014 from Inbound Logistics - recognizing our outstanding supply chain management services.



**You're the best.  
Now thanks to you, so are we.**

Please email [hello@sekologistics.com](mailto:hello@sekologistics.com) for more information about our supply chain management services

**SEKO Logistics - Global Supply Chain Solutions**

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

AMERICAS: +1 630 919 4800 EMEA: +44 (0)1753 588 600 ASPAC: +852 3195 3195

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



## The Evolution of Enterprise Logistics

Utilizing new technologies and sophisticated business intelligence tools, leading-edge companies are transforming their supply chains and their enterprises through data science. The journey from simple execution-based transportation management to predictive, strategic planning – powered by analytics – has accelerated with a new emphasis on supply chain engineering, LEAN consulting and Big Data solutions. While precise in process, the co-managed approach to enterprise excellence, at its core, is really very simple. Give your team what they need and don't take away what they don't want to give up.

Within mid-sized companies and Fortune 500 organizations alike, demand has surged for continuous improvement, advanced systems, processes and analytical intellectual capital to support the rapid flow of cross-functional information, goods and materials through the global supply chain. Leaders from the C-suite to managers are making time to implement blended internal/external solutions to scale growth, enhance company culture and achieve a higher level of business performance.

Shippers who desire to insource and manage logistics themselves are partnering with Enterprise Logistics Providers to elevate their knowledge on everything from best-of-breed transportation management systems (TMS) to LEAN value stream mapping to supply chain analytics in a co-managed platform. By receiving more education, shippers recognize the value an Enterprise Logistics Provider creates for their organization.

Blended expertise between shippers and Enterprise Logistics Providers produce exponential results with customized, integrated solutions in domestic transportation, international shipping and warehousing. An end-to-end logistics partner delivers and builds on the foundational solutions shippers want such as:

- Reduced logistics-related costs
- TMS and other technologies to drive automation and port-to-door visibility
- Freight invoice payment and audit function with GL coding, forecasting and accruals
- Reporting and understanding of transportation key performance indicators
- Global supply chain oversight in all modes
- Best practices on the leading edge of excellence
- Methodology of continuous improvement
- Tools to provide customer service

Logistics operations continue to evolve through dynamic optimization using real-time information. Enterprise Logistics Providers help shippers collect thousands of customer data points for aggre-

gate long-range forecasts that drive production cycles and strategic planning, while improving direct spend controls.

From the shop floor to the shipping dock, associates are also developing skills to value stream map, going outside of the company's four walls to encompass trading partners and service providers. Order-to-cash assessments bring understanding of where to reengineer product flows and remove non-value added activities. Value stream improvements shrink lead times, improve cash flow, reduce costs, enhance quality, reduce inventory and enhance customer service.

Within the Enterprise Logistics business model, supply chain engineers offer network optimization studies and long-term continuous analytics by evaluating site selection, inventory requirements, production/line optimization, least landed cost and sourcing/distribution alignment.

Further, select Enterprise Logistics Providers are developing Big Data solutions that fuse data elements from all sources such as raw materials costs, TMS, warehouse management systems and contextual data for insights that enable proactive decision making.

With Insight Fusion®, a mobile Big Data solution, and Extended LEAN®, a proprietary continuous improvement methodology, Enterprise Logistics Provider Transportation Insight delivers unique expertise to unlock the areas critical to long-term value creation. Supply chain engineering marries Extended LEAN with advanced data modeling techniques to create game-changing scenarios.

Since its founding in 1999, Transportation Insight's goal has been to bring systems, processes and intellectual capital to companies in a co-managed environment where the 3PL teaches, coaches and trains customers' employees how to execute supply chain management with excellence using best-of-breed tools and technology. Transportation Insight's predominant Co-managed Logistics® model brings the horsepower to the client and allows them to pull the triggers every day without disrupting their existing platforms and carrier relationships.

Enterprise Logistics has evolved to a science, but for Transportation Insight the simple measures of success remain the same – satisfy customers, make companies better, give shippers what they need and don't take away what they don't want to give up.

---

**Transportation Insight Founder and Chairman Paul Thompson is the vision behind Transportation Insight and continues to instill his founding principles of integrity, excellence and community. Thompson founded or co-founded six highly successful companies and recently announced plans to grow Transportation Insight to be a \$5 billion company by 2020. Contact 877-226-9950, [www.transportationinsight.com](http://www.transportationinsight.com) or [info@transportationinsight.com](mailto:info@transportationinsight.com).**



# Delivering Synergies. Together.

In a competitive world, collaboration counts – so choose your supply chain partner carefully. At APL Logistics, we'll work side by side with you to understand your business, tackle your challenges and realise your business vision together. To do this, our experts collaborate internally across teams, functions and regions, and externally with your suppliers, vendors and partners. We never lose sight of your goals, or the role our people play in helping you achieve them.

If you're looking for a logistics partner that builds confidence through collaboration, talk to us today.

**OUR PEOPLE. YOUR ADVANTAGE.**

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



Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



## What is a True Integrated Logistics Services Partner and How Do You Find One?

Integrated Logistics Services is a term that has been tossed around quite a bit lately, but what is it exactly; how does the conversation begin; and what should you look for in a real 3PL or 4PL solutions provider?

By definition, an Integrated Logistics Services Provider or ISP is a company that performs a variety of end-to-end logistics-related service activities like air, ocean, road and rail transportation, warehousing and other value-added services that make up a total logistics services package.

Firms that provide such services must have an intuitive understanding of not only their customers' operations, but also their culture and their business objectives. Cost savings are a component of the directive, but it is not the only basis for a truly strong partnership. The provider should be able to consolidate logistics services to bolster their customer's bottom line, and have the knowledge and expertise to identify weak points in the supply chain, providing solutions that streamline the process.

This is why the vast majority of successful ISP partnerships begin with an existing customer/provider relationship. Often, the provider who has been working with a customer for some time is brought in to look at another part of the supply chain where the customer is facing challenges.

A good ISP will look at the entire logistics aspect of their customer's business from raw materials or components, through manufacturing to warehousing, and on to the final delivery of finished product to dealers, distributors and end users. These relationships are built on trust and a deep understanding of the customer's operations, markets, values, and culture.

Naturally, no one company – regardless of its size – can provide every solution on every continent. No logistics services provider is number one in every market – although some may say they

are. Each provider can claim dominance in certain methods, be they air, ocean, rail or road, but not on every continent or in every country where their customers are doing business.

This is where a team approach is most successful. Honest ISPs will build on their strengths and solicit the assistance of other best-in-class providers with specific expertise in areas where they themselves are not as strong. In some cases, team members from other providers may even be competitors. Here too, long-standing relationships and trust are the keys to success. Familiarity does indeed help breed excellence.

When you have built a successful relationship with your logistics provider and trust them with your internal directives and goals, ask yourself if they have a breadth of experience across a variety of specialties: intermodal transportation expertise, value-added warehousing, logistics planning, measurement and transparent tracking.

Look for a company that has a strong financial position and a global reach with dedicated people in your key geographic markets around the world. In order to attract the best team partners in areas where they do not have the required experience, your provider should have strong name brand recognition.

Finally, and most importantly, your ISP should be culturally sensitive to the way your business is run and hold values similar to your own. Do they understand your strategic objectives? Can they see your business from your perspective? Can they look at how you have been doing things and suggest new, better, and more cost-effective alternatives? Do they help you run your business more effectively and help you meet your targets?

In the end, when you think about your ISP partner and say, "I'm glad I chose them because they know our supply chain better than we do," you'll know that you've chosen the right partner.

# CAN DO LOGISTICS®



WAREHOUSING & DISTRIBUTION • PACKAGING • MANUFACTURING • TRANSPORTATION MANAGEMENT

## CONSIDER IT DONE

As one of the world's most trusted third party logistics providers, Jacobson Companies can oversee all your warehousing and transportation needs.

We can handle everything from contract manufacturing and manufacturing support, secondary packaging, rework and special projects, fulfillment, hazardous goods storage, and temp control requirements.

You can do more with Jacobson, the originator of Can Do Logistics. Contact us at [sales@jacobsonco.com](mailto:sales@jacobsonco.com) and ask about the value we bring our customers.

 **JACOBSON  
COMPANIES**  
1.800.636.6171 [www.JacobsonCo.com/CanDo](http://www.JacobsonCo.com/CanDo)

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



## [ 3PL LINE ]

BY STEPHEN HAMILTON

Managing Director, ChemLogix Global  
hamilton@chemlogix.com | 215-461-3805

# 10 Steps to Import Compliance

**E**ver-changing import rules enforced by U.S. Customs and Border Protection (CBP) require companies to remain current on regulations and process methodologies—or risk delays and noncompliance fines. Organizations that fail to comply with current customs rules—even in ignorance—can be designated as high risk, and subject to more frequent inspections and longer processing times in the future.

Businesses should establish rigorous internal controls, audits, and system checks to accurately manage the import process. The following 10 best practices will help ensure compliance:

- 1. Create a dedicated customs group.** An internal group will define a corporate compliance program, oversee operations related to compliance, and interface with different departments—including warehousing, purchasing, and logistics—involved in compliance.
- 2. Enlist executive help.** Executive involvement in the customs group raises its importance, and provides exposure and authority for group interaction with other departments. Assign an executive responsibility for ensuring ongoing compliance within the organization.
- 3. Develop formal policies.** Establish policies and procedures to support management's CBP compliance goals and objectives.
- 4. Conduct internal control reviews.** Periodic process reviews help assess the

performance of internal controls. Use external or internal audits to review each business unit and confirm it has implemented corporate policies. Mandate corrective action when necessary, and adjust testing in response to changing risk.

- 5. Establish training programs.** Training relevant employees to understand the rules and regulations associated with product imports is imperative to support compliance throughout the entire supply chain process. Warehouse personnel must be trained and certified to the functions associated with their compliance responsibilities. Periodically convey relevant CBP policy updates to workers.
- 6. Develop compliance requirements for suppliers.** To ensure suppliers meet all compliance requirements, importers must develop standardized contract language on purchase agreements, then implement controls to ensure CBP transactions are valid, properly authorized,

and accurately processed. Suppliers must provide regulatory reporting information when applicable.

- 7. Create a record-keeping program.** It is crucial to verify that shipment data matches the goods received, and any inaccuracies are corrected with CBP. For example, if 50 units are entered using invoice information, but only 40 are received, report the variance to CBP. Solid record-keeping allows companies to maintain an audit trail from production control through payment to CBP entry.
- 8. Partner with CBP.** Participate in voluntary programs such as the Customs-Trade Partnership Against Terrorism, Free and Secure Trade, and other initiatives.
- 9. Monitor risk.** Conducting post-entry reviews and comparing results against established goals allows importers to quickly resolve control weaknesses. Continually assess risk to identify vulnerabilities and develop internal risk management goals.
- 10. Compile a compliance manual.** In addition to outlining the daily responsibilities and activities that different departments and outside consultants perform, the compliance manual should detail the company's overall compliance strategies regarding import procedures, controls, and record-keeping requirements. ■

# HOW KENCO DELIVERS YOUR A/C WITHOUT BREAKING A SWEAT



A Supply Chain Network where thousands of parts have to be inspected, inventoried, assembled, and shipped. Kenco engineers every step to ensure a smooth flow from factory to consumer. When you deliver integrity, commitment and value with every job, your customers stay with you for decades.

## HOW COOL IS THAT?

LOGISTICS  
TRANSPORTATION  
MATERIAL HANDLING  
TECHNOLOGY  
REAL ESTATE



1-855-877-5910 • [KencoGroup.com](http://KencoGroup.com)



Common Sense, Uncommon Value

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



## VIEWPOINT

BY MIKE ROZEMBAJGIER

Vice President, Stericycle  
mrozembajgier@stericycle.com | 847-367-5910

# Retailers, Watch Your Waste Lines

**H**azardous waste is no longer an issue facing only industrial manufacturing companies. It has become an area of significant concern for retailers, too. When it comes to managing hazardous waste, retailers must strike a precarious balance between complexity and control.

The repercussions of achieving this balance can be significant. Not only do such infractions place a financial burden on retailers, but public fines can also negatively impact a brand's reputation, costing millions in lost sales.

It is critical that retailers find the right balance to comply with hazardous waste regulations. To do that, they must address the following hazardous waste management challenges:

■ **Geographic variances.** Definitions of which materials are considered hazardous can vary at the federal, state, and county levels – and constantly evolve with political, environmental, and economic pressures. Coastal states historically have driven compliance because of their proximity to watersheds and coastlines, but many landlocked regions are now increasing their regulatory oversight.

In addition to this geographic shift, the U.S. Environmental Protection Agency (EPA) is focusing on compliance at a national level. Retailers that

have invested in compliance programs solely within the most historically active regions face new vulnerabilities.

■ **Footprint size.** State and federal agencies task retailers with adhering to regulations originally designed for the manufacturing industry. Because retail locations often occupy a significantly smaller physical footprint than their manufacturing counterparts, properly storing hazardous materials poses a greater challenge.

Retailers must segregate all unsalable products into one of four categories: returnable to the manufacturer, reusable via donation, resellable, or waste material.

Next, the retailer has to further classify the waste materials as hazardous, non-hazardous, or universal waste in compliance with federal and state regulations. The products classified as hazardous waste must be properly separated from other waste material, and stored until they can be removed and, ultimately, destroyed.

■ **Employee training.** Not only does the retail sector deal with a larger set of hazardous materials than its manufacturing counterparts, but most retail associates are not experienced in the complexities of hazardous materials handling.

The high turnover often found in retail environments adds complexity. With employees coming and going, and seasonal spikes impacting staffing needs, retailers are constantly challenged to educate all associates on the proper handling of hazardous materials.

■ **Digitization.** Retailers face additional challenges as hazardous waste management becomes increasingly digital. Under the Hazardous Waste Electronic Manifest Establishment Act, the EPA must establish a uniform plan by 2015 to move its records from paper-based to digital documents.

An expert partner can prepare retailers for the challenges of hazardous waste management by designing an effective compliance program customized to the brand's unique needs. Partnering with an expert can help protect companies from the implications of non-compliance, and ensure that retailers find the right balance between complexity and control necessary to comply with hazardous waste regulations. ■



# “Turn new markets into new revenue.”

## Go ahead, challenge us.

At Agility, we create and operate logistics facilities, employ people with local knowledge and provide safety stocks in new markets. So we're not only following where you go, we're leading you down the road to increased profitability.



Agility is a leading logistics company with 22,000 employees taking care of our customers in more than 100 countries. For more information, please contact [globalmarketing@agility.com](mailto:globalmarketing@agility.com) or visit [www.agility.com/emergingmarkets](http://www.agility.com/emergingmarkets).

© 2014 Agility Logistics AG

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



## [ IT MATTERS ]

BY ROBERT BYRNE

CEO, Terra Technology  
terrasales@terratechnology.com | 203-847-4007

# Forecasting Seasonal Surges Keeps Products on the Shelf

**D**uring the holiday season, news of retail imports and spot transportation rates tends to grab all the attention. Less prominent, but more interesting, is the constant seasonal and promotional flux in domestic consumer packaged goods (CPG), and how manufacturers manage the resulting transportation surge.

For CPG companies, seasonal volume typically represents one-third of annual shipments, so managing these surges is essential to commercial success. Unfortunately, even with sophisticated planning tools, seasonal demand for finished goods is hard to forecast, with error rates about 40 percent higher than for non-seasonal products, according to Terra Technology's 2013 *Forecasting Benchmark Study*.

To make matters worse, seasonal items also have twice as much extreme error (when sales exceed or fall short of forecasts by more than double). This type of error is the most disruptive to the supply chain in terms of cost, return on working capital, and stress on staff who are forced to scramble to protect customer service. While it is easy to get one or two trucks at the last minute, it can be challenging and expensive to get 10.

For companies that rely on promotions to drive sales, the disruptive impact is magnified. Even though marketing departments plan promotions weeks in

advance, logistics managers are often the last to find out—when the orders hit their desks.

Shippers must manage these surges. Excess freight not covered by contracts with preferred carriers goes to more costly secondary carriers or the spot market. Shippers that directly administer carrier relationships start “dialing-for-diesel” to secure additional capacity.

### Desperate Measures

For companies using a single carrier for specified lanes, the carrier must reallocate assets or subcontract to third parties. In either case, cost premiums created by surges ultimately hit shippers in the form of higher immediate freight fees, or higher contract rates when it comes time to renew.

Shippers that collaborate by sharing lane-level transportation forecasts gain both competitive and cost advantages. Carriers naturally expect some degree of variability, which contract rates reflect. The higher the variability risk,

the higher the premium. Visibility to reliable transportation forecasts lets carriers identify capacity gaps or surpluses in time to move vehicles and maximize return on assets. Advance visibility also helps reduce costs by cutting unproductive deadhead runs to move assets into a region—a clear win for carriers.

Manufacturers that reliably deliver better financial returns stand to become preferred shippers and negotiate more favorable contract rates. Preferred shipper status also brings an advantage as capacity continues to tighten, especially on challenging lanes. When carriers have to decide which loads to cut, it pays to be a shipper of choice.

Finally, visibility is a win for retailer partners. Manufacturers find that delivering goods by their preferred carrier means faster unloading, fewer non-compliance issues, and a distinct advantage on the customer service scorecard.

This ability to provide a joint win for shippers, carriers, and retailers is capturing attention. While many optimization programs simply shift cost from one part of the supply chain to another, access to reliable transportation forecasts enables new efficiencies to drive out costs and increase margins for all parties—and keep shelves stocked for consumers throughout the year. ■

**With Retail Consolidation,  
we can save these brands up to 35%.**



## **We're the Retail Consolidation specialists.**

Think about it: consumer products wind up in the same shopping cart, whether it's at a grocery store or mass retailer. So why can't they be stored and shipped together?

KANE's Retail Consolidation Program brings together middle-market manufacturers to share warehouse space and consolidate

shipments moving to the same customers.

Consolidated shipments mean fewer trucks on the road and reduced carbon emissions. Best of all, it means we can cut your logistics costs by up to 35%! So if you want a better way to get your goods from factory floor to store shelf, remember: Kane Is Able.

**kane**  
*is able*

*Dependable People. Exceptional Logistics.*

888-356-KANE (5263) • [info@kaneisable.com](mailto:info@kaneisable.com) • [www.kaneisable.com](http://www.kaneisable.com)

**Got 3PL challenges?**

Get **free** expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



BY MIKE MEEHAN

Vice President - Sales and Marketing, Fleet Advantage  
sales@fleetadvantage.net | 954-615-4400

## Could New Fuel Efficiency Standards Lead to Transportation Cost Savings?

In February 2014, the Obama administration outlined plans for improving fuel efficiency and reducing greenhouse gas emissions for American trucks. To support this effort, the Environmental Protection Agency and U.S. Department of Transportation must set new standards for medium- and heavy-duty vehicles.

The rules, which the agencies must issue by March 2016, will have ripple effects in a number of transportation-related industries. While over-the-road (OTR) trucks represent just four percent of vehicles on the road, they account for 25 percent of fuel use and greenhouse gas emissions.

Whether shippers operate a private fleet or depend on outside carriers, the miles-per-gallon achieved by the fleet that delivers their freight heavily impacts final landed cost. The average OTR truck travels more than 100,000 miles annually, and burns more than 16,000 gallons of diesel, typically in the six-miles-per-gallon range, at a cost of about \$4 per gallon.

The mandates are not aimed at carriers or shippers, however, but at original equipment manufacturers. For years, builders of the country's heavy OTR equipment have toiled to meet increasingly demanding standards for reduced emissions.

From 2002 to 2012, the reduction

in harmful emissions from new OTR equipment has been nothing short of exceptional. Current model year tractors produce 94 percent less harmful emissions than pre-2002 equipment. The focus now is on reducing CO<sub>2</sub> emissions. The only way to do that is to burn less fuel.

### Setting the Standard

The standards and proposed extensions call for an average fuel economy increase of 2.5 percent each year. This means that, as the nation's large fleets begin to replace older equipment, trucks will consume less fuel to cover the same miles.

Major truckload carriers have already done the math and realized that investing in new trucks is a smart decision. When a half-mile-per-gallon improvement in fuel economy equates to a monthly fuel savings of more than \$400 per tractor, it's easy to understand why large carriers are investing in new assets and shortening the average time

they hold their equipment. In fact, the average fleet age for the top truckload carriers in the country is less than three years old.

The new fuel economy standards should mean more new trucks on the road sooner, and an overall reduction in fuel consumption. New concept models are already achieving nine to 10 miles per gallon.

With many major corporations still holding on to large amounts of cash after navigating through the recession, investing some of that capital in new equipment might be the biggest bang for their buck in a long time.

Some major shippers are even considering a return to private fleet operations because of the greater efficiencies available, both through equipment design and operations management advances. That's especially true when you consider new flexible leasing structure options available from some fleet management companies, allowing companies to base equipment decisions on optimal truck performance, rather than simply running trucks as long as possible.

If you can adapt to this thinking, your company will be well-positioned to ride out the regulatory changes with minimal impact—and may even save on your bottom line. ■

## ***Only pay for the speed you need... Dynamic Routing!<sup>SM</sup>***

At Lynden, we understand that plans change but deadlines don't. That's why we proudly offer our exclusive Dynamic Routing system. Designed to work around your unique requirements, Dynamic Routing allows you to choose the mode of transportation — air, sea or land — to control the speed of your deliveries so they arrive just as they are needed. With Lynden you only pay for the speed you need!



**LYNDEN**  
*Innovative Transportation Solutions*

[www.lynden.com](http://www.lynden.com) 1-888-596-3361

**Got 3PL challenges?**

Get **free** expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



## [ REVERSE LOGISTICS ]

BY CURTIS GREVE

Managing Director, Reverse Logistics and Sustainability Council  
curtis@reverselogistics.com | 412-759-4356

# Why Every Manufacturer Needs a Reverse Logistics Solution

**T**he average manufacturer spends nine to 14 percent of total sales on product returns each year, according to an Aberdeen Group study. Yet an estimated 45 percent of manufacturers do not have a reverse logistics solution. They rely on retail or wholesale partners to deal with customer returns, recalls, and seasonal overstocks.

Until the mid-1990s, most manufacturers accepted all returned products, whether they were customer returns, overstocks, or product recalls. Today, that is not the case. When the U.S. manufacturing base moved offshore, many factories closed, and the facilities used to process returned inventory shut down.

Manufacturers made deals in which retailers and wholesalers would get credit for returns, and could charge a fee to cover disposal costs, or liquidate the product on the secondary market and keep the proceeds. Retailers could liquidate these goods for 10 to 30 percent of retail, making the arrangement a great way for them to generate additional revenue. The percentage of returns liquidated grew quickly from 20 percent to more than 50 percent of all goods processed.

This arrangement worked well for both retailers and manufacturers—until environmental regulations began dictating how goods could be disposed of.

Today, manufacturers face significant liability if their products end up in the wrong landfill, or if the liquidator buying the goods from the retailer does not properly sell them.

### Wrong Place, Wrong Time

If a retailer improperly disposes of inventory, the Consumer Product Safety Commission, the Food and Drug Administration, and/or the Environmental Protection Agency will come after the retailer—and the manufacturer. The case law is clear: The manufacturer is always responsible for its products, regardless of the terms and conditions on the purchase agreement.

Significant fines and bad press can follow. In 2010, a computer manufacturer was fined \$22 million because the state of Rhode Island found a trailerload of the company's product illegally dumped in a landfill. The manufacturer did not put the product there, but it had to pay cleaning costs and fines

for violating the state's hazardous material laws.

Emphasis on sustainability, and concern over the fate of liquidated goods, are prompting some retailers to change vendor return terms and conditions. They want to send all customer returns and overstocks back to the manufacturer. If the manufacturer does not have the reverse logistics capabilities to accept the returns, however, the retailer will either dispose of the product and charge for the service, or liquidate the product and keep the revenue. In every case, the manufacturer is still liable.

How can manufacturers best manage the risk? It is worth their time and resources to develop a reverse logistics solution. By maintaining control over returned product, they would improve customer satisfaction ratings with their largest retail customers; increase recovery rates on returns by as much as 60 to 80 percent of wholesale cost; potentially reduce their carbon footprint; and reduce regulatory risk.

Manufacturers that do not deal with their returns or overstocks should take the time to investigate their options. Developing reverse logistics solutions can significantly boost the bottom line, improve customer satisfaction, and reduce potential regulatory liabilities. ■

## Only pay for the speed you need... Dynamic Routing!<sup>SM</sup>

At Lynden, we understand that plans change but deadlines don't. That's why we proudly offer our exclusive Dynamic Routing system. Designed to work around your unique requirements, Dynamic Routing allows you to choose the mode of transportation — air, sea or land — to control the speed of your deliveries so they arrive just as they are needed. With Lynden you only pay for the speed you need!



**LYNDEN**  
Innovative Transportation Solutions

[www.lynden.com](http://www.lynden.com) 1-888-596-3361

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



BY JOHN W. WALLACE, JR.

Chairman, Panama Gateway International Association, Inc.  
jwallace@panamagateway.org | 404-459-5915

## Panama: Leveraging Opportunities Beyond the Canal

It's not only shipping lines, railroads, logistics service providers, and multinational firms that want to know to what extent the Panama Canal expansion project will affect business. Every company will be affected plenty, and must be prepared to modify existing distribution operations to reflect the changing world.

Why will the Panama Canal expansion have such an impact? Look at the project in context with the following opportunities currently taking shape in Panama.

**In 2011, Panama and the United States signed and implemented a free trade agreement.** That agreement resulted in significant liberalization of trade and related services, and presented commerce opportunities for other countries that have free trade agreements with the United States.

The opportunity to build and expand open, transparent, and meaningful relationships between the United States and Panama became available as stronger awareness developed about the advantages and uses of the agreement.

**The expansion of the Panama Canal doubles its capacity.** Greater numbers and larger sizes of ships will be able to pass through the expanded canal. Outside Panama, the expansion is creating demand on the U.S. East Coast for

ports able to handle post-Panamax ships.

The expanded canal will allow Panama to serve as the logistics hub of the Americas, as the Panama Canal Authority announced during MODEX 2012. In that sense, the new canal is not as much about capacity as it is about connectivity.

Suppose a ship from Asia is carrying containers bound for one dozen countries in Latin America, the Caribbean, and North America. It isn't practical for one large vessel to go to all of these ports, so containers may be off-loaded in Panama. Smaller ships could then transport the containers to their required destinations.

This scenario also raises an opportunity for any company looking to expand its sales abroad: coordinating with shippers, ports, and logistics companies to fill the delivered, empty containers with increased exports.

**Will Panama be the next global logistics hub?** With its geographic location,

dollarized currency, free trade zones, and the canal, Panama is already the preferred distribution hub of Latin America. Building links to U.S. businesses and logistics hubs will be critical to building future relationships.

To improve efficiency and reduce costs, companies will buy components from the places where they can be most efficiently manufactured and transported. Businesses may find it better to have parts manufactured in different countries, then transport them to a central assembly point. Panama is rapidly becoming such a center for assembling, finishing, and packaging goods, as well as exporting them.

Additionally, Panama has been focusing on developing its logistics and trans-shipment facilities for a long time. It is using its Pacific and Caribbean ports, railroads, and highways to provide shippers with a multitude of options when moving goods through the country and beyond.

Things are changing in Latin America, and it affects every business. When planning or refining your distribution strategies, remember to leverage the developments in Panama for a more streamlined, efficient, and profitable bottom line. ■





# Room Service



**Distribution**  
TECHNOLOGY

Opening Opportunity

When it comes to food products, Distribution Technology is more than just a warehouse – we’re your full-service logistics ‘concierge.’

Our flexible, food grade and temperature controlled facilities are designed to accommodate everything from traditional warehousing to sophisticated cross docking (rail and truck). We also have the information technology to support both your management and customer’s needs, providing a competitive advantage and increased sales.

Strategic Mid-Atlantic Location | Charlotte, NC  
704.587.5587 | [DistributionTechnology.com](http://DistributionTechnology.com)

Opening Opportunities For Your Supply Chain

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

expect more.



GEODIS  
wilson

a division of the Geodis Group

FREIGHT FORWARDING - REVERSE LOGISTICS - WAREHOUSING - CUSTOMS BROKERAGE - E-SOLUTIONS

## Global Logistics Solutions Made for You

Scan this code to  
download a **FREE**  
**WHITE PAPER**  
from Geodis Wilson



Your reputation and success depend on whether you receive or deliver your products on time and at a reasonable price from anywhere in the world. You need a reliable and dedicated partner managing the delivery of your cargo via sea, air, or ground. You also need a partner with end-to-end logistics solutions able to turn your supply chain into a competitive advantage. Geodis Wilson can serve you with integrated supply chain solutions that combine the global reach and the personal touch you want from a logistics partner. We also ensure our solution is tailor-made to your requirements. You can expect more because we expect more from ourselves.

expect more. Geodis Wilson

Visit us online: [www.geodiswilson.us](http://www.geodiswilson.us) Contact us: [info@hq.geodiswilson.com](mailto:info@hq.geodiswilson.com)

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



## QUESTIONS & ANSWERS

**KEVIN X. JONES**  
VICE PRESIDENT OF INBOUND  
TRANSPORTATION, Walmart

As Walmart continues to evolve from five-and-dime regional retailer to global powerhouse, **Kevin X. Jones** stays focused on supply chain best practices that guarantee the consumer everyday low pricing.

# ROLLING BACK THE WALMART WAY

by Joseph O'Reilly

**A**t his office in Walmart's Bentonville, Ark., headquarters, Kevin X. Jones demonstrates the straightforwardness one might expect from an engineering graduate of the U.S. Military Academy who served 22 years of active duty as Major in the Field Artillery branch of the U.S. Army. Jones' attitude reflects the retailer's focus on a single goal: giving customers what they want at an everyday low price.

July 2014 • Inbound Logistics 65



**Walmart operates more than 10,000 retail stores under 71 brands in 27 countries, employs 900,000 workers in its global retail outlets and distribution centers, and generates \$470 billion in annual revenue.**

“Everything we do is in the spirit of serving the customer,” explains Jones. “As an everyday low-cost provider, the supply chain—especially transportation—is an important part of that model. Our focus is on ensuring we infuse low cost into a productivity loop that allows the company to progress.”

Walmart’s corporate culture plays a big part in achieving this goal. The company encourages an entrepreneurial spirit from the lowest levels all the way to the top. Associates are committed to a model and mission that founder Sam Walton and his family nurtured from a five-and-dime store into a \$470-billion retailing juggernaut.

This commitment transcends the organization. While the retailer is often criticized for putting mom-and-pop shops out of

business with its low-cost mantra, Walmart turned the tables on detractors by pledging \$250 billion over the next decade to source more goods from American companies while incentivizing manufacturers to bring production back home.

Walmart has also guaranteed jobs to honorably discharged U.S. military veterans in their first year off active duty. The company projects it will hire more than 100,000 U.S. military vets over the next several years.

In addition, Walmart aspires to fulfill 100 percent of its energy needs from renewable sources. In May 2014, the company announced it will double the number of on-site solar energy projects at its U.S. stores, Sam’s Clubs, and distribution centers by 2020.





**Proud winner  
for 19 years**

# I KNOW

**your shipments and how to handle them.  
WE KNOW what it takes to get them there next-day.**



**New Penn, the next-day delivery leader** with 98% on-time delivery service, has the regional know-how to ensure that your shipments are delivered on time. From the northeastern United States to Quebec, Toronto and Puerto Rico, New Penn is proud to be a Quest for Quality Award Winner for 19 years. Be in the know. Call **800.285.5000** or check out [newpenn.com/nextday](http://newpenn.com/nextday) today!



**Got 3PL challenges?**

Get **free** expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



The retailer operates six different store formats in the United States: Supercenters, Express stores, Neighborhood Markets, On Campus shops, Sam's Club, and its most recent endeavor, Walmart To Go, a Bentonville pilot store opened in March 2014. One unique aspect of the gas station/convenience store format is local flavor. As Walmart rolls out this new format across the country, it plans to feature products from local businesses, such as butcher shops and florists, in addition to the banks of gas pumps.



**To ensure optimal transportation and distribution operations, Walmart benchmarks against other industries, and implements pilot programs to test new strategies.**

Even as Walmart looks to encourage more U.S. production, the greater expansion potential is in global markets where it can sell. The retailer operates more than 10,000 retail units under 71 banners in 27 countries, employing 900,000 workers. In addition to branded operations around the world, Asda, a UK subsidiary; and Japanese supermarket chain Seiyu are strong players in their respective countries. Walmart also claims a controlling stake in Massmart Holdings, a South African retail conglomerate that is quickly growing across the continent.

*Inbound Logistics* recently paid a visit to Kevin X. Jones' Bentonville office to discuss how Walmart continues to innovate while inspiring associates and supply chain practitioners alike.

**Q:** Walmart's 'Made In America' campaign attracted a lot of publicity. How are you partnering with suppliers to make this campaign a reality?

**A:** Our supply chain and transportation team works with merchants and vendors to help them actualize the plan. We help community leaders, manufacturers, and retailers understand how they can cut costs by nearshoring. It's exciting because we're providing customers with great products made in America, as well as creating jobs in local communities.

**Q:** There is no shortage of Walmart stores to sell American-made products, and you continue to introduce new retail formats. The Walmart To Go and On Campus university shops are recent examples. How do smaller formats complicate the way you manage and allocate inventory?

**A:** Serving low-volume stores as opposed to Supercenters poses some supply chain challenges. We used to provide cases to Supercenters, but we now deliver pallets to Sam's Clubs and 'eaches' to smaller formats. The Walmart to Go and On Campus stores are tethered to larger centers that service those locations.

Tethering is a concept where one store—a Supercenter, for example—can quickly replenish inventory to multiple smaller formats in the area. In effect, the larger store becomes a quasi distribution center, delivering greater product assortments to these other locations.

The key is flexibility. To determine the optimal processes, we create supply chain best practices, benchmark with outside industries, and deploy pilot programs. We serve some of our smaller stores with smaller trucks. We play out all these scenarios, then pick the best, most efficient solutions. Determining the best way to serve multiple formats remains an ongoing battle.

**Q:** Brick-and-mortar retailers are starting to leverage their many locations to offer new last-mile options and better serve customers. How is Walmart capitalizing on this exposure?

**A:** Having more than 4,500 stores in the United States is a competitive advantage in merging with e-commerce. We operate our stores to deliver what's best for the consumer's unique schedule and lifestyle. We ship from stores that are closer and more efficient for the customer. We offer the option to order online and pick up at the store the same day. And, while we don't provide the same breadth of assortment in stores as we do online, the opportunity exists for us to ship to stores for pickup.

**Q:** Omni-channel strategies are more developed in areas of the world where space constraints, infrastructure and last-mile complexity, and labor utilization warrant the use of different approaches. How are you leveraging Walmart's global presence to adopt new best practices?

**A:** Operating in 27 countries gives us the opportunity to take the best from every location. We import and export ideas. For example, we've used our Asda chain in Great Britain to better





## At Menlo Logistics, getting all the pieces lined up exactly right isn't a coincidence. It's innovation.

Supply chains are unique for every customer. That's why we take a fresh look at logistical challenges, creating Lean, customer-focused solutions that offer a new perspective on familiar concerns. We've found when you apply creative and intelligent people, processes and ideas to everything you do, remarkable results happen. To learn how Menlo can create a better bottom line for your business, visit [menlologistics.com](http://menlologistics.com).

**Menlo**  
LOGISTICS  
Customer Innovation™

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



understand omni-channel retailing, because they service customers differently. We take the best of what's available around the world, then execute it in local countries and markets. We benchmark globally.

For example, look at how we ship product across the world. In the United States we're fortunate, because a lot of product is made here. But some countries don't have domestic markets—they rely on imports.

We've learned from these countries how to better import products. For examples, apples are produced all over the world, but growers are concentrated in Washington. We buy apples in bulk, then ship them internationally. We've learned how to optimize that process by following the example of countries that rely on imports.

This ties into Walmart's culture. Sam Walton's biography, *Made in America*, relates stories of how he would visit a competitor, then ask his team afterwards what they noticed. Invariably, they cited what the store was doing wrong. Walton, in turn, was quick to point out the competitor's good ideas. You can learn something from anyone if you're open to it.

**Q: How is demand-driven logistics expressed across Walmart's supply chain?**

**A:** A large percentage of our freight is collect, which gives us control. We look to convert as much prepaid freight to collect as possible, because it gives us an advantage—we then control the supply chain. We're further along in our general merchandise business than grocery, but we're making progress there, too.

The focus is on bringing as much in-house as we can. Walmart has such huge volumes that we can control efficiencies by buying transport at scale, as opposed to eaches.

**Q: You mentioned Walmart's different product categories. How do you find or create transportation synergies across these unique businesses?**

**A:** We rely on our carrier partners. Strategically, we put all of our lanes out to bid every year. We recently began talking to carriers more about portfolio management rather than just one silo. We ask carriers to think about their business broadly across our organization. That breeds efficiency.

This kind of communication allows us to have one partner that primarily handles temperature-controlled freight, but might also delve into dry goods. Or, we might have a dedicated carrier that also hauls some private fleet freight. We're moving to a scenario where a truck is a truck—and it's a resource. If it's a resource for the company, we want to use it to reduce cost. As we continue to integrate all the different modes—less-than-truckload, small package, truckload, intermodal—we're trying to get partners to think strategically.

**Q: The most striking feature of Walmart's 1.2-million-square-foot Bentonville DC isn't its size, but the tenure of its associates, many of whom have worked for the company for more than 20 years. Even on the retail side, Walmart is committed to developing and retaining talent—about 75 percent of its store management teams began as hourly associates. Because associates are so important to Walmart's corporate culture and mission, what do you look for when recruiting the next generation of supply chain talent?**

**A:** We believe that depth of experience is important—but breadth plays a part as well. I'll use myself as an example. I started at Walmart 15 years ago in outbound transportation, which is the private fleet component, handling shipments from distribution centers to stores. After that, I spent a few years in human resources, then warehouse operations. Now I'm in inbound transportation, managing the supplier-to-distribution center segment of the supply chain.

When employees have an opportunity to participate in various segments of the business, their decision-making is better informed. They aren't making decisions in a vacuum. They solve problems for the entire organization, as opposed to fixing problems in one area and passing them along to another.

Compared to 15 years ago, we're doing a better recruiting job. We partner with schools that have supply chain programs, and provide internships and employment offers. We even collaborate with schools that don't have programs, and help them develop curriculum.

I'm also biased toward veterans. Even though you can't singlesource one recruitment mode, Walmart has always been a strong supporter of hiring former military personnel. The work we've done the past few years to provide jobs and employment for our veterans is outstanding. It's the thing I'm most proud of about working for Walmart.

We recognize that every veteran doesn't want to be in retail. Our message is: If you want to be in retail, you have a place at Walmart.

**Q: That's a powerful message not only to veterans, but also to other employees. What is Walmart's turnover?**

**A:** Turnover is in the single digits. We hire employees, and we retain them through our culture, and the way we engage them in the business. That's our focus.

I come from the military, where we always talk about taking care of our soldiers. At Walmart, we talk about taking care of our associates. That means empowering associates so they can do their jobs better.

Sam Walton's late wife, Miss Helen, said it best: "It's not what you gather, it's what you scatter." ■





## IMAGINE THERE'S NO LIMIT

There's more to what we do than simply transporting goods worldwide. We provide integrated global logistics solutions. We coordinate all the people involved all the way along the chain and ensure true visibility of operations. Needless to say, we take an environmentally friendly approach. And last but not least, we know how to be creative at a planning stage, and flexible through execution. In meeting these challenges, our imagination creates a world without limits.



Logistics. **Imagination.**

sdv.com

**Bolloré**  
LOGISTICS

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

**FULFILLMENT,  
INSIDE  
AND OUTSIDE  
THE BOX.**

At Taylored Services, we look at your business as if we were a box moving through your supply chain in order to provide a comprehensive array of fulfillment services that best fit your business needs. Award-winning retail experts • Strategically located bi-coastal facilities • Extensive experience in both wholesale and retail distribution • Best-in-class systems and technology. We have a full range of services with multiple points of integrated client resource management that include:

**Drayage  
Management**

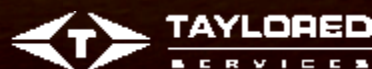
**Transload  
DC Bypass  
Cross Dock**

**Case Distribution**

**Unit Fulfillment**  
*B2B • B2C • Digital*

**Value Added Distribution Solutions**

*Re-packing, re-ticketing, point-of-purchase  
Display assembly • Inserts and Labeling • Returns*



[sales@tpservices.com](mailto:sales@tpservices.com) • [www.tayloredservices.com](http://www.tayloredservices.com)

**Got 3PL challenges?**

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



# CASTING VETS INTO THE PRIVATE SECTOR

BY LISA TERRY

After serving Uncle Sam, former military personnel are armed with the experience and skill needed to battle supply chain challenges.

July 2014 • Inbound Logistics 73

**T**he word logistics comes from the French term *l'art logistique*—the art of quartering troops. So it's not surprising that the logistics and supply chain sector is closely aligned with the military in many of its processes, strategies, and, increasingly, its workforce. As several branches of the U.S. military draw down troops, many private sector companies are looking to leverage those skills.

Many supply chain managers who work with veterans give glowing reviews of the teamwork, discipline, and focus they bring to private sector jobs. Employers agree that veterans have valuable experience to offer—even if they didn't specifically serve in logistics or transportation roles.

"Veterans have all been logisticians," notes Dr. Carmen Mousel, active duty Army logistics officer and instructor at Charleston, W.V.-based American Public University, which offers degree and other programs to departing soldiers. "Waging war requires acquiring, shipping, storing, and utilizing personnel, equipment, money, food, and clothing—wherever it's needed. Doing battle means moving constantly."

Employers recruiting veterans for supply chain roles value that experience, as well as the skills and traits former military personnel possess. While every employee brings a unique background and character to the job, serving in the armed forces instills fundamental values such as leadership, teamwork, flexibility, integrity, focus on safety, resilience, pride of ownership, a sense of mission, and a global perspective.

### THE RIGHT STUFF

Veterans are a preferred recruiting source for Joplin, Mo.-based carrier Con-way Truckload. "Veterans typically are disciplined, hardworking, and accustomed to challenging environments and varying conditions," says Bert Johnson, vice president of human resources at Con-way Truckload. "They're also the epitome of leadership, and they respect others and the chain of command."

"Military personnel have typically been trained to communicate effectively one-on-one, and to assume leadership in a group environment," adds Neal Collins, global sector leader, logistics and transportation services, for Los Angeles-based executive search firm Korn Ferry. "Those abilities are in demand among shipper operations and logistics providers."

Supply chain and military jobs share similarities. Both environments are fast-paced and labor-intensive. They rely on repeatable

processes—but require the agility to shift tactics at a moment's notice. And supply chain organizations often promote from within, as does the military.

Jorge Pimentel joined the Army at 17 years old, and spent 13 years in transportation and logistics, most recently as a transportation management coordinator and logistician helping to set up and run a supplies warehouse in Afghanistan. When he interviewed for a part-time associate position at Walmart's Waco, Texas, distribution center, the hiring manager saw value in Pimentel's experience, and recommended he apply for a management position instead. Today, Pimentel is the DC's receiving area manager.

Veterans have also proven a good match for online retailer



After a 20-year stint in the Marine Corps, Brent Danberry marched into a new career in retail logistics.

Amazon. "The leadership principles Amazon upholds align with the skill sets of former military personnel," says Kelly Cheeseman, senior manager, communications, at Amazon. Those principles include a bias for action, delivering results, and meeting deadlines—all valuable qualities for Amazon's fulfillment network.

Veterans also often find a great fit at military contracting companies. It's possible for some personnel to return to the same site they worked on during active duty—this time wearing civilian clothes. This arrangement requires minimal transition or training time.

URS, a San Francisco-based engineering, construction, and technical services contractor, recruits veterans with long-term



# WE'LL TAKE IT FROM HERE.

HELPING PRODUCTS GET HOME SINCE 1932

Your product has many homes before it finds one with your customer. The moment a product's manufactured, it sets off on a complex voyage unlike any other. It could enjoy a stay in a warehouse, sail across an ocean, fly the skies, ride the rail, or cruise the highways. It's a long journey and your product needs a partner to make sure everything goes smoothly. NFI is that partner.

For any point of the logistical journey, NFI has a best-in-class solution that keeps you at ease and allows you to focus on your core business.

Learn more at [nfiindustries.com](http://nfiindustries.com)



Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

employment in mind. About 60 percent of the company's employees have military experience.

One valuable asset veteran hires bring to the table is real-world insight about logistics operations, honed from firsthand experience. In the military, logisticians often travel with the cargo they're managing, so they see and solve challenges as they occur. "Veterans gain a wealth of experience living the supply chain," says William Surrey, program manager for URS. "They can't get that from books."

### RECRUITING ROI

Many companies experience real impact when they hire veterans. Extending job offers to former military personnel is a practical way to honor their service, but employers say there's more to it than that.

"We recognize the value that veterans contribute to a logistics operation," says Chris Peck, corporate vice president of human resources for UPS. "They bring a lot to the table."

Brent Danberry served 20 years as a Marine. He earned a bachelor's degree in transportation and logistics management at American Public University, and an MBA from Penn State. Within one year of leaving the service, he moved from a store floor job at Target to a supervisory position at a Best Buy distribution center. He is currently starting a new logistics position.

One military skill that served him well at Best Buy was contingency planning. "When rolling out a new program, for example, it's important to consider all the variables and what could go wrong," Danberry explains. "You've got to look at all angles, just like the military does."

Despite the similarities between supply chain and military operations, both employers and veteran recruits may need to take steps to get accustomed to one another. Moving directly from active duty military to private sector job hunting and employment represents a culture shock for many veterans.

The first evidence of culture shock often shows up during the interview process, which can require veterans to shift their thinking. "In the Army, no jobs are done alone," says Dr. Mousel. "Enlisted personnel work as a team."

Soldiers are trained to see success as a team effort, and failure as their own fault. "I still struggle to take credit for accomplishments my team achieved," admits Danberry.

During job interviews, veterans tend to talk in terms of their team's achievements. Interviewers should be prepared to ask questions that help veterans identify their own skills and experiences.

Another tricky area in veteran recruiting is terminology. Both the military and the logistics sector rely on buzzwords and acronyms, but they often speak different languages. This becomes particularly evident when reading resumes and conducting job interviews. Many vets need help reworking military jargon and experiences into terms relevant to employers. One company developed a handbook to help its veterans translate military jargon into private sector supply chain terms when talking to customers and colleagues.

Military and private sector protocols also differ. Kirk Imhof, group director of diversity, culture, and engagement for Miami-based third-party logistics provider Ryder System, experienced this firsthand when a newly hired veteran stood outside his office waiting to be recognized instead of knocking for attention. "What may be perceived in the civilian world as an awkward moment may, in the military world, be expressing respect," Imhof explains.

Because military and private sector settings are fundamentally different, it can be tough to transition from the more aggressive stance required in war conditions to a civilian way of relating.

### DON'T GIVE ME A BREAK

Another contrast is the programmed pace of many civilian blue-collar jobs—with their coffee breaks and lunch hours—compared with the military's stay-until-the-job-is-done orientation. Civilian supply chain jobs can be less regimented and procedure-driven, which represents a big change for some soldiers.

Many supply chain operations have lost this military approach. "Until the late 1990s, logistics providers were oriented toward command and control," says Korn Ferry's Collins. "Today, they are more sophisticated. They operate

# HELPING HANDS

These programs and organizations connect employers and former military personnel, and support veterans seeking private sector jobs.

### Syracuse University Institute for Veterans and Military Families

[vets.syr.edu](http://vets.syr.edu)

The Institute collaborates with industry, government, non-government agencies, and veterans to develop employment and education programs, and conduct research on veteran issues.

### Hiring Our Heroes

[hiringourheroes.org](http://hiringourheroes.org)

This U.S. Chamber of Commerce program offers online resources such as resume builders and job portals, and sponsors job fairs and career workshops for veterans and military spouses.

### Hero 2 Hired

[H2H.jobs](http://H2H.jobs)

Veterans get career advice, networking opportunities, and job listings through this U.S. Department of Defense program.

### Operation PAVE

[pva.org](http://pva.org)

An initiative of Paralyzed Veterans of America, this program supplies one-on-one career counseling and assistance, including resume advice and employer networking.

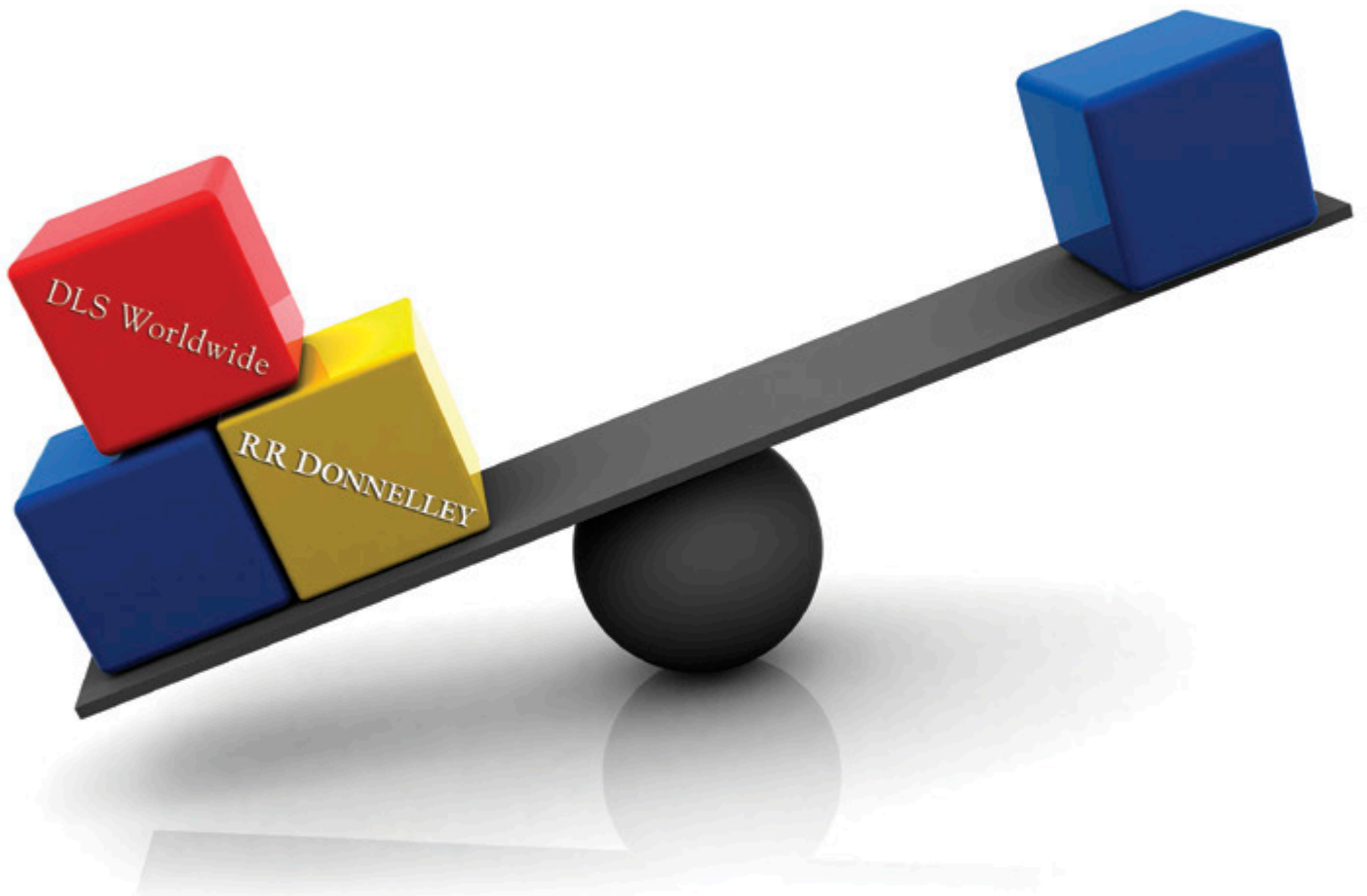
### Wounded Warrior Project

[woundedwarriorproject.org](http://woundedwarriorproject.org)

The organization supports veterans through its Warriors to Work career guidance resources, Transition Training Academy IT education program, and TRACK education centers in Jacksonville, Fla., and San Antonio.

# LOGISTICS ADVANTAGES SUPPORTED WITH STRONG RESOURCES

Rely on RR Donnelley's DLS Worldwide to help reach your goals



Multiple carriers and multiple modes: LTL - Truckload and *now complete freight forwarding* services: Air (NFOs) - Ocean - Expedited Ground - White Glove.

All backed by a consistent, sizeable volume of internal freight, solid economies of scale and a well-built network of local expertise.

Find out how DLS Worldwide's special *leveraged-platform* can help elevate your freight management process and help improve your business results.

**RR DONNELLEY**

**DLS Worldwide**

**877.744.3818**

[www.rrdonnelley.com](http://www.rrdonnelley.com)  
[www.dlsworldwide.rrd.com](http://www.dlsworldwide.rrd.com)

Copyright © 2013 R. R. Donnelley & Sons Company.  
All rights reserved.

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

matrix structures, crossing international boundaries, and employing high-tech tools. That can make the transition difficult for veterans.”

### LETTING GO OF ASSUMPTIONS

Some companies might hold preconceived ideas about how the military operates and what veterans are like. But some of these ideas may be outdated and/or inaccurate.

“Some employers believe stereotypes about veterans,” says UPS’s Peck—for example, that every veteran experiences post-traumatic stress disorder. “These companies see too much risk when they consider veteran job applicants.”

These misconceptions reflect a need

for employer education. “Veterans with psychiatric disorders are actually not that common,” says George Vukovich, a Marine Corps vet and assistant vice president at American Public University. On the contrary, many vets have gleaned valuable lessons from traumatic experiences.

Another area of controversy is leadership style. Taking and giving orders is a necessary part of successful military operations, but the way they are typically delivered doesn’t suit the private sector.

“Veterans in private sector leadership roles learn to motivate their workers individually, and understand what makes people tick,” says Zack Deming, client partner at Korn Ferry. And, veterans at the mid-management level “have to master

influencing without authority,” he adds.

But not everyone agrees that today’s military is led that way. “The military recognizes it has a volunteer workforce,” says Peck. “Its leaders are just as concerned as private sector managers about employee engagement, discretionary effort, talent development, and retention.

“This is not the military of a generation ago,” he adds. “The military must act more like a business to be successful.”

### WOUNDED, NOT UNEMPLOYABLE

Another misconception is that veterans with mental or physical impacts from their years of service may not be a fit for fast-moving logistics jobs. But some companies are proving that idea wrong.

## EASING THE TRANSITION

Employers can help veterans experience a smoother transition from the military to their new private sector roles. Here are some proven strategies.

- **Implement an on-boarding program.** An ideal program includes assistance with soft skills and cultural adjustment.

- **Provide flexible scheduling.** Allowing additional time off for veterans to take care of healthcare and other personal matters can facilitate the adjustment.

- **Pair veterans with mentors.** Working with an operations manager who is also a veteran eased Jorge Pimentel’s transition from the Army to a job with Walmart. “He guides and mentors me when he sees me struggling,” Pimentel says.

Mentors can be a valuable resource for veterans even outside a direct-report relationship. “Finding a mentor can help veterans avoid many common stumbling blocks associated with transition from active service, and guide them in making the most out of every potential business contact and opportunity,” says Capt. Jonathan “JC” Christian, a 25-year veteran of the U.S. Navy, and marine personnel supervisor for Crowley Maritime Corp., which actively recruits veterans for various merchant mariner positions.

- **Form veteran groups.** Many veterans appreciate the chance to connect with other former military through groups that recall the military’s teamwork ethos. Third-party logistics provider Ryder, for example, built a virtual network where veterans can foster camaraderie and share best practices. “We miss the brotherhood and bond of the military,” says Marine veteran Brent Danberry. “Connecting veterans allows us to be more successful.” At online retailer Amazon, for example, a group called the Amazon Warriors focuses on helping newly hired veterans transition into their new roles.

- **Prepare staff.** Briefing current staff on the benefits veterans bring, and the transition they will likely undergo, facilitates successful employment.

- **Experience the military.** Check out the Department of Defense’s Employer Support of Guard and Reserve program, which engages employers through its Bosslift experience. Managers spend one day observing—or even experiencing—military training to gain firsthand understanding of the military experience, and the value veterans bring to the private sector.





# Any Freight Invoice, From Any Provider, Anywhere in the World.



**Atlanta, USA   San Jose, Costa Rica   Ellesmere Port, United Kingdom   Kolkata, India   Shenyang, China**

nVision Global is a leading Global Freight Audit, Payment & Logistics Information Management Services provider. Through our network of strategically placed full service processing centers, nVision Global partners with multi-national corporations seeking a truly global, single-source solution that transcends the traditional freight audit and payment offering.

In addition to our prompt, accurate and SOX compliant Freight Audit and Payment services, nVision Global provides a single, global data warehouse of information and leading edge analytical tools that empower our customers to streamline and optimize their global supply chain resulting in year over year verifiable bottom line savings!

**Contact us today to see how nVision Global provides "Tomorrow's Vision Today."**

770.474.4122 / 1900 Brannan Road, Suite 300 / McDonough, GA 30253 USA

**Got 3PL challenges?**

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

Flagship Logistics Group—a wholly owned subsidiary of Los Angeles-based food industry service provider Flagship Food Group—built a state-of-the-art, ADA-compliant customer contact center in Indianapolis, Ind., that enables hiring veterans using wheelchairs, hospital beds, or other assistive devices.

“Many servicemen and women are being passed over for more able-bodied individuals,” says Keith Warren, president of Flagship Logistics Group.

The center helps Flagship market to potential customers using the talents and characteristics typical of many veterans. The company expects to expand its current staff of four to 12 by 2015.

Welcoming wounded warriors to its workforce was not just about cultural preparation. Flagship also had to design a call center with features such as modular furniture, adjustable-height surfaces, and wide aisles to accommodate assistive devices.

Strong commitment is a must to make such a program succeed, but it has been

worthwhile for Flagship. “A company that hires wounded veterans should be prepared to be surprised at what they get in return,” says Warren. “Our workers brought with them processes and procedures that helped us document the things we do every day, and that speeds up training for future employees.”

#### FINDING THE RIGHT RECRUITS

Numerous programs exist to help employers connect with job-seeking veterans. (See the sidebar on page 76 for a list of programs.)

In addition to its own recruiting programs, UPS works with the U.S. Department of Labor’s Registered Apprenticeship (RA) program, which integrates vets into the workforce. The program enables former military personnel to use their Post-911 GI Bill benefits to learn a skilled trade and improve their employability.

“UPS is working with the Department of Labor to have our delivery driver positions

certified under the RA program,” notes Peck. UPS plans to also certify its information technology, auto mechanic, and plant engineering facility mechanic positions in the near future.

Direct hiring is one way to find employees with military backgrounds, but supply chain companies can also participate in programs such as Air Force Education with Industry. This program places officers in residence with employers for 10 months for a specific responsibility and exposure to expand their knowledge of logistics or other functional specialties through the lens of private industry. Officers selected to participate have seven to 10 years’ experience in their respective fields, and represent the best the Air Force has to offer.

Yes, serving in the military is different than working in the private sector. But shippers and logistics service providers are finding that, with the right support, military veterans will bring valuable skills, experience, and characteristics that make their own operations Army strong. ■



**Does it seem like something's missing in your operations? Maybe it's your YMS.**

Yardview's YMS technology can connect inbound/outbound orders and WMS/TMS data to arriving and departing trailers. Our best-in-breed, highly configurable, easy-to-use solution puts it all together for you.



**YardView**  
Yard Management Software

**See what you've been missing.**  
[www.yardview.com](http://www.yardview.com) | 303.781.3430



“SMC<sup>3</sup> gives our customers pricing tools to exceed cost savings goals.”

*Don Maltby, Chief Supply Chain Officer  
Art Nourof, VP Carrier Procurement  
Brian Alexander, VP Operations  
Unyson Logistics, A Hub Group Company*



Unyson leverages SMC<sup>3</sup>'s *BidSense*<sup>®</sup> LTL bid tool to give customers access to maximum RFP efficiencies automation, and seamless integration with *CzarLite*<sup>®</sup> base rates for the best LTL pricing.

**Collaboration. Innovation. Technology.**

Benefit from our collaborative pricing technology and industry expertise. As the leading provider of LTL technology, data and education, SMC<sup>3</sup> offers an integrated solution like no other.

The result? End-to-end, ongoing predictability in relationships with shippers, logistics service providers and carriers. For more information, visit [www.smc3.com/unyson](http://www.smc3.com/unyson)



Transportation Pricing at Work

800.845.8090

[smc3.com/unyson](http://smc3.com/unyson)

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

**When safety, security, and compliance matter most, you need a reliable partner with a proven track record.**



## You need Pacific Coast Warehouse Company.

PCW provides chemical manufacturers with **safe, secure, and compliant** storage and transportation of products within the western U.S. As NACD members, PCW utilizes Responsible Distribution Processes (RDP) and industry best practices to warehouse, store and deliver a full range of chemicals, flammables, oxidizers, corrosives, gases, and non-regulated materials.



### DISTRIBUTION

- Public Warehousing
- Inventory Management
- Food Grade DC's
- Alcohol Permitted (ABC)
- FDA & ASI regulated
- Separate Hazardous Material and Chemicals DC (NACD Members)
- Extensive Retail/Import, Apparel & Electronics experience

### TRANSPORTATION

- In-house Drayage
- Freight Consolidation
- Direct Store Delivery (DSD)

### ON-SITE FULFILLMENT

- Co-pack & Packaging
- UCC Labeling
- Custom wrapping
- Carton Packaging
- Floor displays

### TECHNOLOGY BENEFITS

- Client Specific Solutions
- EDI Services
- RF Inventory Systems
- Web Based Reporting
- E-Commerce
- WMS

**TAILORED SERVICES  
DEDICATED CUSTOMER SERVICE  
FORTUNE 500 MANAGEMENT**



**Pacific Coast Warehouse Company**

Moving Product to Market Better Since 1927

[www.pcwc.com](http://www.pcwc.com) | 909.545.8100 x237 | [cma@pcwc.com](mailto:cma@pcwc.com)

**Got 3PL challenges?**

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



ANNUAL  
**THIRD-PARTY LOGISTICS**  
ISSUE

- 84** The Mechanics  
Of 3PL Partnerships
- 95** Market Research:  
3PL Perspectives
- 110** Top 100 3PL Providers
- 123** Readers' Choice:  
3PL Excellence Awards

July 2014 • Inbound Logistics **83**



**RMX** *Global Logistics*

**ONE WORLD. ONE SOURCE.**





How do you keep a shipper-3PL relationship running smoothly?  
Learn the tools of the trade.

# THE MECHANICS OF 3PL PARTNERSHIPS

BY MERRILL DOUGLAS

**A** logistics outsourcing relationship should run like a well-constructed machine. You need gears that turn smoothly; electronics that hook up correctly; and moving parts that never rattle, squeal, or jam. You also need tools to keep all the parts in good repair, so you never have to worry about breakdowns.

Just as machines come in every size and shape—from coffee grinders to Super-post-Panamax cranes—so do partnerships between shippers and their third-party logistics (3PL) providers. Let's examine the nuts and bolts of four successful 3PL relationships, and see what keeps the apparatus running.

July 2014 • Inbound Logistics 85



**RMX** *Global Logistics*

**ONE WORLD. ONE SOURCE.**

## BIRCHBOX & OHL: GETTING THE GEARS TO MESH

PEER INTO THE MACHINERY THAT CONNECTS e-retailer Birchbox and its third-party logistics provider OHL, and you'll find two teams that have put some concentrated effort into getting their relationship in gear.

"When you bring two companies together, you have to bridge a culture gap," says Dave Johnson, vice president of operations at OHL, in Brentwood, Tenn.

Birchbox sells beauty and grooming products through its website, and recently added a new channel: its first permanent store in Manhattan's SoHo district. Besides traditional shopping, customers can subscribe to a service that sends them a box of sample-sized products each month. One subscription is designed for women; another one for men.

OHL is Birchbox's third 3PL since the retailer launched in 2010. In February 2014, New York City-based Birchbox started moving some of its fulfillment business from a previous partner in New Jersey to an OHL facility in Mount Juliet, Tenn. "Birchbox is an exceptionally high-growth business," says Matt Hertz, the retailer's director of logistics. "The previous 3PL did a great job, but couldn't scale its operation to accommodate future growth."

By May, OHL had taken over all of Birchbox's fulfillment, including receiving, putaway, replenishment, picking, packing, kitting, shipping, and transportation management.

Now that the ramp-up is mostly complete, here's how the process works: Four times each day, Birchbox sends an order file to OHL via EDI. OHL employees pick and pack the orders, and prepare them for shipment—often with the U.S. Postal Service, but sometimes through UPS or a consolidator.

### A Weighty Process

As workers label the boxes, software determines how much each box should weigh. Just before the box is ready to ship, workers put it on a scale to measure the actual weight. "If a box that should weigh two pounds comes in at five pounds, or one pound, workers know there's too much or too little product in that box, and they reject it," Hertz says. This new quality control function has helped reduce shipping errors.

Subscription orders come to OHL in two files per month—one for the women's boxes and, on a different date, one for the men's. First, OHL gets a bill of materials file, specifying the number of kits it will build, and the variety, because different subscribers receive different product combinations. The actual order file arrives several days later. "We get a jump on being able to kit the



**Birchbox is grooming a 3PL partnership with OHL, which manages the beauty e-commerce company's small parcel transportation and fulfillment operations.**

raw product and put the kits away," says Dave Johnson, vice president of operations at OHL. "When those orders drop, we pick the kits and attach them to the orders."

OHL has just a few days to hand over all the subscription orders to carriers. Orders that ship late trigger a penalty.

To help keep all this activity on track, Birchbox assigned one of its own employees to the Mount Juliet center. "He works closely with the management team on the ground at OHL," Hertz says.

That relationship has worked out well. "We engage him often with tasks as simple as checking out a load on our dock, and asking if he wants to receive it or refuse it," says Johnson.

Each weekday morning, the OHL team, the Birchbox rep, and Hertz and his team in New York hold a production control meeting via conference call. Birchbox's CEO, and representatives from the procurement and marketing departments, might join as well. "We go over priorities, and evaluate yesterday's performance," Johnson says. "And we might look ahead a few weeks, or even months."

Throughout the ramp-up, Birchbox and OHL also held weekly core team meetings to monitor progress. The partners have conducted one quarterly business review to date, and plan to establish monthly reviews.

Birchbox uses about one dozen service level agreements (SLAs) to monitor OHL's performance, focusing mainly on timing and quality. Although OHL charges Birchbox for its work on a cost-plus basis, a "pain share/gain share" contract provision incents the 3PL to hold down costs.

As in most new implementations, Birchbox and OHL have experienced some hiccups in their work together. But open communication goes a long way toward keeping progress on track. "We are only a few months into a five-year contract, but transparency in this relationship has already stood the test of time," says Hertz.







**WHEN  
YOUR SUPPLY  
CHAIN IS ON  
ITS LAST LEG,  
WE'LL GET  
IT BACK IN  
BALANCE**

When your logistics needs aren't met, our on-staff experts will take your most complex problems and bring innovative, technologically-driven solutions to fix them.

ODW Logistics, Inc. offers an integrated supply chain solution, complete with customized warehouse and transportation services in one place, to help you exceed your business goals.

**ODW** Logistics, Inc.

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

**Got 3PL challenges?**

Get **free** expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



Upscale department store Belk operates 299 stores in 16 Southeast states, as well as an e-commerce business. It turned over import operations to third-party logistics provider Performance Team after a four-year planning process.

## BELK & PERFORMANCE TEAM:

# THE NUTS AND BOLTS OF DECONSOLIDATION

THIRD-PARTY LOGISTICS PROVIDER PERFORMANCE TEAM HAS helped retail chain Belk with domestic freight for approximately 20 years. In 2006, the Belk organization that handles imports decided it wanted to outsource to a 3PL partner as well.

Based in Charlotte, N.C., Belk Inc. currently operates 299 stores in 16 states across the U.S. Southeast, plus an e-commerce business. It maintains distribution centers in Blythewood, S.C., and Byram, Miss., and e-commerce fulfillment centers in Pineville, N.C., and Jonesville, S.C.

Belk wanted a partner to receive ocean containers with consolidated freight from overseas suppliers. The 3PL would transload the contents onto trailers for shipment to the Blythewood and Byram DCs.

The existing relationship made Performance Team an obvious starting point in the search for a partner to handle that operation, says Diane Hartjes, Belk's vice president, private brands and customs compliance officer. So she started talking with Cliff Katab, president of Performance Team, in Santa Fe Springs, Calif., and eventually awarded his company the contract.

From then, it took four years of discussion and planning before Performance Team transloaded its first container for Belk. "It was a completely different network for us," Hartjes says. "We had to figure out if it was actually cost effective to move to this model."

Before Performance Team got involved, both distribution centers received inbound containers. Staff there unloaded those boxes, separated the product according to which DC would use

it to service stores, and loaded it onto outbound trailers.

Today, all the containers go to a Performance Team facility at the Port of Charleston for transloading. "After deconsolidation by Performance Team, our trucker picks up the loads and distributes them to our two distribution centers," Hartjes says.

To help keep the partnership's machinery humming, members of Hartjes' and Katab's teams hold a conference call every morning to go over the day's agenda.

As a shipment reaches port, an advance ship notice (ASN) gives Performance Team information about the incoming containers. "Once we get the details about what's coming in, we pick up that container and have it delivered to our facility," says Katab.

Performance Team opens each container, verifies that the contents match the data in the ASN, scans bar codes on the cartons, sorts the product for outbound shipment, and loads it onto trailers. "Then we create a new ASN for the outbound trailer, so Belk knows specifically what's on that trailer, versus what was on the inbound container," says Katab.

When necessary, Performance Team also provides value-added services. "If we have product that is not floor-ready, Performance Team can correct that before it hits our crossdock," Hartjes says.

Key employees at Belk and Performance Team receive automated reports from one another's management systems via e-mail. And when the unexpected happens, the executives reach out by phone. Katab recalls the time an overseas vendor warned Hartjes that a shipment was arriving in the United States with

Lead Logistics Partner

Third-Party Logistics

Supply Chain Analysis  
& Design

Network Management

Logistics Center  
Management

Transportation  
Management

Value-Added Services

Business Process  
Integration

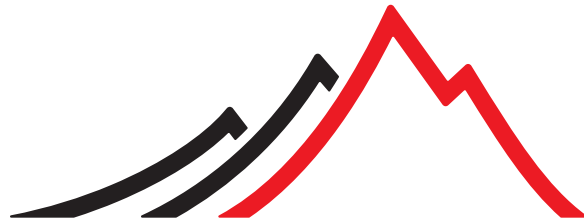
Supply Chain Visibility

Dynamic  
Supply  
Chain  
Management

*ready for anything!*

**Visibility  
Data Analytics  
Business Intelligence**

**DSC Logistics  
Partners Summit 2014**



DSC Logistics is bringing together some of the leading companies in the world to collaborate on harnessing the full power of information technology to improve performance and optimize the supply chain.

*We're ready! Are you?*

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



**Got 3PL challenges?**

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

the wrong price tickets on the product. Hartjes called Katab to ask for a solution.

“We segregated that container, and got a team to repair the problem,” says Katab. Then they shipped the product to the DC. “Throughout the process, Performance Team, Belk, and the manufacturer were all in communication to make sure we could salvage the product and get it to Belk’s stores on time.”

The partners hold quarterly business reviews, and Belk uses a set of key performance indicators to evaluate Performance Team’s work. Many of the metrics involve timing—how quickly Performance Team gets containers from incoming vessels to its facility, how long containers sit in the yard, and how long it takes to transload and move product back out the door.

“We also need to look at quality,” Hartjes adds. “We have to make sure that the cartons are being delivered to the right DC. And we have reporting against other types of errors.”

To promote the best possible performance, Belk and Performance Team have built both gainsharing and chargebacks into their contract.

One key to building a solid shipper-3PL partnership is to consider it a long-term solution. “It takes time to understand each others’ businesses, how the process flows, and how we can improve,” says Hartjes. “The relationship must be profitable for both companies, and they need to communicate to keep it going year after year.”

## JAMES W. CRAWFORD COMPANY & PGL: BREAKDOWNS ARE UNACCEPTABLE

FOR JAMES W. CRAWFORD COMPANY OF TUCSON, ARIZ., THE mechanics of logistics outsourcing revolve around a single principle: failure is never an option.

“If our 3PL doesn’t deliver, it doesn’t get the next job, and can be fired,” says company president James Brackensick.

That might sound harsh, but Brackensick considers that attitude crucial to his business, which serves high-end hotels and resorts. Crawford procures, fabricates, and installs furniture, fixtures, and equipment for hospitality companies such as Rosewood Hotels, Four Seasons Hotels and Resorts, Ritz-Carlton, and Hyatt. It also keeps customers stocked with soaps, towels, napkins, and other operating supplies.

Raj Sobhani, president of Perimeter Global Logistics (PGL) in Irving, Texas, agrees that serving Crawford leaves no margin for error. “The hospitality industry operates under stringent demands,” he explains. A delay in the renovation of even one suite in a luxury property might cost the owner thousands of dollars per night, plus the hotel’s reputation.

Brackensick worked with PGL for years when he was senior vice president of Rosewood Hotels, before striking out on his own under the James W. Crawford name in 2009. He and PGL then adjusted their relationship to accommodate a smaller company with more focused needs.

### Whatever it Takes

PGL manages Crawford’s logistics from the time Crawford places an order with an overseas manufacturer. The 3PL arranges transportation by ocean or air—most often to the U.S. West Coast—and receives the product in one of its warehouses. “We also do fulfillment once or twice each week—whatever frequency the customer requires,” Sobhani says.

Along with shampoo, towels, and other amenities, PGL holds furniture and fixtures for Crawford until the hotel needs them for new construction or a renovation project. Installations typically proceed one floor at a time, and can go on for months. So on any given day, PGL might dispatch beds, sofas, chairs, TVs, carpeting, and other products for, say, 20 rooms. “Throughout the life of the project, we stage product in our warehouse and release it to the hotel site, based on the rules and timetable set by Crawford Company,” Sobhani says.

Those projects require careful advance planning. “Crawford Company, the hotel owners, and the other parties involved conduct many all-hands-on-deck meetings, with PGL as the glue in the middle to make sure it all comes together,” says Sobhani.

Planning usually starts long before the actual project launch. “I often work with PGL three to four months before it even sees a dime’s worth of the business,” says Brackensick.

To keep it up to date on the status of shipments and inventory, PGL gives Crawford access to data in its transportation management and warehouse management systems. Crawford also receives status updates via e-mail. In addition, PGL has access to Crawford’s purchase order management system. “That way, PGL staff has current information on what Crawford Company is ordering, in what part of the world,” Sobhani says.

Along with providing data access, staff at Crawford and PGL stay in touch via e-mail and text, and particularly by phone. “We talk constantly to PGL,” Brackensick says.

PGL makes a special point of communicating proactively—for example, to advise Crawford and other customers on how to avoid shipping delays around holidays such as Ramadan and the Chinese New Year, says Sobhani.

In April 2014, Crawford received a message from a PGL employee warning of a possible dock strike that could affect West Coast ports as of July 1. It turned out that Crawford had no ocean freight expected to hit the West Coast at the time, but Brackensick was grateful for the warning.

He also appreciates that if PGL staff consider a proposed delivery date unrealistic, they speak up. “I may not want to hear it, but they give it to me straight,” Brackensick says. “No sugar coating.”

**WE ARE THE  
STRONGEST  
LINK IN  
YOUR  
SUPPLY  
CHAIN.**



A Hub Group Company

Unyson Logistics is an award-winning 3PL that specializes in customizing solutions to fit our clients' needs. We offer multi-modal capabilities that guarantee supply chain savings through our services, technology and expertise.

Simply put, our logistics managers are the best at what they do. Unyson deploys dedicated account management, continuous improvement programs and business intelligence that combines innovative reporting with cutting-edge technology.

**1-866-409-9759**  
**UNYSONLOGISTICS.COM**

**Got 3PL challenges?**

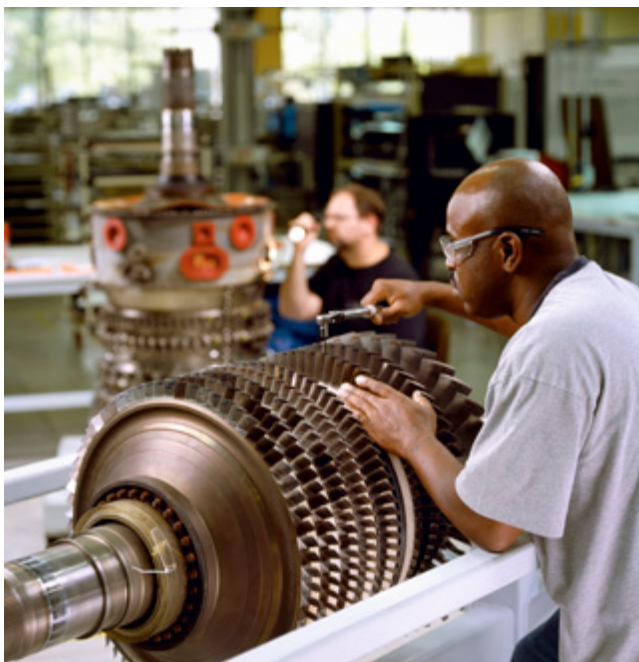
Get **free** expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

## PRATT & WHITNEY AND UPS SUPPLY CHAIN SOLUTIONS: PURRING LIKE A WELL-TUNED ENGINE

PRATT & WHITNEY (P&W) AND UPS SUPPLY CHAIN SOLUTIONS share a long history. In 2004, UPS took over distribution for the aircraft engine manufacturer's spare parts business, working from a facility in Atlanta. Today, UPS also serves P&W from facilities in West Palm Beach, Dallas, and Venlo, the Netherlands.

Processes that UPS performs for P&W include parts inspection, measurement, and kitting; and logistics support for manufacturing facilities. P&W's parent company, United Technologies Co., has recognized UPS with its Supplier Gold Award for superior performance every year since 2009.

That track record, plus a competitive bid, made UPS the leading choice to take on a new challenge for P&W: building and running a distribution facility in Londonderry, N.H. Scheduled to open in June 2015, the Northeast Logistics Center (NELC) will



**UPS will open a Northeast Logistics Center in Londonderry, N.H., to serve as a centralized DC for Pratt & Whitney parts, tooling, and supplies. The facility will support P&W's manufacturing and global engine assembly and test sites.**

receive engine components, and ship them to five engine assembly and test centers in North America and Europe.

Another point in favor of UPS was its ability to meet an aggressive implementation schedule. "Awarding the business to UPS was a low-risk decision, based on our experience with them," says Earl Exum, P&W's director of global material and logistics.

Establishing a central distribution center for multiple engine assembly plants is part of a P&W strategy called Line Back Logistics. "We start with the engine assembly requirements, then build a logistics program around that to ensure timely distribution and provisioning of material," Exum says. With few exceptions, all components needed to assemble an engine will flow through the NELC, then out to the assembly plants.

Those items will come from P&W manufacturing sites and third-party suppliers. "We'll use automation to support our put-away and pick processes," says Stephen Hydrick, vice president of operations for aerospace and high tech at UPS Supply Chain Solutions. "We'll build kits based on the bills of materials that we receive via P&W's system. Then we'll segregate and ship those kits to the appropriate engine assembly centers."

Domestic shipments will travel via a dedicated UPS fleet. Shipments to the plants in Germany and Japan will move on commercial airlines or UPS-owned aircraft.

UPS's warehouse control system (WCS) will pull data from P&W's enterprise resource planning (ERP) system and WMS. Also, UPS will integrate with P&W's material management systems, allowing both companies to track and measure material flowing in and out of the NELC.

### Staying on Track

To plan for the new center, and keep the implementation on schedule, Pratt & Whitney and UPS project teams have been holding daily meetings, and members of senior management have been talking at least once weekly. When the NELC goes live, P&W managers will be stationed on-site to work with their UPS counterparts. The companies will also hold a business review at least quarterly, to "examine the critical metrics we're using to validate that the business and the process are performing to expectations," Exum says.

Both P&W and UPS also monitor performance daily, using "control towers"—clusters of dedicated staff and information systems that monitor performance against established metrics. "It's the people who track the shipment- and order-level detail, ensuring that committed pickup and delivery times are hit," says Hydrick. If any sort of interruption occurs, the control tower sends an alert to the affected groups so they can make adjustments.

In P&W's control tower, each metric is assigned to a particular employee. "If it's an on-time delivery metric, for example, Pratt & Whitney has an owner to ensure that it's being fulfilled and, if it's not, to initiate appropriate action," Exum says. The partners will launch an investigation into the root cause of the problem, then correct it. ■





# THE LAST MILE IS MINE.

The last mile. For me it's the moment of truth. The final sprint to the finish line. 5,280 feet that separates success from failure. Because on any given day I could be carrying the fate of a multi-billion dollar corporation. Or the future of a family-owned business. And I'm not about to be the weak link in anyone's supply chain. Challenge accepted. I am **Piloting Business™**



[pilotdelivers.com](http://pilotdelivers.com) / 1-800-HI-PILOT

**PILOT**  
FREIGHT SERVICES

©2014

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

**“We go beyond the basics  
to deliver comprehensive  
logistics solutions.”**



**BILL BERG, SENIOR DIRECTOR -  
DEDICATED OPERATIONS**

At Saddle Creek Logistics Services, warehousing and transportation are just the beginning. We offer a wide array of integrated logistics services — cross-docking, product customization, packaging, e-fulfillment and more. Leverage them to help streamline operations, accommodate business fluctuations, and control supply chain costs. We'll do *Whatever It Takes!* to help meet your specific goals.



*See our integrated logistics  
solutions in action. >*

[sclogistics.com](http://sclogistics.com) | 888-878-1177



*Whatever It Takes!*

**Got 3PL challenges?**

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)





# 3PL PERSPECTIVES

*Inbound Logistics'* 10th annual research report looks under the hood of the 3PL sector to see what makes the market tick.

## 2014

BY JOSEPH O'REILLY

July 2014 • Inbound Logistics 95



**RMX** Global Logistics

**ONE WORLD. ONE SOURCE.**

## 3PL PERSPECTIVES METHODOLOGY

Every year, *Inbound Logistics* conducts an extensive survey of the 3PL market to explore how both logistics service providers and shippers are adapting to change and pushing the outsourcing needle in new directions.

Our outreach effort comprises two parts. First, *IL* solicits questionnaires from more than 300 3PLs, asking them to detail the services they provide and their areas of expertise—geographically, functionally, and vertically. We also ask service providers to supplement this empirical data with contextual insight about business during the past year, relationships with customers, and emerging outsourcing trends.

Second, we received input from more than 5,000 3PL users to provide a counter perspective to the different elements shaping outsourcing decisions.

*Inbound Logistics'* 3PL Perspectives juxtaposes these two points of view to provide a robust overview of the trends that are impacting the 3PL space, and how shippers and service providers are responding.

**T**he rise and fall of the U.S. economy has had a marked impact on third-party logistics outsourcing over the past 15 years. Privation has always fueled the 3PL value proposition as companies look to divest cost centers and concentrate on top-line initiatives. But today's slow economic recovery is only fanning the flames.

*Inbound Logistics'* annual *3PL Perspectives* market research report documents these changing dynamics. While cost reduction remains the dangling carrot leading shippers to the 3PL well, that impetus has expanded considerably during the past several years. And the economy is a big factor.

"Inflation is expected to rise as the Fed changes its easy-cash policies; economic growth is projected to shrink; higher payroll taxes and rising fuel prices all impact the consumer's appetite to spend," explains one 3PL respondent to *IL's* research survey.

When you consider that freight volume directly correlates with consumer confidence, the impact on the supply chain is great. Beyond that, a threatening capacity shortage, rising freight rates, and stricter government regulations only exacerbate the challenges shippers face.

Companies want cushion—not just in terms of inventory, but in supply chain management execution flexibility as well. Many are hesitant to dump capital into fixed costs, whether it's infrastructure or technology. Leveraging 3PLs to assume that risk, and provide scalable solutions that ebb and flow with changing market conditions, can be a smart option.

But the greater transformation in today's 3PL landscape is the changing perception of logistics service providers. When commoditized warehousing and transportation functions dictated contractual arrangements, the idea of partnership was buried in the fine print. Relationships were transactional, pragmatic, and physical. 3PLs were "third parties," or replaceable outsiders.

That sentiment is changing, big time. As shippers rely on 3PL partners to provide more strategic oversight, and help catalyze business process change within the organization, the relationship is growing more fluid, and less analytical. Service providers are becoming an extension of the enterprise.

That's the direction in which 3PL outsourcing is moving. As shippers lean on logistics service providers to deliver more than just meat-and-potatoes capabilities fixed on tactical cost reduction, outsourcing partnerships are evolving at pace. 3PL partnerships are turning into an enduring strategy, rather than a short-term fix.

### 3PL Growth Continues Unabated

Similar to last year's data, 92 percent of service providers surveyed in *Inbound Logistics'* 2014 *3PL Perspectives* market research say they grew their client base by at least five percent over the past year. This compares with 90 percent in 2013, 88 percent in 2012, and 73 percent four years ago. The 3PL value proposition continues to take hold.

Following course, 93 percent of 3PLs report they increased sales at least five percent during the past year. By comparison, 82 percent indicate profit growth in excess

# making the impossible, possible

## end-to-end supply chain solutions

next flight out transportation • sameday delivery  
service parts logistics • warehousing & distribution • freight management



At Network Global Logistics, we pride ourselves on the reliability of our services. We offer a 99.5% on-time arrival rate measured to the minute. For us, 1 minute late is late. We are flexible in providing our customers with solutions to their specific challenges. Our information technology is a competitive advantage by ensuring real-time visibility and control for our customers.

With over 500 Forward Stocking Locations worldwide and more than 4 million square feet of distribution centers at end-of-runway, Network Global Logistics is your answer for third party logistics where and when you need it.

**rapid, reliable, flexible, scalable**

**866-938-1809**  
**www.nglog.com**



**network**  
global logistics

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

of five percent, down from 85 percent in 2013. Asset-based service providers face strong headwinds investing in equipment and technology, as well as recruiting and retaining new talent. These costs are negatively impacting the bottom line.

To compensate, 3PLs are turning over stones looking for new business, whether through acquisition, targeting verticals ripe for growth (notably healthcare, chemicals, and apparel), focusing on emerging markets, or sizing up smaller companies and scaling solutions accordingly. They are also using technology – proprietary or private label – to expand their value and attract new customers, as well as cross-sell different solutions to existing clients.

“Customers want more services and better visibility for the same cost,” says one 3PL survey respondent. “Technology is becoming increasingly important in delivering key metrics.”

This is a critical pivot point. 3PLs are leveraging this IT play to push their solutions capabilities. As big data continues to saturate the space, shippers are looking for partners that can help capture, analyze, and execute against this wealth of information. Cloud-based solutions provide networking possibilities that expand a 3PL’s scale. And the integration with customer processes and data only strengthens the relationship.

Because software integration increases visibility, clients no longer fear losing control over their networks. “They realize that a strategic logistics partner can operate as an extension of their existing infrastructure,” says one 3PL. “With increased regulation, volatile market conditions, and capacity concerns, shippers are forced to evaluate their relationship models. As a result, we are seeing a demand for strategic outsourced solutions at the forefront of our business relations.”

The technology piece is critical,

especially as shippers court new service providers. To point, 56 percent of 3PL survey respondents name technology investment as the most important challenge they face in today’s market—second only to capacity (see Figure 1). By contrast,

only 12 percent of surveyed shippers identify technology strategy and implementation as a foremost challenge (see Figure 2). Instead, they are turning to IT developers—and, increasingly, 3PLs—to fill this void.

FIGURE 1 What is the greatest challenge 3PLs face?



FIGURE 2 What is the greatest challenge shippers face?



# Come to Jersey and get exactly what you want.

## Guest Check

SERVER	TABLE	GUESTS	CHECK NUMBER
			984796
✓	Warehousing		
✓	Transportation Management		
✓	Value Added Services		
✓	Fulfillment		
✓	Inventory Management		
		TAX	
	Thank You	TOTAL	



609.860.1010  
PortJersey.com



WAREHOUSING • TRANSPORTATION  
ORGANIC CERTIFIED  
AIB SUPERIOR • FDA REGISTERED



Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

Some 3PLs have developed their own homegrown solutions; others are secondary channels for IT companies to deliver best-in-class solutions to end users. Apart from manufacturing (93 percent), consider that warehousing, carriers, and other service providers (87 percent) are the top industry target for 3PLs, trumping even retail (86 percent). Especially with regards to brokerage operations, technology has become a commodity.

As far as specific technologies, EDI (95 percent) and transportation management systems (87 percent) have become standard offerings for most service providers: the former a means for sharing data and connecting networks; the latter a tool for assessing, benchmarking, and improving transportation operations. Optimization (68 percent) and freight payment/claims/auditing tools (63 percent) are other popular options—the latter up eight percent compared to 2013.

Notably, the survey shows a sizable spike in 3PLs that provide customer or supplier relationship management solutions (71 percent in 2014, compared to 59 percent one year ago). This is indicative of the premium 3PLs and their clients place on customer service and support, and the efficacy of using cloud networking to deploy these types of solutions.

In much the same way logistics technology has democratized supply chain management—lowering barriers of entry and raising levels of competency—logistics outsourcing is trending in a similar direction. Large global 3PLs and second-tier regional players have focused greater attention on small and medium-sized businesses (SMBs)—recognizing this remains an untapped segment.

The growth of e-commerce and entrepreneurial-minded businesses has similarly stoked new demand for logistics and supply chain execution capabilities.

Seventy-six percent of 3PLs say they target companies of all sizes, while nine percent serve large companies exclusively, 13 percent medium-sized businesses, and two percent smaller organizations.

## Reassessing Assets

The past several years have seen a clear bifurcation within the 3PL space, triggered by the explosion of non-asset-based freight brokers. The lines have blurred in terms of what defines a 3PL. Where transportation and warehousing assets once dominated the trade, freight brokers now flaunt technology, talent, and the “capacity” to match multiple mode requirements.

The recession hit asset-based carriers and 3PLs hard, leading to much attrition within the industry. Some even scaled back their fleets in favor of following an asset-light approach.

The 2012 federal highway funding authorization, which requires agents to carry a \$75,000 surety bond, triggered greater contraction in the brokerage industry. Moreover, private equity investment continues to feed a ravenous mergers and acquisitions market.

Following 2013 data, 46 percent of surveyed 3PLs pass as non-asset-based service providers, compared to 12 percent that are purely asset-based, and 43 percent that identify themselves as both.

As capacity tightens and freight rates continue to rise, the spot market is seeing more activity. Shippers and carriers are leveraging brokerages to shop rates, find space, and maximize assets. The 3PL segment has always been typecast as countercyclical. But brokers are evergreen.

Still, capacity concerns and a looming driver shortage are slowly swinging the pendulum toward asset-based intermediaries. “As capacity tightens, we’ve seen a considerable shift by customers and prospects requesting asset-based fleets only,

rather than non-asset brokers,” notes one service provider.

Indeed, 67 percent of 3PLs cite capacity as their biggest challenge moving forward—compared to 55 percent last year—trumping technology investment (56 percent); rising operational costs (55 percent); regulations (55 percent); and finding, training, and retaining qualified labor (51 percent) as top priorities.

## Transportation Rates

As capacity tightens and freight rates rise, shippers are looking for opportunities to pull costs out of the supply chain. Transportation is a recurring pain point. Accordingly, 63 percent of surveyed shippers cite cutting transport costs as their primary challenge—easily surpassing business process improvement (32 percent), customer service improvement (31 percent), supply chain visibility (22 percent), inventory management (20 percent), and finding, retaining, and training qualified labor (20 percent).

Transportation is a burning platform for shippers looking for areas to optimize. Tactical problems often prompt more prescriptive supply chain solutions. 3PLs steward this progression. Often, the hardest leap for companies is seeing the bigger picture, and understanding how different functions impact one another. The fact that shippers value business process improvement so highly—in 2012 only 22 percent identified this as a challenge—suggests they are looking more broadly at ways to improve the supply chain.

For both asset-based 3PLs and freight brokers, truckload services remains the sweet spot, with 98 percent of surveyed companies indicating as much. This is followed by LTL (95 percent), intermodal (90 percent), rail (83 percent), and dedicated contract carriage (68 percent).





**Dedicated Contract Carriage. And Logistics Management. And Warehousing. And more. That's Integrated Solutions—handled for you by Ruan.**

And. That's a word you will hear a lot when you talk to Ruan about Integrated Solutions. Dedicated Contract Carriage (DCC) and Logistics. Warehouse Management and Subassembly. Supply Chain Optimization and Certified Brokerage Services. Integrated Solutions encompasses it all, providing our customers the ideal combination of asset- and non-asset-based solutions that get your products from point A to point B safely and efficiently.

Our customer partnerships are based on trust, flexibility and integrity, and we use a consultative approach to design efficient supply chain solutions

that create lasting value — regardless of the solutions you choose. Ruan provides you the best of both worlds, delivering services designed to guarantee load coverage and manage carriers, mode selection and warehousing. These services are coupled with advanced technology to provide industry-leading supply chain event management and workflow, rich analytics, quarterly KPI reporting and a sophisticated transportation planning engine.

That's Integrated Solutions — creating the optimal supply chain you need to be more competitive — handled by Ruan.



TO START TAKING ADVANTAGE OF THE POWER OF "AND",  
CALL (866) 782-6669 OR VISIT [WWW.RUAN.COM](http://WWW.RUAN.COM).



The number of 3PLs providing rail services has increased 13 percent compared to 2013. Dedicated services jumped seven percent—which is to be expected, especially as capacity grows tight.

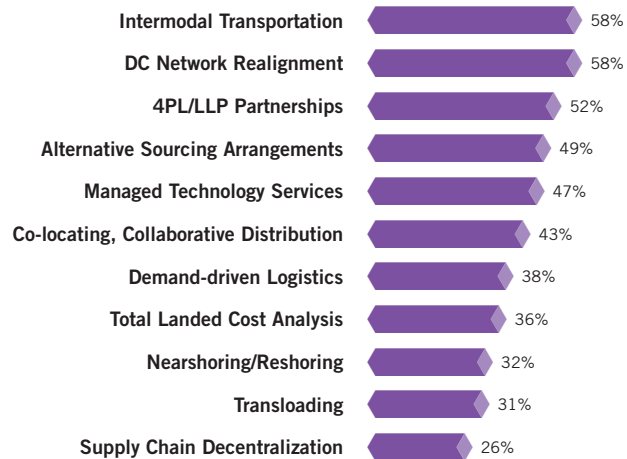
That more 3PLs provide rail/intermodal solutions speaks to the cost and capacity considerations shippers are dealing with. In fact, intermodal transportation tops the list of outsourcing strategies (see Figure 3), according to 58 percent of service providers. That’s a seven-percent bump over 2013 figures.

“With the volatile market during the first quarter of 2014, shippers of all types are working hard to acquire as much capacity as possible to allow for possible disruptions,” explains one survey respondent. “This presents an opportunity for 3PLs to display their broad expertise, and provide real value back to those customer relationships.”

Mixing modes offers one ideal opportunity for shippers to engage 3PLs, find efficiencies, and reduce costs. But it’s not the only way. How companies align their domestic distribution networks similarly impacts mode selection and transportation costs. As global sourcing and selling dynamics grow more fluid, and demand responsiveness accelerates, shippers have to look at the totality of their distribution footprint.

Fifty-eight percent of service providers point to DC network realignment as an important strategy for doing business—compared to 48 percent in 2013—followed by 4PL/lead logistics provider partnerships (52 percent), alternative sourcing arrangements (49 percent), managed technology services (47 percent), and co-locating/collaborative distribution (43 percent). Companies are incented to look beyond transportation, and increase visibility between different functions to find areas for improvement.

FIGURE 3 **What strategies are shippers and 3PLs using to manage current challenges?**



## Changing DC Dynamics

While pricing and capacity concerns direct shipper attention to the transportation side, there is equal need for action elsewhere in the DC network. Companies can drive only so much cost out of the supply chain from better asset utilization. And a litany of market and regulatory issues are forcing shippers to consider 3PL outsourcing.

Fifty-five percent of logistics service providers view regulation as a top challenge. Hours-of-Service and CSA rules are here to stay—so, too, are the costs these regulatory provisions bring to the market. Driver recruitment has become a significant expenditure, which conflates with rising operational costs. Shippers share, and often outsource, these anxieties. That’s part of the 3PL’s expanding value proposition.

Other market forces come into play as well. E-commerce growth, the omnichannel dilemma, and last-mile urgency add further complexity and cost. The percentage of 3PLs that specifically target

e-commerce is only increasing—this year 60 percent, up five percent from 2013. Shipper expectations for time-definite shipping and above-and-beyond customer service hold no bounds. This forces retailers, wholesalers, and even manufacturers to rethink how they manage their distribution networks.

It’s little wonder, then, that DC network realignment and collaborative distribution services are popular strategies. 3PLs offering network realignment services jumped 10 percent compared to 2013; those providing co-sharing-type services increased seven percent. Shippers are more willing to share resources and capacity with other shippers on the supply side—even when there are competitive stakes—simply to reduce costs.

Planning DC strategy is contingent on unique industry requirements. But one commonality is that companies need flexibility. Far too many variables are at play in today’s market—whether new sourcing locations, import/export points, shifting consumer demographics, supply chain



# Connecting the World



In a dynamic world, the only constant is change. Getting the supply chain right becomes the key to growth and success in global markets. Yusen Logistics provides robust solutions to speed your products to market, with unparalleled expertise in high-volume handling and multiple movements on land, sea and air.

Find out more by calling us today at **(800) 414-3895** or visiting us on the web:

[www.us.yusen-logistics.com](http://www.us.yusen-logistics.com)



**Yusen Logistics**

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

disruptions, fuel prices—to rely on a fixed network of facilities.

Many companies have turned to 3PLs as part of this strategy, using third-party resources that have specific functional or geographic capabilities to create more latitude. The change in the past several years from functional cost outsourcing to variable cost risk aversion is notable.

Companies are also moving toward using more, smaller distribution facilities—even brick-and-mortar retail locations—to get closer to consumers and reduce costly transportation moves. Omni-channel’s rapid evolution, and the acceleration of last-mile expectations, only raise the importance of tactical competencies.

Especially with regards to DC strategy—what types of facilities, how many, and where—each company approaches channel management in a different way. The market needs to mature before any tried-and-true standard operating protocol develops.

## Emerging Markets

As companies address transportation and distribution planning, they similarly need to consider “big picture” supply chain scope—where they manufacture/source product, and where they sell. For many U.S.-based companies over the past decade, the balance has tipped toward import-centric sourcing. That is now changing.

Apart from functional capabilities, many 3PLs also provide global coverage. As U.S. companies look farther afield to grow brand awareness, and extend top-line projections, an obvious outsourcing synergy develops. Following 2013 data, more shipper respondents are challenged by expanding to new markets to sell into (17 percent) than source from (13 percent).

Consuming populations in other parts

## 3PLs UP CLOSE

*Inbound Logistics’ annual 3PL survey captures insights about how today’s logistics service providers are operating, and the capabilities they offer. Here’s a look at the services and specialties that fuel 3PL operations.*

### ASSET BASED OR NON-ASSET BASED

Non-asset-based	46%
Asset-based	12%
Both	43%

### INDUSTRIES SERVED

Manufacturing	93%
Transportation (incl. 3PLs, warehousing, carriers, int’l. trade)	87%
Retail	86%
Wholesale	82%
e-Business	60%
Services/Government	56%

### VERTICAL SPECIALIZATION

Consumer Packaged Goods (CPG)	83%
Food & Beverage	80%
Electronics	72%
Construction & Building Materials	68%
Apparel/Textile	64%
Automotive	64%
Healthcare	60%
Furniture	58%
Chemicals	57%
Grocery	53%
Agriculture	45%
Oil & Gas	39%
Aerospace	37%
Trade Show	35%
Renewable Energy (wind & solar)	34%

### CERTIFICATIONS

SmartWay	61%
C-TPAT	45%
ISO	42%
Six Sigma	27%
Lean	24%
AIB	21%
ICCA	7%

### LOGISTICS SERVICES & CAPABILITIES

Inbound Logistics	92%
Integrated Logistics	81%
Inventory Management	72%
JIT	69%
Vendor Management	68%
LLP/4th-Party Logistics	68%
Logistics Process Reengineering	60%
Payment Auditing/Processing	56%
Shared Services (co-locating, collaborative distribution, etc.)	54%
Global Trade Services	38%

### TRANSPORTATION SERVICES & CAPABILITIES

Truckload	98%
LTL	95%
Intermodal	90%
Rail	83%
Ocean	68%
Dedicated Contract Carriage	68%
Air Cargo	67%
Small Package	56%
Bulk	54%
Final Mile	49%
Equipment/Drivers	36%
Fleet Acquisition	19%

### WAREHOUSING SERVICES & CAPABILITIES

Crossdocking	82%
Transloading	71%
Pick/Pack, Subassembly	69%
Fulfillment	67%
Vendor Managed Inventory	63%
DC Management	60%
Site Selection	55%

### SPECIAL SERVICES

Logistics/Transportation Consulting	89%
Direct to Store	73%
Reverse Logistics/Product Lifecycle Management	67%
Import/Export/Customs	64%
Sustainability/Green Logistics	57%
Marketing/Customer Service	46%
Foreign Trade Zone	41%
Direct to Home	38%
Contingency/Crisis Planning	36%
Labor Management	31%
Security Analysis	12%
Global Expansion (sourcing and selling)	8%

### TECHNOLOGY/WEB SERVICES & CAPABILITIES

EDI	95%
TMS	87%
Visibility	75%
Customer Relationship Management/Supplier Relationship Management	71%
Optimization	68%
Freight Payment/Claims/Auditing	63%
WMS	62%
Cloud-based Solutions	60%
Wireless/RFID	50%
Sustainability	43%
ERP	40%
Predictive Analytics	28%
Global Trade Management	26%





**He sees  
his life's work.**

## **We see improved control of critical logistics working overtime.**

When it comes to finding the cracks in high-demand, complex supply chains, LynnCo digs deep into every facet of your logistics process. Our solutions are comprehensive, dynamic, and completely tailored to your needs. We believe the only way for you to provide your product at it's 100% is if you get our 100%.

**Look deeper into supply chain efficiency today.  
Visit [www.lynnco-scs.com](http://www.lynnco-scs.com) or call 866.872.3264.**



*Enhancing performance of complex supply chains*

**Got 3PL challenges?**

Get **free** expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

of the world – notably Asia – are growing fast, and present ripe opportunities for both manufacturers and retailers to expand their presence. The proliferation of e-commerce similarly affords more options. Companies don't necessarily need a physical location if they have the right business model and third-party logistics partner in place.

But a large gap separates multinationals and SMBs. 3PLs that are increasingly targeting small companies can leverage assets on the ground in other parts of the world – as well as customs brokerage capabilities, carrier alliances, and technology – to bring new customers into the fold. For many 3PLs, this is becoming an expectation.

Only 14 percent of service providers identify global coverage as a challenge. Ninety-one percent of 3PLs serve the North American market, while 18 percent operate exclusively in the United States (see Figure 4). On the shipper side, 77 percent outsource in North America (compared to 63 percent in 2013) and 39 percent in the United States alone (compared to 30 percent in 2013). Mexico's growing share in the NAFTA trade is likely responsible for this emerging trend, especially as nearshoring competitiveness brings manufacturing back to the Americas.

Asia continues to rank as the top region for 3PL operations (44 percent), outdistancing Europe (43 percent), Southeast Asia and India (41 percent), and South America (40 percent). The Middle East/North Africa (33 percent), and Eastern Europe/Russia-Europe (34 percent) follow accordingly. There is little change in terms of the countries where 3PLs operate. As developing economies mature, Eastern Europe/Russia and South America are prime targets.

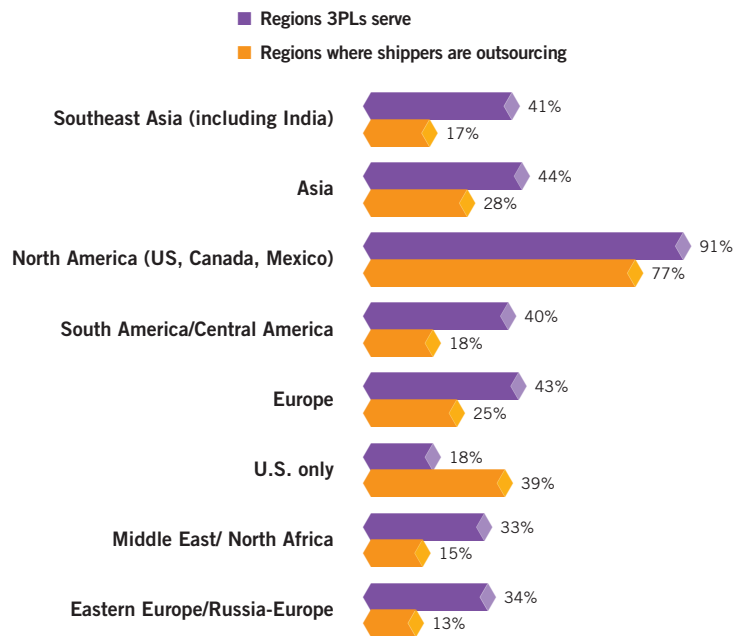
Notwithstanding the current

geo-political climate in Russia, the country is projected to become Europe's largest consuming population by 2020. Doing business in Russia is difficult, and necessarily requires third-party assistance. Certain areas of South America present similar opportunities and obstacles as both sourcing and selling targets. Any 3PL that operates in Brazil needs to have customs

and Eastern Europe/Russia (13 percent).

North America's manufacturing competitiveness, which has received a shot in the arm thanks to more affordable energy resources and Asian inflation, gives shippers plenty of options as they plot their global roadmaps. Thirty-six percent of 3PL respondents identify total landed cost analysis as an emerging strategy for

FIGURE 4 Geographic scope



brokerage chops to deal with labyrinthine rules and regulations. Completion of the Panama Canal will bring even greater focus on the region.

From the shipper side, survey respondents report similar global leanings. Asia and Europe are top outsourcing destinations, according to 28 percent and 25 percent of respondents respectively, followed by South America (18 percent), Southeast Asia and India (17 percent), Middle East/North Africa (15 percent),

their customers (compared to 31 percent in 2013). Nearshoring/reshoring – which no doubt serves as a business development trigger for domestic outsourcing activity – receives similar consensus (32 percent).

As the North American energy market continues to develop, sourcing strategies will shift significantly. But, manufacturers and retailers will also eye opportunities to sell into some of these emerging global markets. A more export-oriented mindset



*Join in our passion™*



Flagship Logistics Group is a partnership-driven supply chain provider to more than 11,300 shippers throughout North America.

**We partner with both customers and carriers!**

The partnerships we have made with quality carriers, who are all rigorously screened and under contract, have helped us maintain double digit growth while remaining cost competitive. They have helped us provide our customers with an on-time ratio that consistently exceeds 99% with a primary focus on temperature controlled less-than-truckload (LTL) shipments.

**(855) 492-4211**

**[CustomerCare@FlagshipLG.com](mailto:CustomerCare@FlagshipLG.com)**

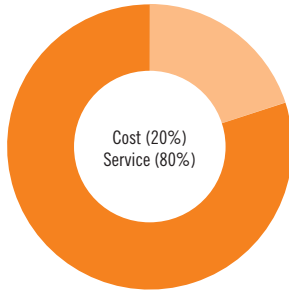
**[FlagshipFoodGroup.com/Logistics](http://FlagshipFoodGroup.com/Logistics)**

**Got 3PL challenges?**

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

FIGURE 5  
What's most important?

Shippers say



presents different challenges for shippers, especially small and medium-sized businesses that are new to the game.

## Service vs. Cost

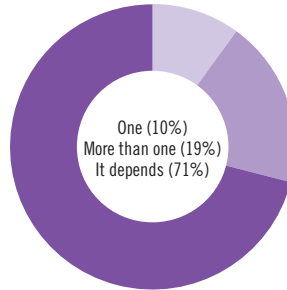
When the U.S. economy tanked in 2008, the cost vs. service pendulum swung away from service as shippers became myopically focused on squeezing as much inefficiency and waste as possible out of the supply chain. 3PLs willingly embraced the challenge because it fed their business model. That austerity mindset has stuck. But as capacity tightens, and freight costs rise, pricing becomes less negotiable.

Shippers are losing leverage as carriers and asset-based 3PLs gain the upper hand. So, they are now rallying around customer service. This year's research documents an interesting change in perception: 80 percent of shipper respondents value customer service over cost when measuring a 3PL's value (see Figure 5). This represents a 16-percent jump from 2013, and clearly reflects changing sentiment in the market.

Perhaps Pareto's 80/20 business axiom has new meaning as companies recognize the risk of poor customer service. When costs are passed along, and consumers and/or business partners are paying more, that leaves less room for exceptions.

FIGURE 6  
Should shippers partner with one 3PL or more than one?

3PLs say



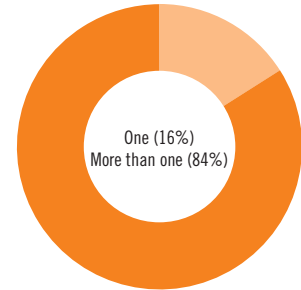
A more service-oriented shipper mindset plays into the 3PL value proposition, especially for asset-based service providers that have long lobbied customers to consider the importance of partnership. Now, more than ever, that advice resonates.

Fifty-one percent of shippers cite poor customer service as the number-one reason for botched outsourcing partnerships, followed by failed expectations (25 percent), and cost (nine percent), among other considerations. These results suggest that companies are willing to pay for quality service. Partnerships built around financial metrics are fraught with risk.

This hyper-focus on service and quality is segmenting the 3PL industry. There's

FIGURE 7  
How many 3PLs do you use?

Shippers say



no shortage of service providers with specialized capabilities, whether by vertical, geography, or function. Shippers have myriad options. The day of single-sourcing all transportation and logistics activities to one partner has largely passed. The risk of over-promising capabilities and failing to deliver is too great.

Accordingly, 90 percent of 3PLs (88 percent in 2013) say customers should consider partnering with more than one service provider, while only 10 percent feel customers should work with one partner (see Figure 6). Shipper respondents share a common view—84 percent use more than one 3PL, while only 16 percent have found a one-stop-shop solution (see Figure 7). ■

## 2014 TOP 100 3PLs

*Inbound Logistics'* Top 100 Third-Party Logistics Providers list, as selected by *IL* editors, complements *3PL Perspectives*. This annual list celebrates logistics service providers that are at the top of their game, while detailing the broad array of services and solutions they provide.

Pulling together this list of Top 100 3PLs demands a great deal of due diligence. More than 250 companies submitted questionnaires for consideration this year, and *IL* editors conducted a careful analysis of surveys, phone interviews, and online research to qualify and vet these selections.

After you process *3PL Perspectives* and parse 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? Let us know. Email: [editor@inboundlogistics.com](mailto:editor@inboundlogistics.com)



## ***Ever better.™ That's Ryder.***

**What does it mean to be *Ever better*?** It means starting when everyone else stops, digging in when others let up, and delivering solutions that help cut costs, crank up profits, and turn record quarters into record years.

At Ryder, it's not just our job to be *Ever better*, it's our job to make your business *Ever better*. That's why when you partner with us, you can be confident that our combined experience and expertise can not only help your business run better, but also help it thrive. Discover how outsourcing with us can improve your fleet management and supply chain performance at [ryder.com](http://ryder.com).

FLEET MANAGEMENT | SUPPLY CHAIN SOLUTIONS



Ryder and the Ryder logo are registered trademarks of Ryder System, Inc. Copyright © 2014 Ryder System, Inc. Ever better is a trademark of Ryder System, Inc.

**Got 3PL challenges?**

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

COMPANY PHONE WEB ADDRESS	ASSET- OR NON-ASSET BASED		AREAS SERVED					MKTS. SERVED					LOGISTICS SERVICES													
	ASSET-OR	NON-ASSET BASED	ISO	ASIA/SOUTHEAST ASIA	MIDDLE EAST/NORTH AFRICA	EUROPE/EASTERN EUROPE/RUSSIA	SOUTH/CENTRAL AMERICA	US/CANADA/MEXICO	US ONLY	MANUFACTURING	RETAIL/WHOLESALE	E-BUSINESS	SERVICE INDUSTRIES/GOVERNMENT	TRANSPORTATION	VERTICAL SPECIALIZATION(S)	LLP/4TH PARTY LOGISTICS	INTEGRATED LOGISTICS	JIT	GLOBAL TRADE SERVICES	INBOUND LOGISTICS	LOGISTICS PROCESS REENGINEERING	PAYMENT AUDITING/PROCESSING	INVENTORY MANAGEMENT	VENDOR MANAGEMENT	SHARED SERVICES	
<b>A.N. Deringer</b> 888-612-6239 anderinger.com	N	●		●	●	●	●	●	●	●	●	●	●	●	AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, HEALTH, O&G, PHARMA, TRADE	●	●	●	●	●	●	●	●	●	●	●
<b>A&amp;R Global Logistics</b> 800-584-1325 artransport.com	N	●		●		●	●	●	●	●			●	●	CHEM, CONS, O&G	●	●			●	●					
<b>Agility</b> 714-617-6300 agility.com	B	●	●	●	●	●	●	●	●	●	●	●	●	●	APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, FURN, HEALTH, O&G, PHARMA, TRADE	●	●	●	●	●	●	●	●	●	●	●
<b>AIT Worldwide Logistics</b> 800-323-6649 aitworldwide.com	N	●		●	●	●	●	●	●	●	●	●	●	●	AERO, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, HEALTH, O&G, PHARMA, TRADE	●	●	●	●	●	●	●	●	●	●	●
<b>Alliance Shippers</b> 708-802-7000 alliance.com	B	●	●	●	●	●	●	●	●	●	●	●	●	●	AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, F&B, FURN, GROC			●	●	●		●		●		
<b>Americold</b> 678-441-1400 americold.com	A	●		●			●	●	●	●			●	●	AGRI, CPG, F&B, GROC		●		●	●	●	●	●	●	●	●
<b>APL Logistics</b> 866-896-2005 apllogistics.com	B	●		●	●	●	●	●	●	●	●	●	●	●	AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, HEALTH, O&G, PHARMA, TRADE	●	●	●	●	●	●	●	●	●	●	●
<b>Atlanta Bonded Warehouse</b> 678-264-2720 atlantabonded.com	A						●	●	●	●	●	●	●	●	AGRI, CHEM, CPG, F&B, GROC, HEALTH, PHARMA	●	●	●		●	●	●	●	●	●	●
<b>BDP International</b> 215-629-8900 bdpinternational.com	N	●		●	●	●	●	●	●	●			●	●	APP, CHEM, CONS, CPG, ELEC, HEALTH, O&G, PHARMA	●	●		●					●		
<b>Bender Group</b> 800-621-9402 bendergroup.com	B	●						●	●	●			●	●	APP, AUTO, CHEM, CONS, CPG, ELEC, F&B, FURN, HEALTH, PHARMA	●	●	●	●	●	●		●			
<b>BNSF Logistics</b> 855-481-9658 bnsflogistics.com	N	●	●	●	●	●	●	●	●	●	●	●	●	●	AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, HEALTH, O&G, PHARMA, TRADE	●	●	●	●	●	●	●	●	●	●	●
<b>C.H. Robinson</b> 952-683-3950 chrobinson.com	N	●	●	●	●	●	●	●	●	●	●	●	●	●	AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, HEALTH, O&G, PHARMA, TRADE	●	●	●	●	●	●	●	●	●	●	●
<b>Cardinal Health Integrated Logistics</b> 614-757-9228 yourhealthcare3PL.com	B	●		●		●			●	●			●	●	HEALTH	●	●	●	●			●	●		●	
<b>Cardinal Logistics Management</b> 704-789-2000 cardlog.com	B							●	●	●				●	AGRI, AUTO, CHEM, CONS, CPG, ELEC, F&B, FURN, GROC, HEALTH, PHARMA	●	●		●	●	●	●	●			
<b>CaseStack</b> 855-638-3500 casestack.com	N	●			●			●	●	●			●	●	APP, CONS, CPG, ELEC, F&B, FURN, HEALTH, PHARMA, TRADE	●	●		●				●	●	●	







Search the Top 100 and more than 100 additional companies online. [inboundlogistics.com/find-a-3pl](http://inboundlogistics.com/find-a-3pl)

**AERO** Aerospace  
**AGRI** Agriculture  
**APP** Apparel & Textiles  
**AUTO** Automotive  
**CHEM** Chemicals  
**CONS** Construction/Bldg. Mat'ls

**CPG** Consumer Packaged Goods  
**ELEC** Electronics  
**ENER** Renewable Energy  
**F&B** Food & Beverage  
**FURN** Furniture  
**GROC** Grocery

**HEALTH** Healthcare  
**O&G** Oil & Gas  
**PHARMA** Pharmaceuticals  
**TRADE** Trade Show

TRANSPORTATION SERVICES														WAREHOUSING SERVICES						SPECIAL SERVICES											TECHNOLOGY/WEB SERVICES																			
SMALL PACKAGE	AIR CARGO	LTL	TRUCKLOAD	INTERMODAL	OCEAN	RAIL	BULK	DCC/FLEET ACQUISITION	EQUIPMENT/DRIVERS	FINAL MILE	PICK/PAK, SUB-ASSEMBLY	CROSSDOCKING	DC MANAGEMENT	SITE SELECTION	TRANSLOADING	VENDOR MANAGED INVENTORY	FULFILLMENT	DIRECT TO STORE	DIRECT TO HOME	FOREIGN TRADE ZONE	IMPORT/EXPORT/CUSTOMS	REVERSE LOGS/PRODUCT LIFECYCLE MGMT	MARKETING/CUSTOMER SERVICE	GLOBAL EXPANSION	CONTINGENCY/CRISIS PLANNING	LOGISTICS/TRANSPORTATION CONSULTING	LABOR MANAGEMENT	GREEN LOGISTICS	CLOUD-BASED SOLUTIONS	CUSTOMER/SUPPLIER MANAGEMENT	EDI	ERP	FREIGHT PAYMENT/CLAIMS/AUDITING	GLOBAL TRADE MANAGEMENT	OPTIMIZATION	PREDICTIVE ANALYTICS	SUSTAINABILITY	TMS	VISIBILITY	WMS										
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
		●	●	●	●	●	●			●																●	●				●	●		●	●	●	●					●	●	●	●	●				
	●	●	●				●				●	●	●	●	●	●	●	●	●	●	●	●	●							●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

# INBOUND LOGISTICS TOP 100 3PL<sup>®</sup> PROVIDERS 2014

COMPANY PHONE WEB ADDRESS	ASSET- OR NON-ASSET BASED	C-TPAT	ISO	AREAS SERVED						MKTs. SERVED					VERTICAL SPECIALIZATION(S)	LOGISTICS SERVICES																				
				ASIA/SOUTHEAST ASIA	MIDDLE EAST/NORTH AFRICA	EUROPE/EASTERN EUROPE/RUSSIA	SOUTH/CENTRAL AMERICA	US/CANADA/MEXICO	US ONLY	MANUFACTURING	RETAIL/WHOLESALE	E-BUSINESS	SERVICE INDUSTRIES/GOVERNMENT	TRANSPORTATION		LLP/4TH PARTY LOGISTICS	INTEGRATED LOGISTICS	JIT	GLOBAL TRADE SERVICES	INBOUND LOGISTICS	LOGISTICS PROCESS REENGINEERING	PAYMENT AUDITING/PROCESSING	INVENTORY MANAGEMENT	VENDOR MANAGEMENT	SHARED SERVICES											
<b>CEVA Logistics</b> 800-888-4949 cevalogistics.com	B	•		•	•	•	•	•		•	•	•	•	•	•	AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, HEALTH, O&G, PHARMA, TRADE	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
<b>ChemLogix</b> 630-579-8200 chemlogix.com	N	•		•	•	•	•	•		•	•				•	AGRI, AUTO, CHEM, CONS, ELEC, F&B, O&G	•	•				•	•	•	•	•										
<b>Columbian Logistics Network</b> 888-609-8542 columbianlogistics.com	B									•	•	•	•	•		APP, AUTO, CHEM, CPG, ELEC, F&B, FURN, GROC, HEALTH, PHARMA	•	•	•			•	•	•	•	•	•	•	•	•	•	•	•	•	•	
<b>Comprehensive Logistics</b> 734-276-8670 complog.com	B	•	•	•			•			•	•	•	•	•	•	AERO, AGRI, AUTO, CHEM, CPG, ELEC, F&B	•	•	•			•	•	•	•	•	•	•	•	•	•	•	•	•	•	
<b>Corporate Traffic Logistics</b> 800-787-2334 corporate-traffic.com	B			•	•	•	•	•		•	•	•	•	•	•	APP, CONS, CPG, ELEC, F&B, FURN, GROC, HEALTH, TRADE	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
<b>Coyote Logistics</b> 773-365-8983 coyote.com	N		•					•		•	•			•	•	AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, HEALTH, O&G, PHARMA		•	•			•	•	•	•	•	•	•	•	•	•	•	•	•	•	
<b>Crowley Logistics</b> 800-342-8226 crowley.com	B	•	•	•	•	•	•	•		•	•			•	•	AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, HEALTH, O&G, PHARMA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
<b>CRST Logistics</b> 866-721-5647 crst.com	B							•		•	•	•	•	•	•	AGRI, AUTO, CONS, CPG, F&B, HEALTH, PHARMA, TRADE	•	•				•	•	•	•	•	•	•	•	•	•	•	•	•	•	
<b>CT Logistics</b> 216-267-2000 ctllogistics.com	B		•					•		•	•	•	•	•	•	APP, AUTO, CHEM, CONS, CPG, F&B, FURN, GROC, HEALTH	•	•	•			•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
<b>Damco</b> 973-514-5236 damco.com	N	•	•	•	•	•	•	•		•	•	•	•	•	•	APP, CHEM, CPG, ELEC, FURN, PHARMA	•	•				•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
<b>DB Schenker</b> 516-377-3000 dbschenkerusa.com	N	•	•	•	•	•	•	•		•	•	•	•	•	•	AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, HEALTH, O&G, PHARMA, TRADE	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
<b>Dependable Distribution Centers</b> 800-544-3909 godependable.com	B	•		•	•	•	•	•		•	•	•	•	•	•	AERO, AGRI, APP, AUTO, CONS, CPG, ELEC, ENER, F&B, FURN, HEALTH		•				•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
<b>Distribution Technology</b> 704-587-5587 distributiontechnology.com	A	•						•		•	•	•	•	•	•	APP, CHEM, CPG, ELEC, F&B, GROC, PHARMA	•	•	•			•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
<b>DSC Logistics</b> 847-390-6800 dsclogistics.com	B	•	•					•		•	•	•	•	•	•	APP, CPG, ELEC, F&B, FURN, GROC, HEALTH, PHARMA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
<b>Dupré Logistics</b> 800-356-3659 duprelogistics.com	B							•		•	•	•	•	•	•	AGRI, AUTO, CHEM, CONS, CPG, ENER, F&B, GROC, O&G	•	•	•			•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
<b>Echo Global Logistics</b> 800-354-7993 echo.com	N	•						•		•	•	•	•	•	•	AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, HEALTH, O&G, PHARMA, TRADE	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
<b>England Logistics</b> 801-656-4718 englandlogistics.com	N							•		•	•	•	•	•	•	AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, HEALTH, O&G, PHARMA, TRADE		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•





Search the Top 100 and more than 100 additional companies online. [inboundlogistics.com/find-a-3pl](http://inboundlogistics.com/find-a-3pl)

AERO Aerospace  
 AGRI Agriculture  
 APP Apparel & Textiles  
 AUTO Automotive  
 CHEM Chemicals  
 CONS Construction/Bldg. Mat'ls

CPG Consumer Packaged Goods  
 ELEC Electronics  
 ENER Renewable Energy  
 F&B Food & Beverage  
 FURN Furniture  
 GROC Grocery

HEALTH Healthcare  
 O&G Oil & Gas  
 PHARMA Pharmaceuticals  
 TRADE Trade Show

TRANSPORTATION SERVICES

WAREHOUSING SERVICES

SPECIAL SERVICES

TECHNOLOGY/WEB SERVICES

SMALL PACKAGE	AIR CARGO	LTL	TRUCKLOAD	INTERMODAL	OCEAN	RAIL	BULK	DCC/FLEET ACQUISITION	EQUIPMENT/DRIVERS	FINAL MILE	PICK/PACK, SUB-ASSEMBLY	CROSSDOCKING	DC MANAGEMENT	SITE SELECTION	TRANSLOADING	VENDOR MANAGED INVENTORY	FULFILLMENT	DIRECT TO STORE	DIRECT TO HOME	FOREIGN TRADE ZONE	IMPORT/EXPORT/CUSTOMS	REVERSE LOGS/PRODUCT LIFECYCLE MGMT	MARKETING/CUSTOMER SERVICE	GLOBAL EXPANSION	CONTINGENCY/CRISIS PLANNING	LOGISTICS/TRANSPORTATION CONSULTING	LABOR MANAGEMENT	GREEN LOGISTICS	CLOUD-BASED SOLUTIONS	CUSTOMER/SUPPLIER MANAGEMENT	EDI	ERP	FREIGHT PAYMENT/CLAIMS/AUDITING	GLOBAL TRADE MANAGEMENT	OPTIMIZATION	PREDICTIVE ANALYTICS	SUSTAINABILITY	TMS	VISIBILITY	WMS														
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●										
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●									
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●								
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●								
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●								
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●								
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●								
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●							
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●						
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●						
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●					
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

COMPANY PHONE WEB ADDRESS	ASSET- OR NON-ASSET BASED	AREAS SERVED						MKTs. SERVED					VERTICAL SPECIALIZATION(S)	LOGISTICS SERVICES										
		C-TPAT	ISO	ASIA/SOUTHEAST ASIA	MIDDLE EAST/NORTH AFRICA	EUROPE/EASTERN EUROPE/RUSSIA	SOUTH/CENTRAL AMERICA	US/CANADA/MEXICO	US ONLY	MANUFACTURING	RETAIL/WHOLESALE	E-BUSINESS		SERVICE INDUSTRIES/GOVERNMENT	TRANSPORTATION	LLP/4TH PARTY LOGISTICS	INTEGRATED LOGISTICS	JIT	GLOBAL TRADE SERVICES	INBOUND LOGISTICS	LOGISTICS PROCESS REENGINEERING	PAYMENT AUDITING/PROCESSING	INVENTORY MANAGEMENT	VENDOR MANAGEMENT
<b>Evans Distribution Systems</b> 313-388-3200 evansdist.com	B	●					●	●	●	●	●	●	AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, HEALTH	●	●	●	●			●	●			
<b>Exel/DHL Supply Chain</b> 800-272-1052 exel.com	N	●	●	●	●	●	●	●	●	●	●	●	AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, HEALTH, O&G, PHARMA	●	●	●	●	●	●	●	●	●	●	●
<b>Expeditors</b> 206-674-3400 expeditors.com	N	●	●	●	●	●	●	●	●	●	●		AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, HEALTH, O&G, PHARMA	●	●	●	●	●	●	●	●	●	●	●
<b>FedEx SupplyChain</b> 469-524-6938 fedex.com/us/supply-chain	B	●		●	●	●	●	●	●	●		●	AERO, AUTO, ELEC, HEALTH	●	●	●	●	●	●	●	●	●	●	
<b>Fidelitone Logistics</b> 800-475-0917 fidelitone.com	A							●	●	●	●	●	CONS, CPG, ELEC, F&B, FURN, HEALTH, TRADE		●	●		●			●	●	●	
<b>GENCO</b> 800-378-9671 genco.com	N	●	●					●	●	●	●	●	APP, CONS, CPG, ELEC, F&B, FURN, GROC, HEALTH, PHARMA	●	●	●	●	●	●	●	●	●	●	●
<b>Geodis Wilson</b> 732-362-0600 geodiswilson.com	N	●	●	●	●	●	●	●	●	●		●	AERO, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, FURN, HEALTH, O&G, PHARMA	●	●	●	●	●	●	●	●	●	●	●
<b>Hellmann Worldwide Logistics</b> 305-406-4500 hellmann.net	N	●	●	●	●	●	●	●	●	●	●	●	AGRI, APP, AUTO, CHEM, ELEC, ENER, F&B, HEALTH, O&G, PHARMA	●	●	●	●	●			●	●		
<b>Ingram Micro</b> 714-566-1000 ingrammicro.com	N	●		●	●	●	●	●	●	●	●	●	AERO, CPG, ELEC, HEALTH		●	●	●	●	●	●	●	●	●	●
<b>Inmar Supply Chain Network</b> 800-765-1277 inmar.com	N				●			●		●		●	AERO, APP, AUTO, CHEM, CONS, ELEC, F&B, GROC, HEALTH, PHARMA, TRADE	●						●	●			
<b>J.B. Hunt</b> 479-820-0000 jbhunt.com	B							●	●	●	●	●	AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, HEALTH, O&G, PHARMA	●	●	●	●			●	●	●	●	●
<b>Jacobson Companies</b> 515-265-6171 jacobsonco.com	B	●	●					●	●	●	●	●	AGRI, CHEM, CPG, ELEC, F&B, GROC, O&G	●	●	●	●	●			●	●		
<b>Kane Is Able</b> 888-356-KANE kaneisable.com	B							●	●	●		●	CPG, F&B, GROC, HEALTH		●						●		●	
<b>Kenco</b> 800-758-3289 kencogroup.com	B	●						●	●	●	●	●	APP, AUTO, CONS, CPG, ELEC, F&B, FURN, GROC, HEALTH, PHARMA	●	●	●	●	●	●	●	●	●	●	●
<b>Koch Logistics</b> 651-999-8513 kochlogistics.com	B	●		●	●	●	●	●	●	●		●	APP, CONS, CPG, ELEC, F&B, FURN, HEALTH	●	●	●	●	●			●	●	●	●
<b>Kuehne + Nagel</b> 201-413-5500 kuehne-nagel.com	B	●	●	●	●	●	●	●	●	●	●	●	AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, HEALTH, O&G, PHARMA, TRADE	●	●	●	●	●	●	●	●	●	●	●
<b>Landstar System</b> 877-696-4507 landstar.com	N	●	●	●	●	●	●	●	●	●	●	●	AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, HEALTH, O&G, PHARMA	●	●	●	●	●			●	●	●	●





Search the Top 100 and more than 100 additional companies online.  
[inboundlogistics.com/find-a-3pl](http://inboundlogistics.com/find-a-3pl)

AERO Aerospace  
 AGRI Agriculture  
 APP Apparel & Textiles  
 AUTO Automotive  
 CHEM Chemicals  
 CONS Construction/Bldg. Mat'l's

CPG Consumer Packaged Goods  
 ELEC Electronics  
 ENER Renewable Energy  
 F&B Food & Beverage  
 FURN Furniture  
 GROC Grocery

HEALTH Healthcare  
 O&G Oil & Gas  
 PHARMA Pharmaceuticals  
 TRADE Trade Show

TRANSPORTATION SERVICES										WAREHOUSING SERVICES							SPECIAL SERVICES									TECHNOLOGY/WEB SERVICES																												
SMALL PACKAGE	AIR CARGO	LTL	TRUCKLOAD	INTERMODAL	OCEAN	RAIL	BULK	DCC/FLEET ACQUISITION	EQUIPMENT/DRIVERS	FINAL MILE	PICK/PACK, SUB-ASSEMBLY	CROSSDOCKING	DC MANAGEMENT	SITE SELECTION	TRANSLOADING	VENDOR MANAGED INVENTORY	FULFILLMENT	DIRECT TO STORE	DIRECT TO HOME	FOREIGN TRADE ZONE	IMPORT/EXPORT/CUSTOMS	REVERSE LOGS/PRODUCT LIFECYCLE MGMT	MARKETING/CUSTOMER SERVICE	GLOBAL EXPANSION	CONTINGENCY/CRISIS PLANNING	LOGISTICS/TRANSPORTATION CONSULTING	LABOR MANAGEMENT	GREEN LOGISTICS	CLOUD-BASED SOLUTIONS	CUSTOMER/SUPPLIER MANAGEMENT	EDI	ERP	FREIGHT PAYMENT/CLAIMS/AUDITING	GLOBAL TRADE MANAGEMENT	OPTIMIZATION	PREDICTIVE ANALYTICS	SUSTAINABILITY	TMS	VISIBILITY	WMS														

COMPANY PHONE WEB ADDRESS	ASSET- OR NON-ASSET BASED			AREAS SERVED						MKTS. SERVED					VERTICAL SPECIALIZATION(S)	LOGISTICS SERVICES									
	ASSET- C-TPAT ISO	OR NON-ASSET BASED		ASIA/SOUTHEAST ASIA	MIDDLE EAST/NORTH AFRICA	EUROPE/EASTERN EUROPE/RUSSIA	SOUTH/CENTRAL AMERICA	US/CANADA/MEXICO	US ONLY	MANUFACTURING	RETAIL/WHOLESALE	E-BUSINESS	SERVICE INDUSTRIES/GOVERNMENT	TRANSPORTATION		LLP/4TH PARTY LOGISTICS	INTEGRATED LOGISTICS	JIT	GLOBAL TRADE SERVICES	INBOUND LOGISTICS	LOGISTICS PROCESS REENGINEERING	PAYMENT AUDITING/PROCESSING	INVENTORY MANAGEMENT	VENDOR MANAGEMENT	SHARED SERVICES
<b>LEGACY Supply Chain Services</b> 800-361-5028 LEGACYscs.com	B	●	●	●	●	●	●	●	●	●	●	●	●	●	APP, AUTO, CPG, ELEC, F&B, FURN, GROC, HEALTH, PHARMA	●	●	●	●	●	●	●	●	●	●
<b>LeSaint Logistics</b> 630-243-5950 lesaint.com	B							●		●	●	●	●		CHEM, CPG, ELEC, F&B, FURN, HEALTH		●		●	●	●	●	●	●	●
<b>Logistics Management Solutions</b> 800-355-2153 lmslogistics.com	N					●		●		●	●		●		AGRI, AUTO, CHEM, CONS, CPG, F&B, HEALTH, O&G, PHARMA	●	●	●		●	●	●	●	●	●
<b>Lynden</b> 888-596-3361 lynden.com	B	●	●	●	●	●	●	●		●	●		●		AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, HEALTH, O&G, PHARMA, TRADE	●	●	●	●	●	●	●	●	●	●
<b>LynnCo Supply Chain Solutions</b> 866-872-3264 lynnco-scs.com	N			●		●		●		●	●				AERO, AGRI, APP, AUTO, CONS, CPG, FURN, O&G	●	●	●	●	●	●	●	●	●	●
<b>Mallory Alexander</b> 800-257-8464 mallorygroup.com	N	●	●	●	●	●	●	●		●	●	●	●		AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, HEALTH, O&G, PHARMA, TRADE	●	●	●	●	●	●	●	●	●	●
<b>Matson Logistics</b> 925-887-6237 matson.com	B		●					●		●	●	●	●		CPG, F&B	●	●		●	●	●	●	●	●	●
<b>MD Logistics</b> 317-838-8900 mdlogistics.com	B	●		●	●	●	●	●		●	●	●	●		APP, CPG, ELEC, HEALTH, PHARMA	●	●	●	●	●		●	●	●	●
<b>Menlo Logistics</b> 415-486-2649 menlogistics.com	N	●	●	●		●	●	●		●	●	●	●		AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, F&B, FURN, HEALTH, O&G, PHARMA	●	●	●	●	●	●	●	●	●	●
<b>Murphy Warehouse</b> 612-623-1200 murphywarehouse.com	B		●					●		●	●	●	●		AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, HEALTH, PHARMA, TRADE	●	●	●	●	●	●	●	●	●	●
<b>National Retail Systems</b> 201-330-1900 NationalRetailSystems.com	A							●		●	●		●		APP, AUTO, CONS, CPG, ELEC, F&B, FURN, GROC, PHARMA, TRADE		●	●		●		●	●	●	●
<b>Neovia Logistics</b> 469-513-7000 neovalogistics.com	B	●	●	●	●	●	●	●		●	●	●	●		AERO, AGRI, APP, AUTO, CONS, CPG, ELEC, ENER, HEALTH, O&G	●	●	●	●	●	●	●	●	●	●
<b>New Breed Logistics</b> 866-463-9273 newbreed.com	N	●	●			●		●		●	●	●	●		AERO, AGRI, APP, AUTO, CPG, ELEC, ENER, F&B, FURN, HEALTH, O&G	●	●	●	●	●	●	●	●	●	●
<b>NFI</b> 877-NFI-3777 nfiindustries.com	B	●	●	●			●	●		●	●	●	●		AERO, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, GROC	●	●	●	●	●	●	●	●	●	●
<b>ODW Logistics</b> 614-497-1660 odwlogistics.com	B	●						●		●	●		●		APP, AUTO, CPG, ELEC, F&B, GROC, HEALTH		●	●		●		●	●	●	●
<b>Odyssey Logistics &amp; Technology</b> 203-448-3900 odysseylogistics.com	B	●	●	●	●	●	●	●		●	●	●	●		AGRI, APP, CHEM, CONS, F&B, O&G	●	●		●	●	●	●	●	●	●
<b>OHL</b> 615-401-6400 ohl.com	A	●	●	●	●	●	●			●	●		●		APP, CHEM, CPG, ELEC, F&B, GROC, HEALTH, PHARMA	●		●	●	●	●	●	●	●	●





Search the Top 100 and more than 100 additional companies online. [inboundlogistics.com/find-a-3pl](http://inboundlogistics.com/find-a-3pl)

AERO Aerospace  
 AGRI Agriculture  
 APP Apparel & Textiles  
 AUTO Automotive  
 CHEM Chemicals  
 CONS Construction/Bldg. Mat'ls

CPG Consumer Packaged Goods  
 ELEC Electronics  
 ENER Renewable Energy  
 F&B Food & Beverage  
 FURN Furniture  
 GROC Grocery

HEALTH Healthcare  
 O&G Oil & Gas  
 PHARMA Pharmaceuticals  
 TRADE Trade Show

TRANSPORTATION SERVICES

SMALL PACKAGE  
 AIR CARGO  
 LTL  
 TRUCKLOAD  
 INTERMODAL  
 OCEAN  
 RAIL  
 BULK  
 DCC/FLEET ACQUISITION  
 EQUIPMENT/DRIVERS  
 FINAL MILE

WAREHOUSING SERVICES

PICK/PAK, SUB-ASSEMBLY  
 CROSSDOCKING  
 DC MANAGEMENT  
 SITE SELECTION  
 TRANSLOADING  
 VENDOR MANAGED INVENTORY  
 FULFILLMENT

SPECIAL SERVICES

DIRECT TO STORE  
 DIRECT TO HOME  
 FOREIGN TRADE ZONE  
 IMPORT/EXPORT/CUSTOMS  
 REVERSE LOGS/PRODUCT LIFECYCLE MGMT  
 MARKETING/CUSTOMER SERVICE  
 GLOBAL EXPANSION  
 CONTINGENCY/CRISIS PLANNING  
 LOGISTICS/TRANSPORTATION CONSULTING  
 LABOR MANAGEMENT  
 GREEN LOGISTICS

TECHNOLOGY/WEB SERVICES

CLOUD-BASED SOLUTIONS  
 CUSTOMER/SUPPLIER MANAGEMENT  
 EDI  
 ERP  
 FREIGHT PAYMENT/CLAIMS/AUDITING  
 GLOBAL TRADE MANAGEMENT  
 OPTIMIZATION  
 PREDICTIVE ANALYTICS  
 SUSTAINABILITY  
 TMS  
 VISIBILITY  
 WMS

Company	SMALL PACKAGE	AIR CARGO	LTL	TRUCKLOAD	INTERMODAL	OCEAN	RAIL	BULK	DCC/FLEET ACQUISITION	EQUIPMENT/DRIVERS	FINAL MILE	PICK/PAK, SUB-ASSEMBLY	CROSSDOCKING	DC MANAGEMENT	SITE SELECTION	TRANSLOADING	VENDOR MANAGED INVENTORY	FULFILLMENT	DIRECT TO STORE	DIRECT TO HOME	FOREIGN TRADE ZONE	IMPORT/EXPORT/CUSTOMS	REVERSE LOGS/PRODUCT LIFECYCLE MGMT	MARKETING/CUSTOMER SERVICE	GLOBAL EXPANSION	CONTINGENCY/CRISIS PLANNING	LOGISTICS/TRANSPORTATION CONSULTING	LABOR MANAGEMENT	GREEN LOGISTICS	CLOUD-BASED SOLUTIONS	CUSTOMER/SUPPLIER MANAGEMENT	EDI	ERP	FREIGHT PAYMENT/CLAIMS/AUDITING	GLOBAL TRADE MANAGEMENT	OPTIMIZATION	PREDICTIVE ANALYTICS	SUSTAINABILITY	TMS	VISIBILITY	WMS								
1	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●						
2	●		●	●	●				●			●	●	●	●	●	●	●	●	●		●	●				●	●	●	●	●		●	●	●	●	●		●	●	●	●	●	●					
3		●	●	●	●	●	●	●	●	●	●											●	●					●	●	●	●	●		●	●	●	●	●	●	●	●	●	●	●	●				
4	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
5	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
6	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
7	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
8	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
9	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
10	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			
11	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			
12	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			
13	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
14	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
15	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
16	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
17	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
18	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
19	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
20	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

# TOP 100 3PL<sup>®</sup> PROVIDERS 2014

**ASSET KEY**  
**A** Asset-based  
**N** Non-asset Based  
**B** Both

COMPANY PHONE WEB ADDRESS	ASSET- OR NON-ASSET BASED		AREAS SERVED					MKTs. SERVED					VERTICAL SPECIALIZATION(S)	LOGISTICS SERVICES										
	C-TPAT	ISO	ASIA/SOUTHEAST ASIA	MIDDLE EAST/NORTH AFRICA	EUROPE/EASTERN EUROPE/RUSSIA	SOUTH/CENTRAL AMERICA	US/CANADA/MEXICO	US ONLY	MANUFACTURING	RETAIL/WHOLESALE	E-BUSINESS	SERVICE INDUSTRIES/GOVERNMENT		TRANSPORTATION	LLP/4TH PARTY LOGISTICS	INTEGRATED LOGISTICS	JIT	GLOBAL TRADE SERVICES	INBOUND LOGISTICS	LOGISTICS PROCESS REENGINEERING	PAYMENT AUDITING/PROCESSING	INVENTORY MANAGEMENT	VENDOR MANAGEMENT	SHARED SERVICES
<b>Penske Logistics</b> 800-529-6531 PenskeLogistics.com	B	● ●	●	●	●	●		●	●	●	●	●	AGRI, AUTO, CHEM, CONS, CPG, ELEC, F&B, FURN, GROC, HEALTH, PHARMA	●	●	●	●	●	●	●	●	●	●	●
<b>Performance Team</b> 866-775-5120 performanceteam.net	B	●		●			●	●	●			●	APP, AUTO, CPG, ELEC, FURN	●	●	●	●	●	●	●	●	●	●	●
<b>Pilot Freight Services</b> 610-891-8160 pilotdelivers.com	B	● ●	●	●	●	●	●	●	●	●	●	●	AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, HEALTH, O&G, PHARMA, TRADE	●	●	●	●	●	●	●	●	●	●	●
<b>Port Jersey Logistics</b> 609-495-1123 portjersey.com	B						●	●	●	●	●	●	CONS, CPG, ELEC, F&B, GROC, HEALTH	●	●			●	●	●	●	●	●	●
<b>Port Logistics Group</b> 973-249-1230 PortLogisticsGroup.com	B						●	●	●		●	●	APP, AUTO, CONS, CPG, ELEC, F&B, FURN	●	●	●		●	●	●	●	●	●	●
<b>ProTrans</b> 317-240-4100 protrans.com	N	● ●					●	●				●	AERO, AUTO, ELEC, FURN, HEALTH, PHARMA	●	●	●		●	●	●	●	●	●	●
<b>Regal Logistics</b> 866-300-5580 regallogistics.com	A	●					●	●	●	●	●	●	APP, CHEM, CPG, ELEC, FURN		●			●	●	●	●	●	●	●
<b>RMX Global Logistics</b> 888-824-7365 rmxglobal.com	B						●	●	●			●	F&B, GROC	●		●		●	●	●				
<b>RR Donnelley/DLS Worldwide</b> 877-744-3818 dls-ww.com	N		●	●	●	●	●	●	●			●	APP, CONS, CPG, ELEC, F&B, FURN, PHARMA, TRADE					●						●
<b>Ruan</b> 866-782-6669 ruan.com	B	●					●	●				●	AGRI, AUTO, CHEM, CONS, CPG, F&B, FURN, GROC, HEALTH	●	●	●		●	●	●	●	●	●	●
<b>Ryder</b> 888-887-9337 ryder.com	B	● ●	●				●	●	●			●	AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, HEALTH, O&G, PHARMA	●	●	●	●	●	●	●	●	●	●	●
<b>Saddle Creek Logistics Services</b> 888-878-1177 sclogistics.com	B	●					●	●	●			●	AERO, APP, CONS, CPG, ELEC, ENER, F&B, GROC, HEALTH	●	●	●		●	●	●	●	●	●	●
<b>Schneider</b> 866-875-9046 schneider.com	B	● ●	●				●	●	●	●	●	●	AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, O&G, PHARMA, TRADE	●	●	●		●	●	●	●	●	●	●
<b>SDV International Logistics</b> 847-952-8050 sdv.com	N	● ●	●	●	●	●	●					●	AERO, APP, AUTO, CHEM, CONS, CPG, ELEC, F&B, HEALTH, O&G, PHARMA, TRADE	●	●		●	●	●	●	●	●	●	●
<b>SEKO Logistics</b> 630-919-4966 sekologistics.com	B	● ●	●	●	●	●	●	●	●	●	●	●	AERO, APP, AUTO, CHEM, CPG, ELEC, ENER, FURN, HEALTH, O&G, PHARMA, TRADE	●	●	●	●	●	●	●	●	●	●	●
<b>Syfan Logistics</b> 855-287-8485 syfanlogistics.com	B						●	●	●	●	●	●	APP, AUTO, CONS, CPG, ELEC, F&B, GROC, HEALTH, O&G, PHARMA, TRADE			●		●						
<b>syncreon</b> 248-377-4700 syncreon.com	N	●	●	●	●	●	●	●				●	AUTO, ELEC	●	●	●	●	●	●	●	●	●	●	●







Search the Top 100 and more than 100 additional companies online. [inboundlogistics.com/find-a-3pl](http://inboundlogistics.com/find-a-3pl)

**AERO** Aerospace  
**AGRI** Agriculture  
**APP** Apparel & Textiles  
**AUTO** Automotive  
**CHEM** Chemicals  
**CONS** Construction/Bldg. Mat'ls

**CPG** Consumer Packaged Goods  
**ELEC** Electronics  
**ENER** Renewable Energy  
**F&B** Food & Beverage  
**FURN** Furniture  
**GROC** Grocery

**HEALTH** Healthcare  
**O&G** Oil & Gas  
**PHARMA** Pharmaceuticals  
**TRADE** Trade Show

TRANSPORTATION SERVICES										WAREHOUSING SERVICES								SPECIAL SERVICES											TECHNOLOGY/WEB SERVICES																									
SMALL PACKAGE	AIR CARGO	LTL	TRUCKLOAD	INTERMODAL	OCEAN	RAIL	BULK	DCC/FLEET ACQUISITION	EQUIPMENT/DRIVERS	FINAL MILE	PICK/PACK, SUB-ASSEMBLY	CROSSDOCKING	DC MANAGEMENT	SITE SELECTION	TRANSLOADING	VENDOR MANAGED INVENTORY	FULFILLMENT	DIRECT TO STORE	DIRECT TO HOME	FOREIGN TRADE ZONE	IMPORT/EXPORT/CUSTOMS	REVERSE LOGS/PRODUCT LIFE CYCLE MGMT	MARKETING/CUSTOMER SERVICE	GLOBAL EXPANSION	CONTINGENCY/CRISIS PLANNING	LOGISTICS/TRANSPORTATION CONSULTING	LABOR MANAGEMENT	GREEN LOGISTICS	CLOUD-BASED SOLUTIONS	CUSTOMER/SUPPLIER MANAGEMENT	EDI	ERP	FREIGHT PAYMENT/CLAIMS/AUDITING	GLOBAL TRADE MANAGEMENT	OPTIMIZATION	PREDICTIVE ANALYTICS	SUSTAINABILITY	TMS	VISIBILITY	WMS														
●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●									
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●								
	●	●	●	●	●		●		●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●							
●	●	●	●	●				●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●						
●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●					
●	●	●	●	●				●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●					
●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
●	●	●	●	●				●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			
●	●	●	●	●				●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
●	●	●	●	●				●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
●	●	●	●	●				●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●				●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●				●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

COMPANY PHONE WEB ADDRESS	ASSET- OR NON-ASSET BASED		AREAS SERVED						MKTS. SERVED					LOGISTICS SERVICES											
	ASSET-OR	NON-ASSET	ASIA/SOUTHEAST ASIA	MIDDLE EAST/NORTH AFRICA	EUROPE/EASTERN EUROPE/RUSSIA	SOUTH/CENTRAL AMERICA	US/CANADA/MEXICO	US ONLY	MANUFACTURING	RETAIL/WHOLESALE	E-BUSINESS	SERVICE INDUSTRIES/GOVERNMENT	TRANSPORTATION	VERTICAL SPECIALIZATION(S)	LLP/4TH PARTY LOGISTICS	INTEGRATED LOGISTICS	JIT	GLOBAL TRADE SERVICES	INBOUND LOGISTICS	LOGISTICS PROCESS REENGINEERING	PAYMENT AUDITING/PROCESSING	INVENTORY MANAGEMENT	VENDOR MANAGEMENT	SHARED SERVICES	
<b>TransGroup Worldwide Logistics</b> 206-244-0330 transgroup.com	N	●	●	●	●	●	●	●	●	●	●	●	●	AERO, AGRI, APP, AUTO, CONS, CPG, ELEC, ENER, F&B, FURN, HEALTH, O&G, PHARMA, TRADE	●	●	●	●	●	●	●	●	●	●	●
<b>Transplace</b> 866-413-9266 transplace.com	N	●	●		●	●	●		●	●				APP, AUTO, CHEM, CONS, CPG, ELEC, F&B, FURN, GROC, HEALTH, O&G	●	●	●	●	●	●	●			●	●
<b>Transportation Insight</b> 828-485-5000 transportationinsight.com	N	●	●	●	●	●	●		●	●	●	●		AERO, AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, HEALTH, O&G, PHARMA, TRADE	●	●	●	●	●	●	●	●	●	●	●
<b>Tucker Company Worldwide</b> 856-317-9600 tuckerco.com	N	●	●		●	●	●		●	●	●	●		AERO, CHEM, CPG, ELEC, ENER, HEALTH, O&G, PHARMA, TRADE	●	●	●		●	●			●	●	
<b>UniGroup Logistics</b> 800-241-1323 unigrouplogistics.com	B	●	●	●	●	●	●		●	●		●		AERO, CONS, CPG, ELEC, FURN, HEALTH, TRADE	●	●	●	●	●	●			●	●	●
<b>Universal</b> 586-467-1457 goutsi.com	B	●	●				●		●	●	●	●		AERO, AGRI, AUTO, CONS, CPG, ELEC, ENER, F&B, FURN, HEALTH, O&G	●	●	●	●	●	●			●	●	●
<b>Unyson Logistics</b> 877-641-4892 unysonlogistics.com	N	●					●		●	●	●	●		AERO, APP, AUTO, CHEM, CONS, CPG, ELEC, F&B, FURN, HEALTH, O&G, PHARMA, TRADE	●	●	●	●	●	●	●	●	●	●	●
<b>UPS Supply Chain Solutions</b> 800-742-5877 ups.com	B	●	●	●	●	●	●		●	●	●	●		AERO, APP, AUTO, CONS, CPG, ELEC, ENER, F&B, FURN, HEALTH, O&G, PHARMA, TRADE	●	●		●	●	●	●	●	●	●	●
<b>UTi Worldwide</b> 562-552-9400 go2uti.com	B	●	●	●	●	●	●		●	●	●	●		AERO, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, HEALTH, O&G, PHARMA	●	●	●	●	●	●	●	●	●	●	●
<b>Vantix Logistics</b> 972-364-2339 vantixlogistics.com	B						●		●	●	●	●		CPG, F&B, GROC	●		●						●	●	●
<b>Verst Group Logistics</b> 859-485-1212 verstgroup.com	A	●					●		●	●	●	●		AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, F&B, FURN, GROC, HEALTH, O&G, PHARMA		●	●	●	●	●	●	●	●	●	●
<b>Wagner Logistics</b> 816-421-3520 wagnerlogistics.com	B						●		●	●	●	●		APP, CPG, F&B, FURN, GROC	●	●	●	●					●	●	●
<b>Weber Logistics</b> 855-469-3237 weberlogistics.com	B						●		●	●	●	●		APP, CHEM, CONS, CPG, ELEC, F&B, GROC, O&G, PHARMA		●	●	●	●				●	●	●
<b>Werner Enterprises</b> 800-228-2240 werner.com	A	●	●	●	●	●	●		●	●		●		AGRI, APP, AUTO, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, O&G	●	●	●	●	●	●	●	●	●	●	●
<b>WSI (Warehouse Specialists, Inc.)</b> 920-831-3700 wsinc.com	B	●					●		●	●		●		AGRI, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, GROC, O&G	●	●	●	●	●	●	●	●	●	●	●
<b>XPO Logistics</b> 855-744-7976 xpologistics.com	B	●	●	●	●	●	●		●	●	●	●		AGRI, APP, AUTO, CONS, CPG, ELEC, F&B, FURN, GROC, HEALTH, O&G, PHARMA, TRADE	●	●	●	●	●	●	●	●	●	●	●
<b>Yusen Logistics</b> 800-414-3895 us.yusen-logistics.com	N	●	●	●	●	●	●		●	●	●	●		AERO, APP, AUTO, CHEM, CONS, CPG, ELEC, ENER, F&B, FURN, HEALTH, PHARMA	●	●		●	●				●	●	





Search the Top 100 and more than 100 additional companies online.  
[inboundlogistics.com/find-a-3pl](http://inboundlogistics.com/find-a-3pl)

AERO Aerospace  
 AGRI Agriculture  
 APP Apparel & Textiles  
 AUTO Automotive  
 CHEM Chemicals  
 CONS Construction/Bldg. Mat'ls

CPG Consumer Packaged Goods  
 ELEC Electronics  
 ENER Renewable Energy  
 F&B Food & Beverage  
 FURN Furniture  
 GROC Grocery

HEALTH Healthcare  
 O&G Oil & Gas  
 PHARMA Pharmaceuticals  
 TRADE Trade Show

TRANSPORTATION SERVICES										WAREHOUSING SERVICES							SPECIAL SERVICES										TECHNOLOGY/WEB SERVICES																										
SMALL PACKAGE	AIR CARGO	LTL	TRUCKLOAD	INTERMODAL	OCEAN	RAIL	BULK	DCC/FLEET ACQUISITION	EQUIPMENT/DRIVERS	FINAL MILE	PICK/PACK, SUB-ASSEMBLY	CROSSDOCKING	DC MANAGEMENT	SITE SELECTION	TRANSLOADING	VENDOR MANAGED INVENTORY	FULFILLMENT	DIRECT TO STORE	DIRECT TO HOME	FOREIGN TRADE ZONE	IMPORT/EXPORT/CUSTOMS	REVERSE LOGS/PRODUCT LIFECYCLE MGMT	MARKETING/CUSTOMER SERVICE	GLOBAL EXPANSION	CONTINGENCY/CRISIS PLANNING	LOGISTICS/TRANSPORTATION CONSULTING	LABOR MANAGEMENT	GREEN LOGISTICS	CLOUD-BASED SOLUTIONS	CUSTOMER/SUPPLIER MANAGEMENT	EDI	ERP	FREIGHT PAYMENT/CLAIMS/AUDITING	GLOBAL TRADE MANAGEMENT	OPTIMIZATION	PREDICTIVE ANALYTICS	SUSTAINABILITY	TMS	VISIBILITY	WMS													
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•							
		•	•	•	•	•	•					•		•	•	•					•	•					•		•		•	•	•						•	•	•		•	•	•								
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•						
		•	•	•	•	•	•					•																																									
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•						
		•	•	•	•	•	•					•																																									
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•					
		•	•	•	•	•	•					•																																									
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•				
		•	•	•	•	•	•					•																																									
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•			
		•	•	•	•	•	•					•																																									
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		
		•	•	•	•	•	•					•																																									
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
		•	•	•	•	•	•					•																																									





## ***Smoothe*r operations. That's Ryde**r.

Specialized capabilities and proactive services—that's what allows us to continuously optimize supply chain operations and cut inbound logistics costs by up to 15%. Discover how outsourcing with us can improve your fleet management and supply chain performance at [ryder.com](http://ryder.com).

FLEET MANAGEMENT | SUPPLY CHAIN SOLUTIONS



Ryder and the Ryder logo are registered trademarks of Ryder System, Inc. Copyright © 2014 Ryder System, Inc. Ever better is a trademark of Ryder System, Inc.

**Got 3PL challenges?**

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

READERS' CHOICE

TOP 10 3PL

# EXCELLENCE AWARDS 2014

**W**hen a company's supply chain operations are firing on all cylinders, product flows through the distribution center without a hitch, shipments arrive on time, and customer satisfaction abounds. Such a finely tuned machine doesn't occur by accident — there's often a third-party logistics (3PL) provider standing by to tighten up the nuts and bolts, oil the gears, and keep operations humming like clockwork.

For many shippers, 3PL relationships represent a vital supply chain component—a resource for accessing the right tools for every job.

Great 3PL partners offer constant support. “J.B. Hunt does everything possible to make my business successful,” says E.A., director of transportation.

They enable innovation and growth. “Transplace has transformed our business and allowed us to expand to other customers,” notes A.L., COO.

They're ready to act when the going gets tough. “Ryder is always there to help us whenever we have issues. Although these are few and far between, Ryder always comes up with the best solutions,” says R.H., director of operations.

And they provide laser-focused attention. “C.H. Robinson makes me feel like we are their only customer,” states M.R., plant administrator.

A successful shipper-3PL partnership is an engineering marvel, worthy of celebration. Our annual Readers' Choice Top 10 3PL Excellence survey gives *Inbound Logistics* readers a

chance to relate the ways in which 3PLs keep their supply chain operations running smoothly. More than 6,900 voters showed appreciation for their service providers, and the majority took the time to share their praise. (See *In Their Own Words for a selection of voter comments.*)

Survey respondents encompass the whole supply chain spectrum, representing small businesses, global leaders, and every type of business in between. Ranging from warehouse managers to CEOs, they work for household names such as Campbell Soup, PepsiCo, Hallmark Cards, Staples, JCPenney, Anheuser-Busch, AT&T, Sears, and Volkswagen—and they spend millions annually on logistics services. (See *About the Survey Respondents and Vote of Thanks on the following pages for more background on this year's voters.*)

Whether they partner with one 3PL or several, one trait shippers appreciate is adaptability. “Kenco has provided us with custom warehousing, transportation, and IT solutions. It provides unprovoked continuous improvements that make an impact,” explains S.S., global logistics analyst.

Reliability is another quality our readers hold in high esteem. “We have extremely difficult customers who require on-time delivery with white-glove service at low prices. SEKO always comes through,” reports M.F., controller.

For other shippers, resourcefulness is tops. “Landstar is able to source capacity in difficult situations,” says J.N., regional vice president.

More than anything, shippers value great service. Fifty-one percent of survey respondents say poor customer service is the reason 3PL partnerships

## AND THE WINNERS ARE

- |                                    |                                   |
|------------------------------------|-----------------------------------|
| 1<br>C.H. Robinson                 | 6<br>UPS                          |
| 2<br>Transplace                    | 7<br>Menlo                        |
| 3<br>Ryder                         | 8<br>Kenco                        |
| 4<br>(TIE) Echo<br>(TIE) J.B. Hunt | 9<br>(TIE) Landstar<br>(TIE) SEKO |
| 5<br>Penske                        | 10<br>Unyson                      |

READERS' CHOICE  
**TOP 10 3PL**  
**EXCELLENCE**  
**AWARDS 2014**

fail, and 80 percent would choose a 3PL that excels in customer service over one that delivers cost savings—even though 63 percent cite cutting transport costs as their greatest challenge.

But who says you can't have it all? "I have yet to find a 3PL that can beat Echo on both pricing and service," states M.W., assistant supply chain manager.

On the following pages, meet the 3PLs our readers rely on to keep their supply chain operations powered up, plugged in, and optimized for peak performance.

### 3PLs TO WATCH

These 3PLs did not receive enough votes to place on this year's Top 10 list, but they have a large following among our readers.

- BNSF Logistics
- APL Logistics
- Coyote Logistics
- Exel/DHL
- Unishippers
- Expeditors
- Total Quality Logistics
- FedEx Supply Chain
- Johanson Transportation Services
- Taylored Services
- Armada
- Swift Logistics
- Saddle Creek Logistics Services
- Yusen Logistics
- Universal

### ABOUT THE SURVEY RESPONDENTS

#### FUNCTION

Corporate Management	34%
Supply Chain/Purchasing/Supply Management	19%
Transportation/Traffic Management	12%
Logistics/Distribution	24%
Operations	11%

#### INDUSTRY

Manufacturing	38%
Retail/Wholesale	44%
Services or Government	18%

#### ANNUAL TRANSPORT/LOGISTICS SPEND

More than \$50 Million	23%
\$10-\$49 Million	43%
\$1-\$10 Million	21%
Less than \$1 Million	13%

#### SERVICES READERS BUY

Air Freight	48%
Motor Freight (TL/LTL)	75%
Ocean, Ocean Intermodal	38%
Rail, Rail Intermodal	46%
Small Package Delivery, Expedited, Express	65%
3PL, Contract Logistics	65%
Supply Chain Technology, Software/Systems	47%
Transportation Equipment	20%
Warehousing & DC Services	67%
Materials Handling Systems, Equipment, Forklifts	35%
Packaging/Labeling Systems	10%
International Shipping, Freight Forwarding	45%
Fleet Operations, Dedicated Contract Carriers	26%
Site, Port, or Facility Selection	29%

### IN THEIR OWN WORDS

#### A SAMPLING OF READER COMMENTS

"C.H. Robinson offers strength, experience, technology and customer service. Other 3PLs may offer one or two of these critical requirements—but not all equally." —G.G., logistics supervisor

"Transplace routinely exceeds our expectations." —M.H., vice president, materials and logistics

"Unyson manages our freight efficiently, cost effectively, and with 100-percent communication." —A.C., president

"Menlo is process-driven, with proven strategies in place for all aspects of the logistics process. Client satisfaction is key, and they ensure their corporate vision is consistent and well-communicated throughout the organization." —K.R., vice president of sales operations

"Kenco goes beyond operational excellence to provide thought leadership and a high level of customer service." —S.C., senior vice president

"Echo provides the highest level of service and support I have ever experienced in the industry." —D.P., shipping/logistics supervisor

"SEKO Logistics doesn't just take orders, but helps us optimize our logistics and gives us options." —B.C., director of operations

111th Attack Wing/PA Air National Guard • A.O. Smith • ABB • Abbott Nutrition • Ace Hardware Retail Support Center • ADCO Industries • ADM • AGC Automotive Americas • Air Liquide America Specialty Gases • AkzoNobel Functional Chemicals • Alcoa • Allison Transmission • Amtrak • Anheuser-Busch • Archer Daniels Midland • Archway Foods • Ashland Chemical • Associated Food Stores • AT&T • Audi America • Avery Dennison • Bacardi USA • Baldor Electric • Ball Corporation • Bank of America • BASF Corporation • Belk • Big Lots • Boeing • Boise Paper • Bosch Thermotechnologies • BP • Bridgestone Americas Tire • Brightstar • Brooklyn Brewery • Brown Shoe Company • Bumble Bee Foods • Bunge North America • Campbell Soup • Cargill • Catholic Charities • CenturyLink • Chia Company • Chicken Of The Sea • Chrysler • Cisco • Coastal Industries • Coca-Cola • Colgate Palmolive • Commerce Bank • ConAgra Foods • Corning Cable Systems • Coroplast • Covidien • Mallinckrodt • Cox Communications • CP3 Industries • Daimler Trucks North America • Deere & Company • Del Monte Foods • Do It Best • Dollar General • Dow Chemical • Eaton Corporation • Electrolux Major Appliances • Emerson • Emerson Climate Technologies • Energizer • Ericsson • Estee Lauder • Exide Technologies • Farmers Insurance • Fireman's Fund Insurance • Florida Power & Light • FMC Technologies • Ford Motor Company • Freddie Mac • Frito-Lay • Fusheng Industrial (Shanghai) Company • GE Capital • General Dynamics-OTS • General Electric • General Mills • General Motors • Genesys • Georgia Pacific • GlaxoSmithKline • GoPro • Grainger • Green Mountain Flavors • GSK • GTECH • Gump's • H.B. Fuller • Hallmark Cards • Hasbro • Henry Schein • Hershey Company • Hewlett Packard • Hillshire Brands • Hitachi Data Systems • Holiday Inn • Honeywell Genesis • Houghton Mifflin Harcourt • Howard Johnson's • Huawei Technologies • Husky Corporation • Hyundai Glovis • Produce • IKEA • Canada • Intermec Paper • JCPenney • Johnsonville • Green Mountain • Kohler • Kohls • Kooltronic • Kraco Foods • Kroger • Lockheed Martin • Star Chemical Improvement • Magid Glove • Manville Rubber Oil • Marshalls • McKesson Pharmacy • Foods • Mead • Lynch • Miami Company • Missouri Guard • Mitsubishi PolymerTrade • Company • Mopar • Nestle Professional

# TO ALL WHO VOTED... THANK YOU

Who votes for the Top 10 3PL Excellence Award winners? *Inbound Logistics* readers do, and they represent a range of industries and company sizes—from leading corporations to SMBs. This year, 6,900 of you cast ballots and shared praise for the third-party logistics providers that support your supply chain, logistics, and transportation operations, and keep your company globally competitive. Thanks to all who voted.

IBM • Idaho Fresh Imperial Tobacco • International • Johnson Controls Sausage • Keurig • Kimberly-Clark Distribution Center • Enterprises • Kraft Limited Brands • Aeronautics • Lone • Lowe's Home Lumber Liquidators • Mallinckrodt • Products • Marathon • Mattel Toys • Systems • McLain Johnson • Merrill Herald • Milliken & Army National International • Mitsui • Monsanto • Motorola • Navistar • Beverages •

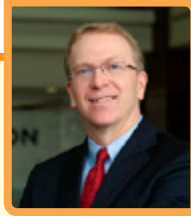
Nestle Purina • Nestle Waters North America Inc. • New Era Cap • New Jersey Air National Guard • Northrop Grumman Sperry Marine • Nova Medical Products • Novell • Oatey • Olin/Winchester • Omega Industries • Owens Corning • Pacific Blasting & Demolition • Patron Spirits Mexico SA de CV • Pentel • Pep Boys • PepsiCo • Performance Polymers • Pet Supplies Plus • Pfizer • Philips Lighting • Pitney Bowes • Pratt & Whitney • Princess Cruises • Publix Supermarkets • Puerto Rico Electric Power Authority • Quad Graphics • Ralphs Grocery • Ralston-Purina • Raytheon • Restoration Hardware • Rexall • Ricoh-USA • Robert Bosch Tool Corporation • Rockwell American • Rug Doctor • Samsung • Santa Barbara Pistachio • SAP • Save-A-Lot Stores • Schnucks Retail • Schweppes • Scotts Miracle-Gro • Sealed Air Corporation • Sears Holdings Corp. • Shaklee • Signature Brands • SKF USA • Smith & Wesson • Solvay Specialty Polymers • Spangler Candy • St. Francis Hospital • St. Luke's Hospital • Stanley Black & Decker • Staples • Starbucks • State of Missouri • Stryker Medical • Sumitomo Corporation of America • Sumitomo Demag Plastics Machinery • SUPERVALU • Swatch Group US Inc • Sysco Guest Supply • T-Mobile USA • Tandem Technologies • Target Corporation • Tennessee Valley Authority • Tequila Sauza • Teradyne • Toyota Motor Manufacturing • Toys R Us • Troy Industries • Tyson Worldwide • U.S. Army • U.S. Federal Reserve • U.S. Postal Service • Unilever Sri Lanka • United Airlines • United Brands Company • Verizon • Volkswagen • Vtech Communications • Vulcan Industries • W.R. Liggett • W.S. Badcock • Walgreens • Walmart • WD-40 Company • Welch's • Wendy's • West Marine Products • Weyerhaeuser • Whirlpool • YWCA • Zep

# EXCELLENCE AWARDS 2014

1

## C.H. Robinson

**WHY THEY WON:** "Honoring our commitments to customers is the core of our short- and long-



term growth plans, and C.H. Robinson continues to drive innovative services for our current and future customers with great people, technology, and services everywhere in the world," says **John Wiehoff, CEO** at Eden Prairie, Minn.-based C.H. Robinson.

Customers are impressed with the 3PL's offerings. "We selected C.H. Robinson's TMC Division because their global managed TMS and execution capabilities are innovative and unique options in the marketplace," says Jason Lunde, global process improvement and logistics director at Cummins Inc.

C.H. Robinson has no plans to rest on its laurels, however—it is continually working to create new solutions to serve its customers. "Price and service are still important, but those have become prerequisites to providing logistics services," Wiehoff explains. "Benchmarking, network modeling, and least-landed costs are allowing global companies to gain a competitive advantage."

### CLIENT ROSTER:

- Vizio
- Cummins
- Phillips 66 Company
- Shell
- Evergreen Packaging
- General Cable
- BJ's Wholesale Club
- BP
- Dole Foods
- John Deere

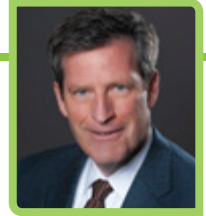
### CASE STUDY: TOSHIBA

With a global footprint and production system extending from Japan to China and Vietnam to Texas, the Motor Business Unit (MBU) of Toshiba International Corporation's Industrial Division depends on flawless logistics processes. With plans for the new Vietnam plant to ship up to 1.2 million motors annually to the global market, Toshiba needed a highly efficient, collaborative supply chain relationship to support its aggressive growth goals, and maintain service and quality standards. Outsourcing the entire unit's global transportation was an important decision. The C.H. Robinson team implemented a global collaborative logistics solution to improve visibility, supply chain processes, and customer service. Now Toshiba's MBU is outpacing its competition and increasing speed to market.

2

## Transplace

**WHY THEY WON:** Shippers rely on Frisco, Texas-based Transplace's supply chain



expertise and vision. "Transplace has a deep understanding of consumer product goods companies, and is able to deliver innovative technology that drives operational efficiency and cost savings," says John Mancinelli, director, customer operations, Welch's.

Transplace helps its customers manage capacity issues and cost pressures, says **CEO Thomas K. Sanderson**. "We have strategies for addressing these challenges, including supply chain network design, professional transportation procurement, effective execution against a routing guide, strategic carrier relationship development, conversion of truck to intermodal, collaborative transportation initiatives, and greater use of dedicated and regional capacity."



### CLIENT ROSTER:

- Anna's Linens
- Campbell Soup Company
- Cummins
- Diamond Foods
- Huhtamaki
- KMG Chemicals
- Sunny Delight
- Univar
- U.S. Gypsum
- Welch's

### CASE STUDY: CUMMINS INC.

Cummins Inc. designs, manufactures, distributes, and services power engines and related technologies. The company partnered with Transplace to drive collaborative service performance improvements and consistent cost savings for the company, as well as to provide visibility.

Cummins experienced a 170-percent return on investment since program inception, and savings of \$4.6 million through various inbound and outbound freight consolidation efforts, transportation contract sourcing, savings in expedited processes, and freight invoice audit procedures.





# EXCELLENCE AWARDS 2014

3

## Ryder

**WHY THEY WON:** "Ryder partners with us by understanding our needs, and executing against them," says one *IL* reader. "They make recommendations to us that save us money and improve service to our customers."

A wealth of services makes the Miami-based 3PL popular among voters: "Ryder is a very diversified organization offering much more than transportation management."

Readers also appreciate the company's professionalism. "Ryder treats our business as if it is theirs," one voter states. "They have knowledgeable leaders, and make sound decisions."

Ryder's vertical-focused solutions have won it a strong following in the aerospace and defense, consumer goods, energy and utilities, automotive, electronics, industrial manufacturing, and food and beverage industries. By focusing on Lean principles, Ryder helps its customers achieve truly transformative operations wrapped around supply chain solutions. Ryder team members draw on years of world-class transportation, logistics, and supply chain expertise and theory to develop and provide solutions that, while directly solving supply chain challenges, also act as a change agent to improve overall company operations for its customers.

*Inbound Logistics* readers voted Ryder to the Top 10 3PL Excellence Awards list every year since the survey launched in 1998—a testament to the company's longstanding tradition of service.

"Ryder has immersed itself in our culture, and works with us to provide the solutions we require," explains one *IL* voter.

"They offer exceptional customer service, top-notch equipment, knowledgeable teams, and quick service," states another of the 3PL's fans.

"Ryder just gets it done the right way," sums up a third shipper.

Other readers cite the 3PL's "proactive communication," "problem solving," "supply chain responsiveness," and "dependability."

TIE 4

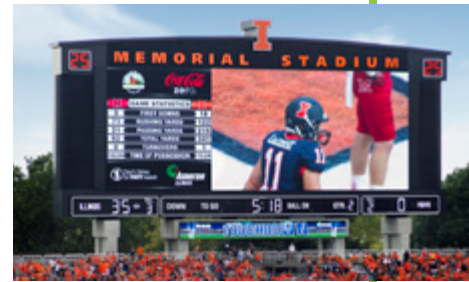
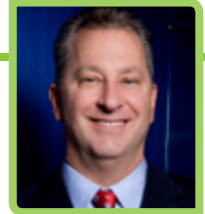
## Echo

**WHY THEY WON:** "Our managed transportation management services are designed for

companies that realistically aren't in a position to manage the complexities of their transportation network," explains Echo **CEO Doug Waggoner**. "We have added more service capabilities and coverage to meet our clients where they operate—locally, nationally, and internationally."

For Walter Gross, senior vice president, fulfillment services at direct response marketing company Guthy-Renker, the Chicago-based 3PL's solutions have been successful. "Echo has proven to be the expert in transportation management through its ability to react quickly to our growing domestic and international business needs," he says.

*IL* readers agree. "I never worry about my loads. I ask, and Echo fulfills. It's that simple," says one shipper.



### CLIENT ROSTER:

- Daymon Worldwide
- KX Technologies
- Greenheck
- EcoWater Systems
- Daktronics**
- Culligan
- Graver Technologies
- Surface Shields
- Samuel Strapping
- Guthy-Renker

### CASE STUDY: GUTHY-RENKER

Direct marketing company Guthy-Renker was looking for a transportation partner with strong technology to create more visibility across its supply chain, and allow all DCs and vendors to work on a single platform.

Echo integrated with Guthy-Renker's ERP system to allow its staff to focus on exception management, and let Echo handle the rest.

Through this partnership, Echo developed a Tier 1 carrier selection process to enhance its service experience, and react quickly to just-in-time requests. In addition to carrier selection, Echo has been able to automate its document collection and invoicing processes, provide consultation on cross-border documentation to minimize business risks, and establish streamlined communication with vendors.

READERS' CHOICE  
TOP 10 3PL

# EXCELLENCE AWARDS 2014

TIE  
**4**

## J.B. Hunt

**WHY THEY WON:** J.B. Hunt prides itself on being dynamic and flexible for any transportation



challenge or requirement across a multitude of industries. "Our integrated, multi-modal approach offers solutions that provide our customers with the value and confidence they expect from a premier 3PL provider," says **Shelley Simpson, chief marketing officer, executive vice president, and president of Integrated Capacity Solutions and Truck** at the Lowell, Ark.-based 3PL.

James House, vice president of supply chain at J.B. Hunt customer Mission Foods, relies on the 3PL to serve a demanding retail customer base. "J.B. Hunt provides a customized solution with a level of staffing and operating philosophy that delivers the on-time performance our network requires," House says.

### CLIENT ROSTER:

- Sam's Club
- Lowe's
- Georgia Pacific
- Kellogg's
- D&W Fine Pack
- Clorox
- General Mills
- Starbucks
- Goodyear
- Mission Foods
- Toyota

### CASE STUDY: MISSION FOODS

Mission Foods is the leading tortilla company in the United States, known for its products' quality and freshness. As such, Mission Foods' supply chain requires a responsive—yet flexible—logistics provider to ensure on-time reliability and high product integrity.

Mission Foods chose J.B. Hunt to be its single-source logistics partner to gain access to the most optimal and efficient transportation solutions available, and maintain high levels of service at the lowest cost possible. The 3PL provides fully encompassing logistics functions such as customer order optimization; routing and mode selection; scheduling and tracing; fleet and carrier management services; and integrated cost, accounting, and service reporting.

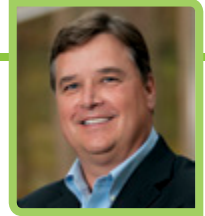
Each week, J.B. Hunt manages the transportation fulfillment of Mission Foods' more than 6,000 customer orders for an extensive network of independent distributors, large grocery retailers, and food service providers.



**5**

## Penske Logistics

**WHY THEY WON:** "Penske's solutions create win-win situations," says one *IL* reader.



Ken Whah, director of Whirlpool Corporation's North America distribution operations, concurs. "Penske's investment in a collaborative relationship and continuous improvement culture continues to pay dividends for both Whirlpool and Penske," he says. "Our Penske-managed sites have achieved excellent performance, while providing top-level customer service."

With reviews like that, it's no wonder the Reading, Pa., 3PL's business is on the rise. "Our total net revenues have increased 16 percent year-over-year, and across the company we are hiring truck drivers, engineers, and operators," reports **Marc Althen, Penske Logistics' President**. "In North America, we're seeing stronger economies in the United States and Canada, and the uptick in business opportunities for Mexico is encouraging. In South America, the climate is concerning, but steady.



Europe is improving, and we're observing growth in China. We are seeing more 3PL opportunities in the market as companies seek to streamline costs through outsourcing."

### CLIENT ROSTER:

- Ford
- BMW
- Kroger
- Cardinal Health
- Whirlpool

### CASE STUDY: PHARMACEUTICAL INDUSTRY LEADER

Penske Logistics worked with a global healthcare company to develop a control tower solution across an entire continent to manage inbound and outbound flows for medications.

The control tower solution allowed for effective freight payment within the customer's network. Via Penske's self-billing system, the customer's online portal offered real-time insight shipment status, necessary documentation, and related costs. The customer's newly integrated delivery system continued to operate at an elite level.

Penske was able to aid the customer in creating a new network, generating more efficiencies, and realizing new cost savings.



**RMX** Global Logistics

**ONE WORLD. ONE SOURCE.**

# EXCELLENCE AWARDS 2014

6

## UPS Supply Chain Solutions



**WHY THEY WON:** Combining

outstanding execution with flexibility and an appreciation for each shipper's unique culture plays a vital part in UPS's service strategy. "UPS's leadership asked how we wanted to operate, and adapted their procedures to match ours," explains Remy St. Martin, senior director, customer experience, Dassault Falcon Jet. "They changed their processes to provide our customers with a seamless experience."

The Atlanta-based 3PL works hard to anticipate shippers' evolving needs, especially in new markets. "UPS's continued investment in and expansion of our international footprint, and distinctive capabilities and investment in customized solutions, help simplify customers' global supply chains, and address shipper needs across sectors including technology, healthcare, retail, and aerospace," says **Brad Mitchell, President of UPS Global Logistics and Distribution**. "It is through our unique global infrastructure and integrated approach that we are able to help companies meet their logistics and business goals, and overcome many of the market's most complex challenges."



**CLIENT ROSTER:**

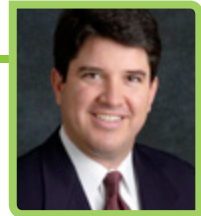
- K12
- Triumph Motorcycles
- Advanced BioHealing
- Sprint
- Pratt & Whitney
- eSecuritel
- Philips Healthcare
- Skullcandy
- March Networks

**CASE STUDY: K12**

K12, an education company that ships computers and supplies to home learners globally, recognized a need for greater logistics capabilities due to its rapidly expanding business. UPS worked closely with K12 to develop optimized shipping and returns management solutions that enabled cost savings and rapid redeployment during the short periods when students returned materials in June, and ordered them again in August. Because UPS was able to not only introduce a computer repair and refurbishment service, but also complete the job, K12 cut down on new computer purchases by 75 percent.

7

## Menlo Worldwide Logistics



**WHY THEY WON:** San Francisco-

based Menlo is always looking out for number one: the customer. "What sets Menlo apart is that we design and deploy agnostic, customer-specific solutions on a global basis," says **Robert Bianco, President**. "We're not attached to an asset or a specific mode of transportation, where the provision of logistics services becomes secondary to that core business. Our neutrality allows us to examine the customer's needs holistically, then design the best service, lowest-cost solution specific to those needs."

That approach works for Menlo customer Tom Healy of Hewlett-Packard's HP Networking division. "I admire Menlo's expertise and flexibility within the Lean value stream mapping exercise," says Healy. "They recognized cost-saving, service, and inventory improvement opportunities, and agreed to run two order fulfillment platforms within their warehouse management system, allowing us to risk pool supply, increase supply chain velocity, and reduce end-to-end supply chain response time."



**CLIENT ROSTER:**

- Google
- Amazon
- Bobcat
- BP
- Shell
- Nike
- HP
- New Era
- MTU
- NCR

**CASE STUDY: DIEBOLD**

Financial security solutions provider Diebold was looking to achieve cost efficiencies and service improvements. The company needed a 3PL to deliver savings for, and visibility of, material in motion and at rest across all regions for each operating division, with a centralized routing center supported by regional logistics resources.

Menlo came through with a global control tower approach, and deployed a Global Forwarder Manager solution to optimize the customer's global ocean and air network. The solution involved North America and EMEA networks managed through global and regional operations centers; mode and service-level optimization for global and regional networks; and market-based quoting for opportunity-based savings.



# EXCELLENCE AWARDS 2014

8

## Kenco

**WHY THEY WON:** Kenco has a proven track record of operational excellence, continuous

improvement, and consistent customer satisfaction. The average length of the Chattanooga, Tenn.-based 3PL's customer relationships is 17 years, and it boasts a 100-percent customer renewal rate after the first contract term. This wouldn't be the case if the 3PL didn't deliver results to support its excellent service. "Kenco has saved our company more than 30 percent on transportation," says one customer.

The 3PL develops consultative relationships that provide insightful, long-range, customized solutions. "The challenges our customers have always faced – increased competition, rising cost of service, evolving technology, and expanding channels – still exist, but they have intensified," says Kenco **Chairwoman and CEO Jane Kennedy Greene**.

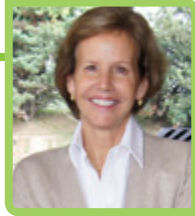
"We work with them to identify pain points, and create mutually beneficial collaboration, rather than an arrangement in which one party wins at the expense of the other."

### CLIENT ROSTER:

- Whirlpool
- Keurig Green Mountain
- Honeywell
- Stryker Medical
- American Standard
- GlaxoSmithKline
- Carrier
- DuPont
- Cummins
- Ralston Foods

### CASE STUDY: MEDICAL DEVICE MANUFACTURER

A manufacturer of equipment for hospitals and emergency service providers has worked with Kenco for eight years to improve its supply chain using Kenco-developed inventory management and logistics systems. The 3PL designed and manages a network that now includes nine regional DCs. All items manufactured at company headquarters are matched with complementary items and moved to one of the distribution centers, which are strategically located for a one-day transit time to 85 percent of the U.S. population. The partnership resulted in a 99.5-percent on-time delivery rate, and \$1.6 million saved annually through reduced fuel, labor, and outsourcing.



TIE 9

## Landstar

**WHY THEY WON:** "Landstar's unique operating model sets us apart from other 3PLs," says

**Henry Gerkens, Chairman and CEO** of the Jacksonville, Fla.-based company. "We combine agents, technology, and access to capacity, including the largest fleet of exclusive owner-operator truckload capacity in the country – more than 35,000 contract carriers and an extensive array of van and unsided trailing equipment – to provide shippers with a solutions-oriented approach to their transportation challenges."

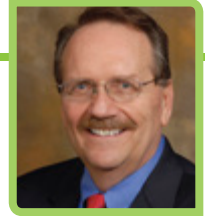
*IL* readers appreciate their Landstar contacts, calling them "a knowledgeable staff that gives honest answers and follow through." As for the 3PL's logistics services, shippers say Landstar is "fast, efficient, and dependable."

Those qualities will only become more important as shippers face a tough transportation landscape. "Tightening capacity is an ongoing challenge for customers," Gerkens notes. "Landstar's access to capacity, coupled with our ability to provide customized transportation solutions, allows us to meet and exceed the needs of new and existing customers in a challenging market."

### CASE STUDY: TOP-TIER TECHNOLOGY MANUFACTURER

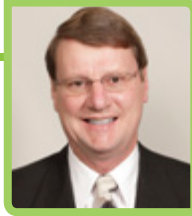
A leading technology manufacturer was incurring hundreds of thousands of dollars in chargeback fines from several big-box retailers. The charges stemmed from the shipper's previous logistics providers' inability to comply with retailers' stringent delivery protocols.

Landstar streamlined the customer's process to minimize errors; mapped the process to ensure accurate information on bills of lading; and worked with each consignee to better understand their preferred carriers. The 3PL also implemented EDI connectivity, integrating Landstar, the customer, and its vendors. These programs reduced customer chargeback penalties from six figures to virtually non-existent, and secured the first-ever retail customer performance rebate from the most stringent customer.



# EXCELLENCE AWARDS 2014

## TIE 9 SEKO Logistics



**WHY THEY WON:** For customer Ken Vinson, purchasing manager at Escalade Sports, the Chicago-

based 3PL is a valued partner because its efforts reduced claims and improved order-to-delivery turnaround time for home deliveries.

"We were seeing a lot of damage, extended transit times, and missed delivery appointments," Vinson explains. "SEKO reduced our claims by 60 percent, and improved the consistency of our delivery times considerably. They've been a tremendous help in bringing visibility and enhanced distribution services to our supply chain."

"We are committed to providing our clients excellent performance, efficiency, and best-in-class logistics practices," says SEKO Logistics **President and CEO William Wascher**.

That commitment is paying off in customer satisfaction. "They are everything we could ask for in a logistics company," writes one *IL* voter. "From customer service to dependability, SEKO has fulfilled our every expectation."

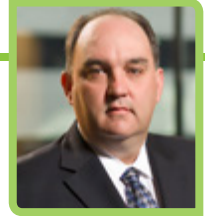
### CLIENT ROSTER:

- Escalade Sports
- Pacific Direct
- Beckman Coulter
- Peak Scientific
- Siemens Healthcare
- MOU Boots
- Reiss
- Xerox
- Lulu Guinness
- Zaggara

### CASE STUDY: ESCALADE SPORTS

Escalade Sports needed to reduce order-to-delivery times and claims for North America home deliveries, as well as streamline its inbound logistics from Asia. The company selected SEKO Logistics to manage direct-to-consumer home deliveries within North America, including consolidation and supplier management services. The 3PL also deployed an inbound logistics program in Asia, and assists with inbound logistics services at strategic service centers to fulfill holiday rush orders to retail partners. Escalade Sports saw dramatic reduction in claims for all direct-to-consumer deliveries within North America, increasing customer satisfaction and repeat sales. Using SEKO's key U.S. distribution locations has helped provide just-in-time delivery services, and reduced delivery costs to key Escalade Sports clients.

## 10 Unyson



**WHY THEY WON:** "While Unyson provides its clients with all the capabilities common to

best-in-class logistics service providers – such as state-of-the-art technology, industry-leading practices, and experienced logistics professionals – we differentiate our solution through accountability," says **David Marsh, Chief Supply Chain Officer**, Unyson Logistics. "We provide dedicated client service teams where the members become experts in client business requirements, constraints, and challenges. Team members focus on well-defined financial and service deliverables – performance objectives aligned specifically with each client's supply chain strategy."

*IL* readers call the St. Louis-based 3PL "prompt," "detail-oriented," and "the quickest to get the job done correctly."

### CLIENT ROSTER:

- Keurig Green Mountain
- Big Lots
- Toys R Us
- Lumber Liquidators
- Harbor Freight Tools
- Global Industrial
- Oatey
- Pfizer
- Walgreens
- General Mills

### CASE STUDY: A MAJOR RETAIL CHAIN

A national retailer with more than 1,400 stores selected Unyson to manage its less-than-truckload (LTL) inbound shipments. In the first year, the retailer saved more than 30 percent on its LTL transportation spend. Shortly after, it 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 the company's vice president of supply chain. "With Unyson's technology and process improvements, we are able to drive down costs and improve our overall performance. Unyson has consistently delivered savings and improved visibility, reaching from supplier to store through our entire DC network."

Unyson now provides consolidation and optimization savings throughout the retailer's entire network by analyzing its inbound, outbound, and returns network, and producing continuous moves and cross-customer collaboration.





We're the only thing that should come between your products and your customers™



# PERFORMANCE TEAM

[WWW.PERFORMANCETEAM.NET](http://WWW.PERFORMANCETEAM.NET) | (866) 775.5120

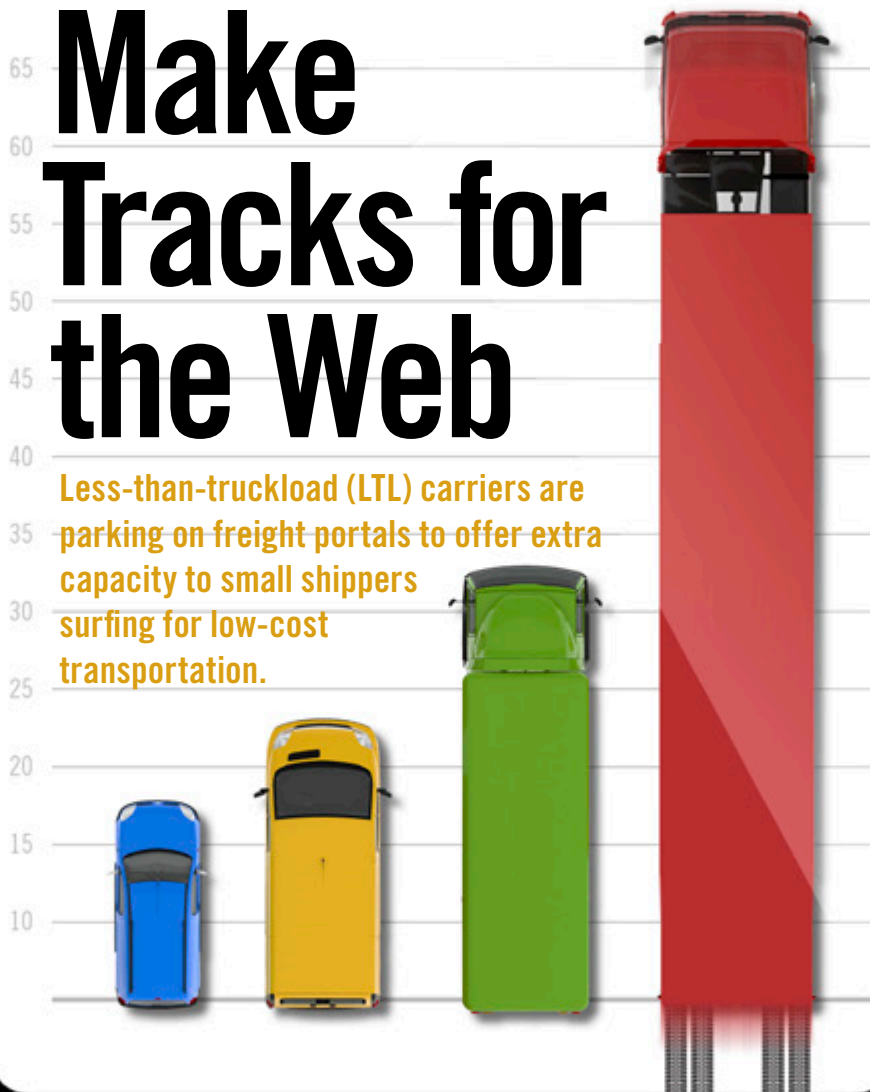
CHARLESTON • CHARLOTTE • FORT WORTH • INLAND EMPIRE • LOS ANGELES • MIAMI • NEW YORK/NEW JERSEY • NORTHERN CA • SAVANNAH • SEATTLE • SHREVEPORT



Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# LTL Leaders Make Tracks for the Web



Less-than-truckload (LTL) carriers are parking on freight portals to offer extra capacity to small shippers surfing for low-cost transportation.

By Suzanne Heyn

July 2014 • Inbound Logistics 133



**RMX** Global Logistics

**ONE WORLD. ONE SOURCE.**



## LTL Leaders Make Tracks for the Web

**L**ess-than-truckload (LTL) powerhouses Con-way Freight, Old Dominion Freight Line, and YRC Freight made headlines when they committed to uShip's shipper-direct spot rate marketplace. The U.S. national and regional LTL carriers that are either live or coming online to the marketplace currently represent more than 80 percent of the annual volume in the \$32-billion LTL sector.

To understand the story behind the headline, it helps to look back a few decades, when methods of choosing carriers and securing capacity were paperwork-intensive.

In the past, traffic managers typically assigned carriers specific geographic areas, and assessed their choices by examining color-coded maps hanging on their office walls. They often kept certain carriers on call for short or long hauls. "Today, technology has dramatically changed the way shippers buy transportation," notes Bill Crowe, senior vice president of sales and marketing at YRC Freight, based in Overland Park, Kansas.

Relationships also have grown more complex, as shippers now work with multiple carriers and third-party logistics (3PL) providers. Shippers also increasingly use transportation management systems (TMS), which allow greater visibility into freight movements.

To manage the growing complexity of buying transportation, many large shippers contract with 3PLs, and work through brokers that buy and sell capacity. But small shippers are sometimes left to fend for themselves. Online platforms such as uShip are targeting this marketplace sector, and changing the way carriers and small shippers connect by simplifying the task of finding carriers to haul their loads.

### uSHIP IS BORN

The idea for Austin, Texas-based uShip emerged in 2004, when co-founder Matt Chasen and his fiancé were relocating to Austin from Seattle, and were paying for

a moving van that was not full. Chasen began thinking about that extra space, while recalling how, one year earlier, his mother had trouble finding a reasonable rate to ship an armoire. Ultimately, she kept the furniture because the transportation cost was so high. "What if an online service matched those two needs—fill-

Carriers control the price and service, and can change it at any time."

The service, which had 28 carriers on board as of June 2014, reports 250,000 registered business shippers. Commercial freight accounts for about 35 percent of the site's total shipping volume.

The service is a departure from the way



**LTL carriers including Con-way Freight are using online marketplaces such as uShip to directly reach small shippers and offer aggressive rates to fill excess capacity.**

ing excess capacity at a reasonable cost?" Chasen wondered.

When uShip launched, it first targeted consumers who needed to ship miscellaneous, oversized items—such as Chasen's mother's armoire—to other consumers. In 2013, the company expanded into LTL freight by matching carriers with extra capacity to shippers looking for low-cost space.

uShip simplifies LTL transportation in much the same way Orbitz and Expedia simplify airline and hotel booking—by allowing customers to compare prices before picking the best deal.

"We don't exert any control over the transaction; we're a matchmaker," explains Jim Bramlett, uShip's general manager of LTL freight. "uShip is a carrier marketplace that operates on our platform.

LTL typically operates—with rates heavily influenced by brokers who negotiate prices and determine the rate that will be published, Bramlett says. uShip replaces the third party who has an interest in the transaction with a neutral one.

uShip aims to ease the entry into LTL for small companies that ship less frequently than large retailers, and that aren't under a freight contract. Those companies represent uShip's sweet spot.

"Our target customers are small and mid-sized business shippers that carrier sales representatives may not be calling on," Bramlett says.

So why have some of the industry's largest LTL players signed on? "The uShip portal helps us reach small shippers who do not have experience or repeat contact with traditional LTL carriers," explains





# THE SKILL & THE WILL<sup>SM</sup>

Skill is delivering the latest edition of a popular novel to frenzied fans.

Will is meeting a deadline everyone else considered pure fantasy.

When a publisher asked us to deliver millions of books to hundreds of stores – all on the same day – we didn't hesitate. At ABF Freight,<sup>SM</sup> we're not afraid to take on difficult or custom jobs. It's what we specialize in. We'll tailor our enterprise and LTL services to your specific shipping needs. We love the challenge. Our customers love the results. Call us with your challenge. 1-800-610-5544.

**ABF**<sup>SM</sup>  
Freight

An **ArcBest** Company

© 2014 ArcBest Corporation. All rights reserved. All service marks featured in this advertisement are the property of ArcBest Corporation and its subsidiaries.

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



## LTL Leaders Make Tracks for the Web

Brian Thompson, YRC's vice president of pricing.

Con-way Freight, based in Ann Arbor, Mich., also wanted to build relationships with smaller businesses as a way to expand its portfolio. "Con-way has a large sales force, but they can't be everywhere," says Steve Dean, Con-way's senior vice president of sales, who also sits on the uShip advisory board. "uShip acts as an extension of our sales coverage, and offers an opportunity for shippers to learn more about us."

Large LTL carriers also benefit by having an accessible way to quickly find new business. "A carrier could lose a major account tomorrow, and have empty space to fill," Bramlett says. uShip can help fill the gap until new business is booked.

### HOW TO SHIP WITH uSHIP

Shippers use the site by entering package dimensions, and receiving rate quotes from multiple carriers. If shippers want additional carrier options, they can post a request on the website's marketplace. The uShip portal provides all the information necessary to evaluate pricing

terms and service standards, including customer reviews, which are especially helpful for shippers without long-term carrier relationships.

Through the portal, shippers can book truck space, and schedule shipments, without having to pick up the phone or haggle over price. This method can save time over traditional ways of booking LTL space, which involve soliciting for bids and conducting multiple carrier reviews.

"Freight portals are well-suited for the wired shipper who likes the online experience," Dean notes.

Carriers often integrate their TMS with online portals, but keep the functions separate. Con-way, for example, uses its TMS to identify holes in its network. "Then, when we see that our trucks aren't full in a particular market, we go to uShip and drop our rates to attract freight in that market.

"Over time, uShip will give us the ability to flex rates day in and day out, week in and week out," Dean adds.

The ability to easily adjust rates and attract last-minute shipments to fill unused capacity is a draw for large LTL carriers.

"The greatest cost that an LTL carrier has is unused capacity," Crowe says. "We offer aggressive rates to the reseller to help attract tonnage."

### SEEING THROUGH TRANSPARENCY

uShip makes its money by taking a percentage of each load match. "That transaction is completely transparent; it is a fair game," Bramlett says.

While uShip touts its transparency, Bill Bond, president of Freight Watch Inc., a Milwaukee-based LTL consultancy, says online portals typically aren't transparent enough. "The profit for online quoting engines is not identified," he notes. "It's built into the cost of the transportation." Bond believes online portals should clearly outline their profit, and list it separately from the total transportation cost so shippers know exactly what they're paying for.

Because 3PLs and brokers heavily influence LTL transportation, shippers can find the best deals by negotiating line items, including fuel charges and liability limits, directly with carriers. "I am a big advocate of direct carrier relationships," Bond says.

But direct relationships can be time-consuming. "Today's small business shippers don't have the time," Bramlett says. "They also may not fully understand the complexity of buying transportation. They want simplicity, speed, and value, and they want it through a single source."

By using an online portal, small shippers are also able to get the benefit of scale that generally evades those entering the marketplace independently. "If shippers negotiate directly with a carrier for one shipment every week, they will not be as favored with price as when they bring scale," Crowe says.

Online platforms encourage more logical pricing. "LTL transportation pricing has not been intuitive," Thompson says. "When I entered this business in 2000, every shipper had a negotiated pricing program and discount." Shippers would focus on the discount they were getting—50 percent versus 52 percent—in hopes of netting a better deal. Today, with less face-to-face

## SUPERSIZING LTL SHIPMENTS

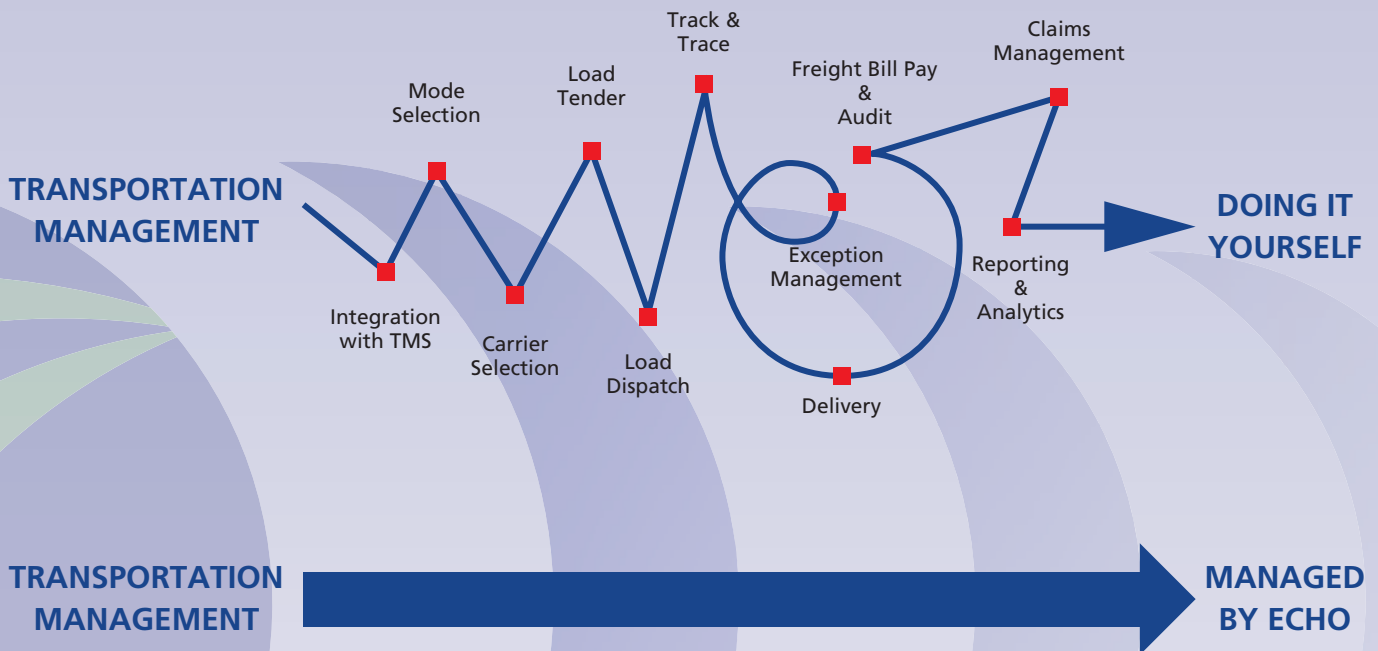
You're selling a great antique bedroom set on eBay, but it's too large and bulky to ship affordably to the buyer via conventional transportation modes. It's a common problem that uShip and ShipWorks are addressing through their new partnership.

ShipWorks is a multi-carrier shipping software that integrates online sales and marketplace systems. Customers selling oversized, palletized goods on major e-commerce sites including eBay, Etsy, PayPal, Amazon, and Yahoo, or moving inventory between warehouses, can now use uShip to access bookable rates directly from nearly 30 less-than-truckload carriers, including three of the nation's top providers: Con-way Freight, Old Dominion Freight Line, and YRC Freight. ShipWorks customers gain access to rates not available in the open market, as well as a single source to find carriers; book, dispatch, track, and audit freight; and pay the bill.

"Getting direct, competitive rates when shipping large or palletized goods means online merchants using ShipWorks can stay competitive in the marketplace," says Phil Strohl, vice president, business development at uShip. "uShip's relationships with top LTL providers offer direct access to rates that aren't available in the open market, further expanding ShipWorks' offering for online sellers."



# TRANSPORTATION SHOULDN'T BE COMPLICATED.



**Transportation can be challenging for even the most sophisticated shippers.** Our proprietary technology and dedicated client service team approach helps to simplify the critical tasks involved in transportation. Echo takes the “complicated” out of transportation management so that you can focus on what you do best.

## Echo Uncomplicated



600 W Chicago Ave, Suite 725, Chicago, IL 60654  
www.echo.com

**800.354.7993**

**2013**  
**INBOUND LOGISTICS**  
**TOP 10 3PL**

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



## LTL Leaders Make Tracks for the Web

negotiation, shippers are focusing more on the final rate, enabling comparison-shopping, Thompson says.

Small companies can still secure good rates by committing to a carrier for longer terms—at least one year, Bond says. Shippers can also sometimes save money by switching from national to local carriers.

Bond recalls working with a Wisconsin-based original equipment manufacturer in the machine parts industry that used a national carrier to transport goods about 50 miles. After switching to a local carrier, the company cut costs by more than half, and secured faster transit times.

With mergers and acquisitions reducing the number of carriers in the market, however, finding local carriers is becoming more difficult. “Shippers no longer have the choices they once had,” Bond says.

Amid fewer choices, market pressures are further squeezing both carriers and shippers. “Capacity is as constrained as I’ve ever seen it, and, at the same time, the industry is dealing with a significant driver shortage,” Dean says.

These disruptions have particularly affected 3PLs, who enter into contracts that require holding rates steady for one year or longer. Should capacity issues force a 3PL to pay a higher rate, the loss erodes profit. And, carriers occasionally don’t arrive to pick up loads as a result of tight capacity.

A lack of capacity may be one reason why some carriers slip in customer service, but a missed load is the last thing any shipper wants. The reviews on uShip help shippers identify—and avoid working with—those carriers.

uShip also welcomes brokers who buy and sell truck space. However, Bramlett compares non-specialized brokers to travel agents who were displaced with the advent of Expedia and Orbitz. “Non-value-added brokers will move away from the transportation marketplaces,” he predicts.

Because brokers buy low and sell high to make money off the difference, uShip’s flat rate theoretically increases the odds a shipper will get a better deal, particularly

when capacity concerns push prices upward. “Brokers are doing well because of capacity issues,” Dean says. “Specialized brokers and 3PLs will likely continue to have a place.

“3PLs and brokers are a different kind of

customer,” he adds. “On many levels, they are more sophisticated. Savvy brokers will migrate to the online marketplaces.”

And so will LTL carriers, as technology continues to transform how shippers buy freight services. ■

# SHIPPER-CARRIER DIRECT LTL FREIGHT FLOW

Both shippers and carriers can gain advantages by connecting through online shipping marketplaces such as uShip. Here’s how it works.



## BENEFITS TO LTL SHIPPERS

1

Shipper begins freight flow by entering LTL freight specs on uShip.com



2

Shipper gets multiple bookable rates...

CARRIER 1

\$225

BOOK

CARRIER 2

\$250

BOOK

OR

... posts to uShip’s marketplace to get spot bids from more providers

POST SHIPMENT

3

Shipper selects rate, gets directly connected with carrier



## BENEFITS TO LTL CARRIERS



Carrier controls pricing through own rate engine based on Dims and Class



Carrier only sees desired freight



Carrier manages yield with dynamic rates



Carriers’ service history displayed to all shippers



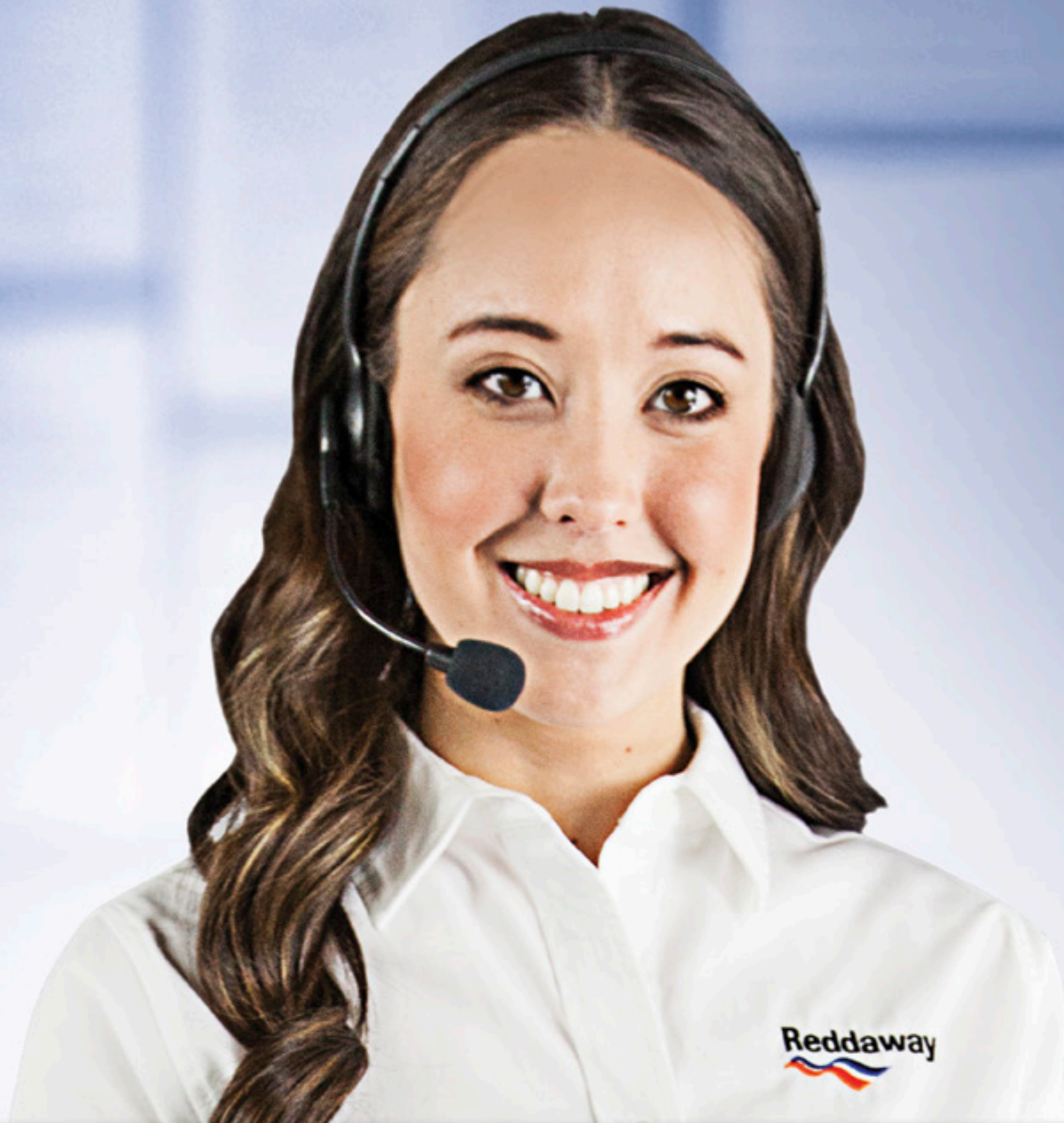
Carrier earns better margin with low success fee



• Shipper-direct access  
• No long-term contract  
• Start/stop anytime

Source: uShip





# WE KNOW

**your production manager and plant assembly schedule.  
WE KNOW what it takes to get it there next-day.**



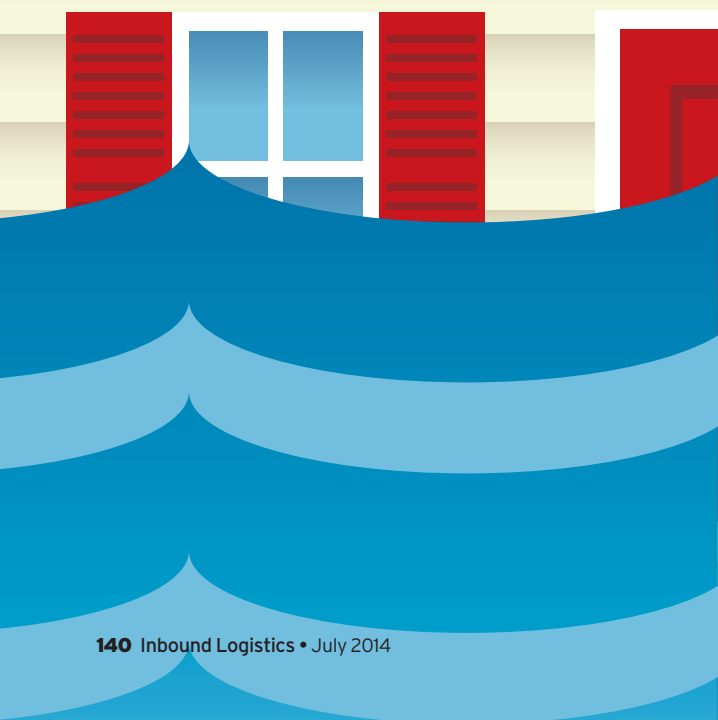
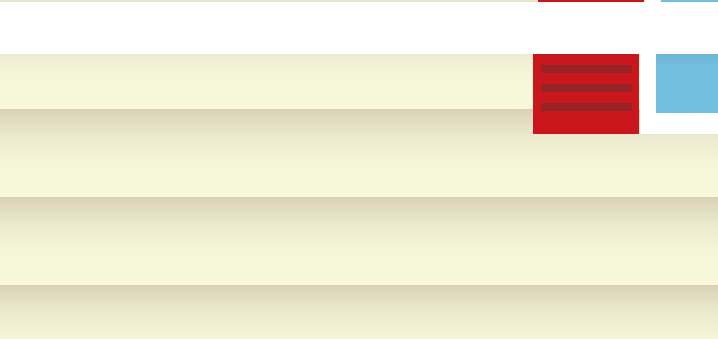
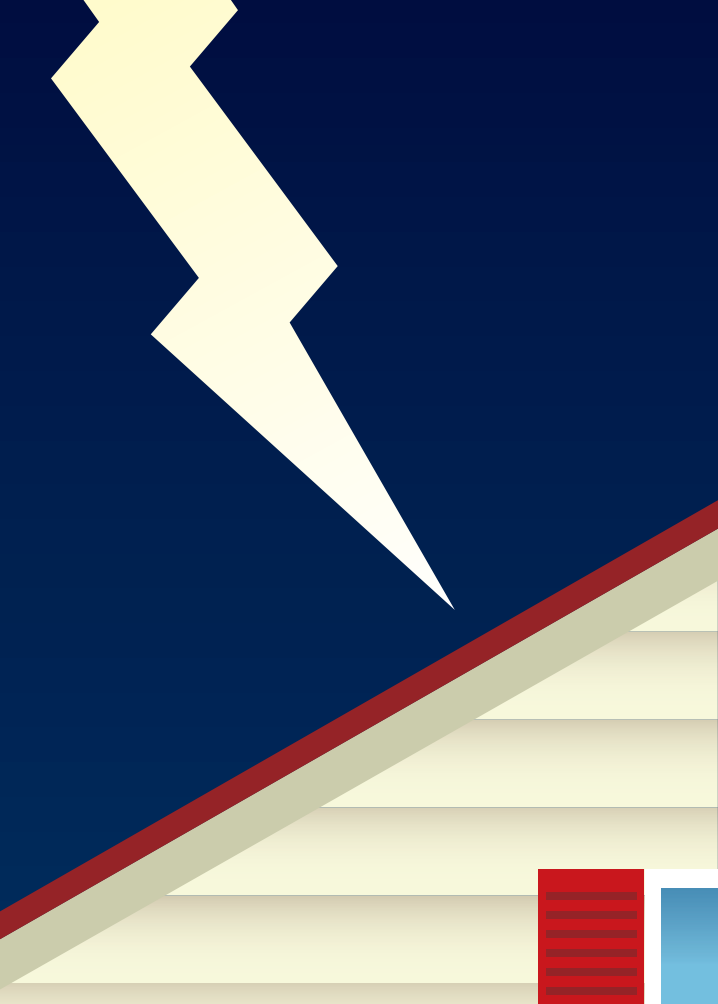
**Reddaway, the next-day delivery leader with the largest regional footprint in the West**, ensures that your regional shipment will be delivered before you know it. A 20-time recipient of the Quest for Quality Award, we provide high on-time reliability and one of the lowest claim ratios in the region – from Seattle to Reno, Salt Lake City to Denver. Get to know Reddaway. Call **888.420.8960** or visit [reddawayregional.com/nextday](http://reddawayregional.com/nextday) today!



Copyright ©2014 YRC Worldwide Inc.

**Got 3PL challenges?**

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



During the calm before the storm, home improvement stores stock up on the products consumers will need to repair damage and rebuild after an extreme weather event.

# FORECASTING THE **HOME IMPROVEMENT RETAILERS AND EMERGENCY RESPONSE** UNEXPECTED

BY JUSTINE  
BROWN

Home improvement stores are not only a key resource for bathroom renovations or spring gardening needs; they also serve as the go-to source when a thunderstorm knocks out power, a hurricane strikes, or a tornado touches down. Home improvement retailers, therefore, must plan for the unexpected demands that can accompany a natural disaster, as well as the expected demands as seasons change.

The home improvement industry is expected to reach \$143.6 billion in 2014, according to research firm IBISWorld. With their huge assortment of merchandise, home improvement stores already face the challenge of working with carriers and logistics providers to guarantee

July 2014 • Inbound Logistics 141



**RMX** *Global Logistics*

**ONE WORLD. ONE SOURCE.**

an uninterrupted flow of goods. But add a natural disaster or major weather event, and the pressure is on to strategically and efficiently move products to customers in impacted areas.

#### POISED TO REACT

Addressing unpredictable demand is all about being prepared. For Dave Moore, emergency response captain for Atlanta-based Home Depot, addressing these needs is a year-round endeavor. The company operates key distribution centers around the country to react quickly to natural disasters.

“A field team of 61 regional managers supports Home Depot’s emergency response effort,” says Moore. “They work directly with stores, so when a natural disaster occurs, we can react quickly to customer needs. We process orders and expedite them to stores. We strive for 24-hour turnaround between when we recognize there is a need to the time we deliver essential goods.”

Home Depot uses a forecasting system that tracks major weather events such as hurricanes, tornadoes, and thunderstorms. Hurricanes are easier to plan for because they are easily tracked, Moore says, but their damage is often the most devastating. Moore’s team begins working with Home Depot’s head of logistics every January to prepare for the upcoming hurricane season, which starts in June.

“We maintain several key locations that aren’t in impact areas, but are close to them – from the Gulf of Mexico, around the tip of Florida, and up the Eastern Seaboard,” Moore says. “We strategically place products so we can get goods to impacted areas quickly when an event occurs.”

#### NECESSITIES ON HAND

Most hurricanes can be identified about one week before they make landfall. If a hurricane or other major storm appears eminent, Home Depot starts shipping goods most likely to be in immediate demand—such as flashlights, water, gas cans, and plywood—to the targeted area.

Then, 72 to 96 hours before a hurricane is expected to strike, Home Depot mobilizes its command center, which includes store operations, merchandising, inventory



## READY IN ANY SEASON

**W**hen home improvement retailers prepare for natural disasters, they must also be ready to balance emergency-response efforts with regular seasonal product demand, such as stocking air conditioners in the summer and snow blowers in the winter. Seasonality also requires a good deal of forecasting, preparation, and planning—although most retailers handle this process separately from disaster response planning.

Home improvement product sales typically begin picking up volume in late February or early March, with the push culminating in May, according to financial services company UBS. Both Home Depot and Lowe’s—which together make up about 90 percent of the home improvement market—posted about 30 percent of their 2013 sales between May and August.

“In spring, we sell a lot of soil, concrete blocks, and plants,” says Dave Moore, emergency response captain, Home Depot. “We plan ahead for those products, build loads, and secure carriers so we can deliver enough goods to get us through the season. The same can be said for winter, which creates high demand for items such as firewood, space heaters, and wood pellets.”

To prepare adequately, Home Depot often accepts products from vendors in the off-season, and holds them in its DCs. “Our vendors can only produce a certain volume of products during the demand season,” Moore explains. “Stocking up allows us to pull from several locations to get product to our stores when demand hits.”

Mother Nature also plays a part in seasonality, despite the best-laid plans. For example, an extended winter in many parts of the United States from 2013 into 2014 meant home improvement vendors had to hold spring supplies longer, while winter supplies continued to sell well into March and April.

“For 2013, sales in the winter product category were up more than 130 percent compared to 2012,” says Scott McLean, director of transportation, Ace Hardware. “We required increased response from our vendors and transportation team to move our winter products. For spring, we moved products into our warehouses sooner, predicting a more normal season, but winter held on and we didn’t see the roll-out we expected.”

planning and replenishment, and supply chain representatives—a total team of about 350 people. Carriers are assigned their own room within the command center, where they focus exclusively on determining how to get needed supplies to

the impact area.

As the storm moves closer, Home Depot mobilizes prepositioned loads as close to the expected impact area as possible, while still ensuring a safe distance for drivers and goods. The night before a storm is expected







# Are you Retail Ready?

## Gateway Logistics Services

Warehousing and Distribution  
Omni-channel Fulfillment  
Local and National Transportation  
Value-Added Services

## National Footprint

New York - New Jersey  
Los Angeles - Long Beach  
Seattle - Tacoma  
Savannah

## Proven Results

Speed to Market  
Inventory Control  
Retail Expertise  
Visibility  
Fast, Flexible, Reliable Service

## We are.

At Port Logistics Group, we're ready to move your goods from every major port of entry to your customers' store shelves. Ready with dedicated transportation resources and 5 million square feet of flexible warehouse space. Ready with experienced people that know the retail world. And ready to pick, pack, configure and ship your goods to arrive on time, every time.

## Contact Us Today

When you are ready to discuss your gateway logistics needs, contact the experts at Port Logistics Group.

**Port Logistics Group**  
[www.PortLogisticsGroup.com](http://www.PortLogisticsGroup.com)

**North America Sales**  
(973) 249-1230 ext. 1171  
[info@PortLogisticsGroup.com](mailto:info@PortLogisticsGroup.com)



## The Gateway Logistics Experts

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



**To ensure its stores are well-stocked with key items after extreme weather hits, Ace Hardware maintains a nationwide network of 14 retail support centers.**

to hit—or on impact, depending on the distance and the situation—trucks loaded with goods proceed to the impact area. As stores reopen in the impact zone, those goods are available for immediate consumption.

Home Depot also follows a post-strike process in which it continues to ship larger supplies of certain goods to stores in an impact area for up to six weeks, or as long as demand warrants. “For example, we sent in goods for more than eight months following Hurricane Sandy,” says Moore.

When a natural disaster strikes without notice, Home Depot engages similar processes, but over an abbreviated timeframe. “We stock goods in a strategic DC, and we go direct-to-store,” says Moore. “The stores contact our regional merchandise managers, who contact me or my counterparts throughout the country. We then work with our urgent host team to fill orders and expedite merchandise to stores in need.”

Unfortunately, the disaster response teams are constantly busy, Moore says. Within a period of two weeks, for example,

the group dealt with more than 100 tornadoes in the Midwest, record flooding in Pensacola, Fla., and huge wildfires in Southern California.

“We are on call at all times,” Moore says. “A situation is always developing somewhere, and we apply the same vigilance to every disaster. Lives are affected, so we take our responsibility seriously.”

#### **CRISIS MODE**

Oak Brook, Ill.-based Ace Hardware takes a similar approach to disaster preparedness. The home improvement company operates 14 retail support centers around the country, as well as two centers that manage its direct import business. Ace can stock key items anywhere within that network to prepare for large weather events or other unexpected occurrences.

“During advanced planning for natural disasters, we position inventory we believe will be in demand if an event occurs,” says Scott McLean, Ace’s director of transportation.

Ace also subscribes to meteorological services that provide updates on incoming weather events and impact area projections.

“When we see an event coming—such as a hurricane tracking toward the Gulf Coast—we transition to a more active approach,” says McLean. “If it’s early in the season, we may not have to do much, because we’ve already built up inventory and planned for it. But if it’s later in the season, we may have to move inventory from other DCs to our support centers in the impact region, and bring in additional merchandise from various suppliers.”

A major incoming storm triggers Ace’s disaster response team, which includes transportation and supply chain representatives, as well as retail support centers on both the inbound and outbound sides.

“Both sides of that warehouse go into crisis mode in managing the changing inbound and outbound velocity,” says McLean. “We may meet multiple times daily as an event is unfolding to ensure the logistics are coming together correctly.”

Like Home Depot, Ace Hardware stocks its retail support centers with core items—everything from batteries, flashlights, generators, chain saws, and pumps, to clean-up items such as rakes, gloves, and garbage bags—to ensure they are prepared if a natural disaster occurs.

“The list of storm preparation and clean-up items we stock is exhaustive,” says Mike Yockey, senior director of inventory control for Ace Hardware. “Depending on the storm paths each season, we stock several months of additional inventory. If nothing happens and the season ends, we reduce that inventory back down to more normal levels.”

#### GETTING AHEAD OF THE STORM

The earlier Ace can get a jump on an event, the better it can react. “Even a small amount of time can make a big difference in how well we can respond,” McLean says. “Once the media starts hyping a storm, other retailers begin trying to secure and ship the same goods.”

Advance notice for Ace’s transportation

providers is also key. The more the retailer can plan and share volume estimates with carriers, the better the product flow.

“If we are forced into a reactionary mode, we have to lean on our core carriers to provide additional capacity—or we may have to expand our carrier base or go through the brokerage market to find carriers to move the freight,” McLean says. “We may also start looking at mode shifts. Items that normally ship via intermodal might shift to over the road, because the product is suddenly in high demand.”

Ace operates its own private fleet, and has built an extensive network. So even in winter 2013, when capacity was tight due to endless bad weather in the southern and eastern United States, the company was still able to move freight fluidly.

Home improvement companies must be agile, because carrying so many types of products—purchased from a large pool of vendors of all sizes—keeps the supply chain in a constant state of ebb and flow, Yockey says. Establishing better internal control over transportation

operations has helped Ace Hardware manage that challenge.

“We’ve elected to control about two-thirds of our inbound transportation,” Yockey says. “We’re responsible for it, and we control it. That’s a key advantage.”

#### A CLOUDY FORECAST

Ace has also invested in a cloud-based transportation management system (TMS) with a supplier portal.

“Using the TMS allows us to interact with suppliers, and determine when shipments will be ready,” says Yockey. “We can then send that information to the carriers. That gives us a lot of control over a big chunk of our supply chain.”

For home improvement retailers, dealing with Mother Nature and natural disasters is an integral part of the business. When an event strikes, consumers rely on home improvement stores for the products they need to repair or rebuild. Fortunately, market leaders such as Home Depot and Ace Hardware have a plan in place, and are ready to respond to demand. ■

## Organized for your Success.

Since 1966, our people and customers have made us who we are. If you need a turnkey 3PL partner in Florida and the Southern U.S., count on Commercial Warehousing. We offer temp-controlled warehousing, shared or contract ambient warehousing and distribution, on-demand contract packaging, plus state-of-the-art technology to bring it all together.

Learn more. Visit our website today.  
[commercialwarehousing.com](http://commercialwarehousing.com)

 **Commercial**  
WAREHOUSING  
*Organized for your success*



Commercial Warehousing, Inc. • 1-800-560-3614 • 100 Industrial Boulevard, Winter Haven, FL 33880 • T: 863-967-6801 • F: 863-551-1620  
An affiliate of COMCAR Industries, one of the largest privately held asset-based trucking companies in the U.S.

# Our name is local. Our service knows no boundaries.



For more than 60 years, the mission of **Atlanta Bonded Warehouse** and **Colonial Cartage** has remained constant: to provide best-in-class integrated warehousing, transportation, and co-packaging services to the food, pharmaceutical, and related CPG industries. Our goal is nothing short of total customer satisfaction.

Visit [atlantabonded.com](http://atlantabonded.com) or call  
Hal Justice at 678-264-2720

3000 Cobb International Blvd., Kennesaw, GA 30152 | 770 425-3000 | [info@atlantabonded.com](mailto:info@atlantabonded.com) | [www.atlantabonded.com](http://www.atlantabonded.com)

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



## SUPPLIER COMPLIANCE

# ASK THE EXPERTS

Need to gain control of inbound transportation?  
Then get on the same page as your suppliers.  
*Inbound Logistics* picks the brains of seven  
industry experts for their advice.

**M**anaging supplier relationships can be tricky, but getting it right can have a huge impact on your business. *Inbound Logistics* asked seven executives at leading third-party logistics and technology providers for advice on how to effectively on-board new vendors, select the performance metrics that offer the most value, handle non-compliance issues, and more. Applying their suggestions to your inbound supply chain can help avoid shipment delays, damaged goods, and legal issues.

July 2014 • *Inbound Logistics* 147



**RMX**Global Logistics

**ONE WORLD. ONE SOURCE.**

# Q How can a company's various departments—such as sales, finance, and logistics—work together to promote supplier compliance?

**GREG HOLDER**, CEO and Chairman of the Board,

**Compliance Networks:** The most effective supplier compliance program brings together the retail buyer, supplier sales, the logistics group, and the finance department so all partners are working together to create the best possible customer experience.

In the retail supply chain, buyers own the relationship with supplier sales agents, and it is their responsibility to convey how poor supplier compliance affects the customer. They don't need to be logistics professionals—they just need to understand the importance of landed cost, and its impact on customer service and overall retail profitability. The logistics organization is also responsible for communicating expectations to suppliers, such as the notification process if a supply chain failure occurs.

The finance organization benefits from a strong supply chain because reducing lead-time variability and eliminating unproductive safety stock reduces working capital requirements. Retailers also benefit from an increase in operating cash flow as they recover unexpected costs in the form of chargebacks.

**PATRIK THOLLESSON**, District Vice President, Northeast, Geodis Wilson USA:

Various stakeholders hold different information needed for managing suppliers. Sales has the market intelligence and customer requirements, and identifies new opportunities. Procurement handles direct supplier negotiations. Finance owns supplier approval and setup, as well as risk management and legal issues. Logistics focuses on transit times and order fulfillment.

It is not uncommon for the various functions to use different system components, which may not even be connected. Ideally, companies should take a holistic approach, and establish a compliance system that supports their corporate strategy by linking the different enterprise functions to facilitate measurability and decision-making.

It is beneficial to take a cross-functional approach to identify compliance and risk areas. A risk-based assessment that defines the most critical elements in the supplier management and compliance program can help support business continuity. Also, a central, validated data repository capturing important information from the various functions is key to minimizing the administrative work related to a supplier compliance program.



**GREG HOLDER**, Chief Executive Officer and Chairman of the Board, Compliance Networks

Holder gained retail practitioner experience at Dillard's Inc. and Stage Stores Inc., where he spent many years in distribution, logistics, and store operations at various distribution centers and corporate offices around the United States. His work has focused on optimizing the flow of merchandise through the retail supply chain, and implementing best-in-class vendor compliance solutions.

**BOB FARRELL**, CEO, Kewill: Companies need a supplier management playbook, and departments need to understand the elements of the playbook for which they are responsible. The playbook should clearly state who has the ability to tell a supplier how and when to act. This avoids confusion and shortcuts in the processes required to maintain compliance.

**PHILIPPE NAUDIN**, President, SDV USA Inc.: The cost of common vendor-related problems and their impact on profitability affects many departments—including operations (in the form of shipment delays), accounting (by creating extra paperwork), and sales (in managing customer complaints).

Team efforts are vital when vetting and monitoring suppliers, as their actions can affect all departments within a company. Several departments should outline and set the general requirements for vendor qualification, and establish processes to ensure compliance.

A well-defined document that spells out requirements, expectations, and penalties removes ambiguities. It can help avoid misunderstandings and create better vendor relationships.

The legal and compliance departments should monitor new laws and regulations broadcast by government agencies in the United States and overseas. Also, key departments can establish and maintain a list of approved suppliers conforming to the company's requirements.

The company should evaluate and assess suppliers periodically, and/or when a non-compliance issue occurs. Continuously monitoring suppliers is paramount to ensure their ongoing commitment to the company's values.

**ALAN MILLER**, President, TransportGistics Inc.: A successful compliance program starts with clearly defined and effectively communicated requirements. Because multiple departments have different conditions for trade, and various touchpoints at trading partner organizations, creating a cross-functional team is important.

This team, supported by an executive sponsor, should work to identify the financial impact of supplier performance, then create the policies, tactics, and metrics necessary to facilitate or remedy that behavior.

# WHAT WE DO HELPS YOU DO WHAT YOU DO... **BETTER!**



A heavy machinery manufacturer wanted to utilize rail service, but kept running up against the rail industry's reservations about moving forklifts on trains. Together, Landstar's Intermodal department and an independent Landstar agency made it happen. "With our experience, we were able to provide diagrams on how to safely load and secure the forklifts onto rail," said Landstar Agent Dennis Brannon. Landstar moved 20 forklift shipments via intermodal at a savings of roughly \$1,500 to \$2,000 per shipment. "We lowered their freight costs, which is enabling them to be more competitive in pricing when servicing their own customers. That's what we do!"

## THAT'S WHAT WE DO!

This Landstar agent's story is just one of thousands at Landstar. Contact us today to find out how we can help you too.

**LANDSTAR** 

Truckload - LTL - Heavy Haul/Specialized - Expedited - Air - Ocean  
Rail Intermodal - Transportation Management Solutions

[Solutions@landstar.com](mailto:Solutions@landstar.com)

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

877-696-4507

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# Q What elements should a new vendor onboarding program include to help ensure compliance?

**HOLDER**, Compliance Networks: Address factors such as supplier capabilities, requirements, and allowance agreements, as well as insurance needs, W-9 forms, and EDI requirements. Also important—but often overlooked—is educating suppliers about the purchasing order lifecycle, and confirming that they understand how it can affect them financially. It's not only important to perform well, they must perform well consistently. Lead-time variability and poor fill rates are the primary reasons for companies to carry safety stock, which is a poor use of constrained working capital.

**HAROLD FRIEDMAN DLP**, Senior Vice President of Global Corporate Development, Data2Logistics: Vendor onboarding is the foundation of establishing a new relationship, and requires both vendors and buyers to invest time and effort. The process includes gathering documents and data needed to set up a company as an approved vendor, and to enable the buyer's organization to conduct business and make payments to that company. The vendor onboarding process often requires input, review, or approval from procurement, risk management, legal, finance, logistics, and accounts payable departments.

Information about shipping product—whether it is prepaid or collect—must be clear. For example, who will control the carrier selection? This is not always determined by who pays the freight.

An easy-to-use routing guide clearly outlines the carrier selection process. It should address all the relevant questions: Who are the primary, secondary, and tertiary carriers for specific routes, weights, or shipments that require special handling? What are the procedures when expedited shipping is required, and who will be liable for premium freight charges under various scenarios? What are the financial or other implications if the carrier indicated in the buyer's routing guide is not used? Will carriers be required to make delivery appointments, and, if so, how soon in advance? How will returns be handled?

**SCOTT CUBBLER**, President, Life Sciences and Healthcare, Exel: It's important to provide vendors with a list of expectations and requirements, and address contingency plans and non-compliance penalties. Arrange for regular feedback, and communicate the escalation process in case problems occur.



**SCOTT CUBBLER**, President, Life Sciences and Healthcare, Exel

Cubbler leads the Life Sciences and Healthcare business unit's strategy and growth agenda throughout the Americas region. He joined Exel in 2001 as director of operations, and has since held a number of positions in operations. He is a member of the Consumer Healthcare Products Association and the Healthcare Distribution Management Association, and serves as an advisory board member for Rutgers University's Supply Chain Management MBA program.

**THOLLESSON**, Geodis Wilson USA: The onboarding program should stem from the company's supplier management and compliance program, supporting the supplier compliance strategy. The onboarding process often consists of three basic steps: pre-qualification, onboarding, and performance evaluation.

Pre-qualification should confirm that the potential supplier actually can perform the expected services. The supplier may need to sign a non-disclosure agreement (NDA) so the company can share sensitive information. Pre-qualification can include discussing geographical coverage, specialization in a given vertical market, financial profile, industry references, number of years in business, technological capabilities, insurance and business registrations, and safety and quality records.

One important element of the actual onboarding is confirming that the supplier understands the expected deliveries. This means having clear agreements with concise language, streamlined processes, and measurable key performance indicators (KPIs). Standard operating procedures should provide as much detail as needed—keep in mind that well-selected images can replace lengthy and complicated wording.

Also important is efficient internal onboarding, including setting up internal systems and training staff members on when and where to use the new supplier.

**FARRELL**, Kewill: A new supplier onboarding program should include clearly defined and documented criteria that all suppliers must meet. The program should provide a forum for discussion, and include specific training that verifies the vendor understands the criteria.

A good onboarding program may include a questionnaire to gather relevant master data, including contact details and banking information. Some companies store and maintain this information in a vendor portal that feeds the corporate master data management systems.

Other components of a good onboarding program include a vendor due diligence review, and acceptance of trading agreements such as contracts and NDAs; code-of-conduct and corporate responsibility statements; environmental guidelines; and security assessments.



# Leggett & Platt Global Supply Chain Solutions...

offering nimble **e-commerce fulfillment**  
backed by the **stability** of a  
**130-year-old** global company.



## We deliver:

- E-commerce fulfillment: Integrated with UPS, FedEx, and all major third-party shippers
- Two state-of-the-art facilities in Southern California totaling more than one million square feet of warehouse space
- Highly automated, high-speed sorting
- A warehouse management system that accepts orders in any format
- The ability to check order status online 24/7
- Much more



**Speed. Visibility. Value.**

Contact us today at 909.885.6101 or via Email at [leggett3PL@leggett.com](mailto:leggett3PL@leggett.com)

Visit us on the web at [www.leggett3PL.com](http://www.leggett3PL.com)



*Leggett & Platt*  
INCORPORATED  
**GLOBAL SUPPLY  
CHAIN SOLUTIONS**

© 2013 Leggett & Platt Incorporated • 14390\_7-13

**Got 3PL challenges?**

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

**NAUDIN, SDV USA:** The key element of onboarding is a formal contract that clearly outlines the services and/or products provided, as well as their cost, pricing structure, terms and conditions, regulatory requirements, and legal provisions.

The contract can be a key factor in mitigating risk because it dictates legally binding terms and conditions, and protects both parties' interests. It can clearly indicate compliance expectations that both parties require, as well as appropriate and enforceable consequences for violations.

Prior to signing a contract, companies should confirm that the new vendor understands and does business according to the company's code of ethics, compliance policies, procedures, and guidelines; and in accordance with all regulatory laws.

Rigorous due diligence will assist in determining the vendor's compliance with all laws and regulations applicable to the business lines that it will be managing for the company.

Visiting the vendor's site to research its policies, procedures, internal controls, training records, and audits is another effective way to verify compliance.



**PHILIPPE NAUDIN,**  
President, SDV USA Inc.

Naudin has been president of SDV USA since 1998. Prior to joining SDV USA, he was president of TTA Inc. for 20 years. Naudin graduated from Lyceum Charlemagne in Paris, and studied English literature at the University of California at Los Angeles.

Transparency and disclosure are important elements of the evaluation, and should be part of the vendor's contractual obligations. The vendor should disclose any investigation or violation of trade compliance laws.

Also, review the vendor's internal documentation such as financial statements, liability insurance certificates, ethics policy, quality and safety manuals, and certifications to determine whether it is consistent with industry standards.

**MILLER, TransportGistics:** Vendor onboarding should include a set of basic steps. Spell out your requirements clearly and concisely so the supplier is aware of your expectations, performance metrics, and common failure points. Encourage open and honest

communication at each touchpoint, and bring vendors up to speed on any tools necessary to facilitate compliance.

Set up a regularly scheduled event for identifying issues and creating a path to resolution. Develop scorecards to communicate a summary of the supplier's performance. Finally, draft contracts and purchasing agreements that establish the business rules among trading partners.

## Q What metrics can companies use to measure supplier compliance, and how can they apply the data to improve operations?

**HOLDER, Compliance Networks:** The metrics that concern most retailers are on-time delivery and complete orders. They can't sell product they don't have, and it affects sales when a supplier ships late, or less than the order quantity.

Other important metrics from an expense standpoint are shipping the items ordered, and in the condition expected. When the supplier ships items the company did not order, significant time is wasted determining how to handle the merchandise. Similarly, when goods arrive outside the condition expected, additional labor is necessary to correct the situation.

**FRIEDMAN, Data2Logistics:** When measuring performance, companies should consider several service level agreement (SLA) KPIs. Using the primary carrier as stipulated in the buyer's routing guide is key. The use of the prescribed carrier presumably results in the lowest cost to the buyer. It also reduces loading dock congestion because the prescribed carrier is probably also delivering other goods.

On-time shipment based on mutually agreed-to lead times is also important to ensure material is available when anticipated. Incomplete orders should be measured, too, because partial

shipments result in extra transportation costs, and can also disrupt production operations.

Finally, measure damaged or defective product deliveries to determine whether they represent an ongoing concern, where the damage took place, and whether the supplier needs to adjust packaging or handling processes.

**CUBBLER, Exel:** Two major metrics are useful in measuring supplier compliance. The first is the number of open corrective actions/preventive actions (CAPAs). Every time a vendor experiences a quality issue, such as an accident or injury, incorrectly picked shipment, temperature inconsistency, or anything that could affect the shipment's quality or accuracy, it generates a CAPA. Several open CAPAs could indicate that a vendor doesn't take a robust approach to quality.

The second metric is system validation documentation, which verifies that the supplier has tested warehouse management and temperature-monitoring systems, for example, to verify they are working as intended. If a vendor can't provide system validation documentation, companies can't be certain of their compliance. Working with this vendor could put your entire operation at risk.



# SETTING THE PACE FOR SUPPLY CHAIN SOLUTIONS



## Engineered to be the Best Supply Management Company in North America

Together, International Traders, Inc. (ITI) and First American Carriers, Inc. (FAC) are a comprehensive supply chain solutions and total logistics organization with a core competency and expertise in the retail and foodservice segments of the food industry. ITI & FAC are trusted by leading manufacturers, national chain foodservice operators and distributors as their fully integrated supply chain management partner managing and delivering goods in an optimized, efficient and timely fashion. Our suite of services are anchored in 5 key value components designed to deliver highly reliable and affordably flexible solutions across our customer landscape.



NETWORK DESIGN AND ENGINEERING



REDISTRIBUTION AND WAREHOUSING



TRANSPORTATION SOLUTIONS



PROCUREMENT SOLUTIONS



BUSINESS DEVELOPMENT SOLUTIONS

800 TIFFANY BOULEVARD, SUITE 300, ROCKY MOUNT, NC 27804

Phone: (252) 407-2000 | E-mail: [info@ITI-FAC.com](mailto:info@ITI-FAC.com) | [www.ITI-FAC.com](http://www.ITI-FAC.com)

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

**THOLLESSON, Geodis Wilson USA:** A supplier performance scorecard is often beneficial. Implement an early, joint review of scorecard criteria with suppliers, because they must be aware of the role they play in your company's value chain. The supplier scorecard should be weighted based on critical elements and related risk. Specific elements may vary depending on the area in which the supplier is acting.

One metric that applies throughout various supplier areas is invoiced amount compared to expected or ordered amount. Greater accuracy between expected amount and the actual invoiced amount means a more efficient handling process and faster payments for the supplier.

Another metric that often applies to various areas is on-time delivery—not only for logistics and transportation, but also for fulfillment of any purchased goods or services. Other elements to measure are percent of defects or damages, and document accuracy.

**FARRELL, Kewill:** Companies must make sure vendors understand the metrics related to compliance, including where and how they will gather the data, and how they will calculate the metrics. Discussing these matters up front helps save time when a problem occurs, allowing both parties to focus on the issue, and determine how to prevent it from happening again.

**NAUDIN, SDV USA:** Suppliers are chosen not only for the services they provide, but also for the expertise and capabilities they offer to create a competitive advantage for the companies they serve.

Measurement provides a way to determine what has been accomplished according to the initial business goals. Several internal and external systems can be used to evaluate supplier



**BOB FARRELL, CEO, Kewill**

Farrell brings more than 25 years of broad and diverse international business leadership experience to Kewill. He joined the company in October 2012 to accelerate growth by driving operational improvements and executing on strategies that enable Kewill to extend its position in the global trade and logistics software and solutions markets.

compliance, including key performance indicators and continuous reviews.

Common KPIs companies use to measure supplier performance can also help measure compliance, including on-time delivery, financial stability, organizational structure, geographical coverage, and reputation.

Essential to a vendor scorecard are metrics that concentrate on compliance, such as accurate documentation, security, safety, non-conformity reporting, and complaint resolutions.

Many regulations are in place for foreign trade and product safety—tied to hefty penalties for those who do not comply. It is imperative to measure a vendor's ability to deliver accurate, timely documentation. It is also at the company's discretion to decide which documents—such as labor certificates, advanced shipping notices, and importer security filings—to measure for accuracy on a vendor scorecard.

**MILLER, TransportGistics:** An array of performance metrics exist, each specific to a company's process, core goals, and objectives. Companies need to identify the root cause of activities that both drain and boost margins; and factors that encumber and speed material and information flow through the organization. The company can then develop KPIs to address each element, communicate them to suppliers, and measure performance to these KPIs.

Some basic and universal metrics include proper execution of carrier selection, service level and mode, paperwork, and labeling preferences. Other common metrics include issues identified with shipment frequency and timing, order consolidation, communication, freight terms, insurance values, classification, delivery appointments, packaging, and customs.

## Q If compliance violations occur, how should the company and supplier work together to resolve the issue and prevent it from happening again?

**HOLDER, Compliance Networks:** The most important reaction from a retailer perspective is to automate the way supply chain failures are communicated. Without an automated notification system, problems might be solved in the distribution center, but never reported to the supplier. If the supplier does not know what issues its customer is experiencing, it can't address the situation.

Creating supplier scorecards, and meeting regularly to review the results, are also important. These actions help suppliers understand the impact of poor performance on the company's operation and sales.

**FRIEDMAN, Data2Logistics:** Communication and collaboration play important roles in identifying the cause of a problem. Open and candid conversations between the company and supplier can help determine the root cause of the violation.

**CUBBLER, Exel:** Not every compliance violation is the same, and companies should be able to recognize the differences. When a company has an SLA, its managers or operators are able to clearly outline expectations to vendors. Companies with SLAs can also

# Syfan Expedited



## Your Lifeline on Deadline.

**FAST-PACED. CARGO SAFETY. SECURITY. A HIGH LEVEL OF SERVICE. CONTINUOUS TRACKING.** When these are critical factors for your shipments, Syfan Expedited is your solution. Because our Expedited division only knows one answer to your most impossible deadline requests: **YES.**

Whether you rely on time-critical delivery as part of your overall plan to meet just-in-time assembly lines or short-term demand, you can count on the experienced pros at Syfan Expedited. We earned our reputation over countless years in the time-sensitive perishables and JIT automotive industries where every deadline is make or break.

Give us a call. We're ready and waiting.

### Syfan Services

- Syfan Logistics including freight management
- Syfan Expedited
- Syfan Dedicated



An American Tradition in Transportation

— IN GOD WE TRUST —

SyfanLogistics.com | 855.287.8485 | 770.287.8485 | Gainesville, GA

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](https://inboundlogistics.com/3pl)

understand the importance of vendors in the broader quality system.

If a low-risk violation occurs, arrange for a meeting or call so the supplier can address the situation and develop the appropriate corrective action. Violations that impact safety or product integrity trigger a work stoppage and all-hands-on-deck situation.

The SLA should outline an escalation plan to follow if a serious compliance violation occurs. If the violation is important to the company, it should also be important to the supplier. Once companies have the right players on the phone or at the table, they should immediately try to rectify the situation and determine a long-term plan to prevent it from recurring.

**THOLLESSON**, Geodis Wilson USA: Objective measurements—using validated data against set KPIs—should provide an accepted starting point for the company and the supplier. A vendor compliance program should be a part of the company’s quality management and business continuity systems. It is wise to issue non-conformance reports to document if vendor non-compliance has reached a set threshold, then perform a root cause analysis.

**FARRELL**, Kewill: If the company and supplier agreed in advance on the performance data to capture, and the method for calculating metrics, they should not need to discuss the violation’s validity. Instead, the two businesses can focus on understanding why the violation occurred, and how to prevent it from happening again. Then they can agree on a set of actions to resolve the issues that allowed the non-compliance to occur. They can take a “lessons

learned” approach, and, where necessary, change operating processes and retrain workers.

They should also review the metrics to see if a different or amended metric could have raised awareness of the problem sooner. The issue could also warrant establishing an audit process so both partners can track whether the agreed-upon actions have been completed.

**NAUDIN**, SDV USA: The company and supplier should review the compliance violation, identify the reason it occurred, and develop and implement an action plan to ensure future compliance. They then should record and review the results of the corrective action, and share this information with all concerned parties.

**MILLER**, TransportGistics: Despite the best planning, training, and intentions, compliance violations inevitably occur. Accepting this as a basic fact of business, the company and supplier should agree upfront on the ramifications of poor supplier performance. Then, they can work through addressing the issue, creating a solution, and measuring the results.

It is customary to impose a series of increasingly more severe penalties for repeat offenses. While some companies may use these chargebacks as a normal course of business, others may do so as a last resort. In either case, the key benefit of the chargeback is that it raises the visibility of the offending behavior inside the supplier’s organization. This creates a fertile environment for focusing on the undesired behavior.



**ALAN MILLER**, President,  
TransportGistics Inc.

Miller is a 27-year veteran of the supply chain sector, with expertise in transportation management, logistics technology, and systems integration in a variety of industries. He designed, developed, and deployed transportation management, electronic payment, and communication systems to support the supply chain needs of thousands of businesses.

## Q What processes and technologies can help detect potential vendor performance problems and prevent them from occurring?

**HOLDER**, Compliance Networks: Process is more important than technology 100 percent of the time. When you have people involved, you layer in technology to make the engineered process faster and more efficient. Automation is essential, but you can’t automate everything. People still need to perform physical audits and record results. Use technology such as tablets, RF devices, and cameras to not only record the results, but also help you know what percentage of an audit to perform on the supplier’s shipment.

This Vendor Performance Classification can single out individual suppliers for additional audits based upon past performance. Previous audit results place vendors into different

audit levels, effectively allocating limited resources to where they are needed most.

Some technologies use data from supply chain execution systems to help companies identify supply chain failures in an automated environment. These systems can send emails and reports to suppliers to notify them of the failure. Other systems use supply chain alerts to warn suppliers of imminent failures to attempt to prevent the problem from occurring.

**FRIEDMAN**, Data2Logistics: Access to a Web-based routing tool helps suppliers identify the appropriate carrier to use. Depending on the



# MALLORY ALEXANDER

INTERNATIONAL LOGISTICS



confidence delivered  
on time. with care. everywhere.

800.257.8464

WWW.MALLORYGROUP.COM



Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

tool's level of sophistication, it will order the needed equipment or identify the carrier to select.

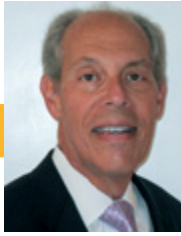
On the back end of the transactions, companies can test for routing guide compliance to confirm the supplier used the appropriate carrier. The cost of non-compliance is the difference between the actual transportation charges and the rate that would have been charged if the prescribed carrier had been used.

If this is an ongoing problem, the difference may be charged back to the vendor with a routing guide violations penalty. Typically, a buyer's purchase order will outline the requirement for compliance, and the penalty and mechanism for the chargeback process. But it is better if all parties put in place a comprehensive and consistent end-to-end process that each partner agrees to and follows.

**CUBBLER, Exel:** Technology allows more visibility into vendor performance. Companies can see what's going on at a warehouse hundreds of miles away. This is particularly useful for temperature-controlled facilities; companies can receive alerts when the temperature of their products falls out of range.

**THOLLESSON, Geodis Wilson USA:** One basic recommendation is to tailor the vendor compliance management system, including the tools and technology, to the organization's size and maturity. It may be most cost-effective for a small organization to use tools such as Visio, Excel, SharePoint, and Access. A larger, more mature organization can implement dedicated supplier management systems, and work more extensively with automation and EDI.

Companies should set continuous measurements and flags for certain thresholds to ensure early detection of potential problems. It is often wise to connect electronically to vendors, either with a business-to-business setup or via a Web portal, to enable continuous data flow for performance analytics, forecasting, and contingency planning. A complete supply chain track-and-trace system – including order management and WMS visibility – can be vital.



**HAROLD FRIEDMAN DLP, Senior Vice President of Global Corporate Development, Data2Logistics LLC**

Friedman has more than four decades of experience in helping businesses reduce transportation costs. He received the prestigious Distinguished Logistics Professional award from the board of directors of the American Society of Transportation & Logistics.

**MILLER, TransportGistics:** It is critical to have a well-maintained, updated, and documented receiving process incorporating both data communication and material receipt. This documented process should also include supplier performance criteria that will feed supplier performance metrics.

Technology to support process is equally important. A cloud-based routing guide enables easy access for trading partners to retrieve the most current carrier assignments and rules of engagement. Industry-leading routing guides also allow companies to track user access, receive automatic update notifications, facilitate two-way communications, and audit compliance.

**FARRELL, Kewill:** Visibility applications can help detect potential problems and prevent them from occurring. The input to these

applications must consist of the right information at the right time.

With or without visibility applications, companies must institutionalize training and organizational structure to react to an alert of a potential problem, and implement actions to rectify the situation before non-compliance occurs.

**NAUDIN, SDV USA:** Putting systems and business processes in place to detect and mitigate potential compliance issues before they occur will help achieve the business goal of reducing transportation and logistics costs.

Best-practice solutions include taking preventive action to eliminate potential problems in order to prevent their occurrence. A documented procedure should define requirements for determining potential non-conformities and their cause, evaluate the action required to prevent a problem, and develop an action plan to ensure future compliance.

Companies cannot successfully manage vendors and overcome non-compliance without integrated technology that handles the flow of purchase orders, electronic data interchange, carrier optimization, tracking, and data analytics.

## Q What are the added complexities of global supplier compliance, compared to domestic?

**HOLDER, Compliance Networks:** Global suppliers are required to do more, primarily because of customs compliance requirements. Not only are lead times much longer, but the supply chain can contain more variability because more problems can occur.

The added complexities for global compliance center on the additional data elements companies must track, and the difficulty of gaining access to those data elements. Control of those data elements tends to be siloed, and a third party outside the company's



# IT'S EASIER WITH EVANS



Warehousing | Transportation | Staffing | Value added services  
800-OK-EVANS | [www.evansdist.com](http://www.evansdist.com)



Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

systems often holds them. Companies might have access via a portal, but receiving the data in real time is the best way to go for managing global supplier compliance and performance.

**FRIEDMAN, Data2Logistics:** Imported products bring with them unique attributes not found in domestic shipping. For example, the U.S. government's import regulations impose quotas, licenses, and certificates for certain goods. Import controls may exist for the material you are buying, or the countries from which they originated. Your vendor will be required to supply documentation to receive an import license or other control documents.

A key component of the import process is the correct classification of goods under the U.S. Harmonized Tariff Schedule. Although you may engage freight forwarders or customs brokers to act as your agents to ensure compliance, their mistakes belong to you.

These conditions are further complicated by Incoterms—rules intended to clearly communicate the tasks, costs, and risks associated with transporting and delivering goods. Dealing with global supplier compliance is very serious, and should be handled by a professional experienced in this area.

**CUBBLER, Exel:** Once outside of the United States, it is significantly harder to track and ensure compliance. Global companies often envision global standards and processes, while failing to allow for varying regulations and customer requirements once exiting a country's boundaries.

This requires companies to invest in managing the expectations of global auditors, inspectors, and procurement managers so they can be forewarned about making unrealistic comparisons and assumptions to standards, which may not be practical or legal in another region of the world.

Other factors include extended shipping lead times; and varied enterprise resource planning, transportation, and warehouse management systems, which ultimately impact supply chain visibility.

Maintaining the pedigree of products by managing the touchpoints and climate conditions throughout the supply chain is extremely difficult. And customs clearance delays can cost shippers the opportunity to store products in a warehouse designed to meet long-term storage needs, and equipped with appropriate security.

**THOLLESSON, Geodis Wilson USA:** Different languages and time zones create obstacles to clear and fast communication. Different cultures and varied political and legal systems lead to even more challenges, and understanding a country's local social and business culture is a key to success.

In addition, businesses must comply with the Foreign Corrupt Practices Act and other anti-bribery laws. Can a supplier overseas

work with self-service information? How can the data be validated? There may also be regional variations within the same country, such as different taxes for the same types of goods or services, depending on origin and destination.

Further complexity accompanies importing or exporting regulated items, which requires different licenses or certificates. Intellectual and property rights may not be subject to the same protection in other countries, adding items the company must validate within its supplier management and compliance program.

With local presence and business knowledge, a global supplier can often support country-to-country shipment requirements, providing visibility to the global supply chain. This may facilitate supplier compliance if operating within a global system for sharing the same data.

**FARRELL, Kewill:** Companies not used to operating globally may encounter issues related to making contact with their suppliers/vendors in different time zones, and dealing with multiple currencies.

It may also be difficult to measure conformity because of external factors potentially beyond the company's or supplier's direct control, such as legislative, customs, and compliance issues.

While a supplier may have finished manufacturing the goods on time, and may have dispatched them to the port, the freight may not depart on time if shipments aren't in compliance with customs regulations.

**NAUDIN, SDV USA:** With increased government scrutiny and regulations enforcement, the stakes are high for companies trading on the international market. Compliance programs are an essential risk management tool in today's international business environment.

When dealing with a global supplier, companies must adhere to the various laws and regulations in each location, as well as customs' import/export specifications, and the area's culture, ethics, language, and government.

In addition, when supply extends beyond domestic borders, the level of security has a large impact on the business relationship. Risk management may be more difficult—and more costly—to control. To support planning, it is beneficial to know the risks involved.

Regulatory compliance programs may vary by region to meet local and international regulatory agency requirements. On a local level, each individual office must follow applicable law for the relevant city, state, province, region, or locality.

In the event that official trade sanctions, embargoes, or other known export/import controls impact the legal environments of other countries, the trading division must seek clear and formal advice from the relevant legal departments. ■



**PATRIK THOLLESSON, District Vice President, Northeast, Geodis Wilson USA**

Since September 2012, Thollesson has been responsible for Geodis Wilson USA's compliance, security, and risk management programs in the United States. Over the past 13 years, he has held various positions within the organization, including operations, sales, and regional management.



Experience  
Innovation  
Development

# Leaders in Industrial Real Estate

LEASE



25 LOCATIONS IN  
MEXICO

CONSTRUCTION



ASSET  
MANAGEMENT



LAND  
DEVELOPMENT

*We design and operate world class comprehensive real estate developments that provide custom-designed spaces to ensure the success of your operation.*

México **01-800-00-34672**  
USA **1-877-314-6950**

[info@finsa.net](mailto:info@finsa.net)

[www.finsa.net](http://www.finsa.net)

Innovation.

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

**\*\*Attention Supply Chain Professionals\*\***

# Why Pay More?

## Reducing Your Inland Costs



Located in the nation's third-largest consumer group, the Port of Baltimore has an impressive array of distribution locations with more on the way! As an import destination from China, the most cost-effective and quickest way to tap this affluent market is by bringing your cargo direct to Baltimore where you will be greeted with world-class efficiency and customer service.

**Third Largest U.S. Consumer Group**



**GDP = \$575 billion**

1-800-638-7519    [marylandports.com](http://marylandports.com)    [twitter.com/portofbalt](https://twitter.com/portofbalt)

Governor Martin O'Malley    MDOT Secretary James T. Smith, Jr.    MPA Executive Director James J. White

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

FUELING THE

# OIL & GAS

## SUPPLY CHAIN

New possibilities and partnerships  
get energy companies pumped.

By Justine Brown

July 2014 • Inbound Logistics 163



**RMX** *Global Logistics*

**ONE WORLD. ONE SOURCE.**

**E**very vertical industry presents unique supply chain challenges, but none is as complex as oil and gas. Transporting product requires special equipment, strict regulatory compliance, and extensive safety procedures. It often requires multiple modes, and involves everything from supplying materials for oil rigs to moving extremely heavy equipment and hazardous materials.

“Logistics in the oil and gas industry demands a great sense of urgency and need for visibility,” says Bill Heathcock, regional director for Philadelphia-based third-party logistics (3PL) provider BDP International. “Oil and gas companies rely on 3PL partners to come through under difficult circumstances.”

Few industries are as financially vulnerable when complications arise. Often, oil and gas operations take place in remote regions of the world, and run 24/7/365. If materials aren’t delivered on time, the consequences are considerable.

“If an oil rig goes down as a result of not having the proper materials in place, it can mean the loss of \$1 million every day,” adds Brian Murphy, director of business development for San Francisco-based Menlo Worldwide Logistics. “Logistics reliability is paramount—oil and gas companies will invest in outsourcing to ensure there is no service interruption, rather than risk a problem.”

#### WHAT'S THE DIFFERENCE?

The oil and gas industry is generally divided into two areas: traditional operations—such as those that take place off the coast of Santa Barbara, Calif., in the Gulf of Mexico, or in Canada and Alaska—and exploratory operations, which include fracking. Each type of operation requires a different logistics strategy.

“The exploration and extraction supply chain is different than the supply chain from a well site to a refinery, especially in the people and processes involved,” explains John Love, senior vice president and senior architect for Raleigh, N.C.-based logistics technology developer TMSforce.

Traditional oil and gas operations rely on fundamental logistics activities such as trucking and warehousing. The nature of the business, however, can make even these functions hard to manage.

“Unlike the retail environment—where a vice president of supply chain directs strategy and the organization reacts—oil and gas companies drive their own operations,” says Murphy. “It’s a costly, inefficient approach that tends to lack transparency and visibility.”

Consequently, producers often derive significant value from logistics providers that can re-engineer traditional oil and gas supply chain processes.

Menlo recently made its first foray into the oil and gas sector, looking to leverage its experience in chemical logistics. It is collaborating with Shell Canada on a project that includes two traditional drill locations in western Alberta. Menlo works with the producer’s exploration and production teams at the drill site, coordinating truck transportation. The 3PL is also helping local carriers improve safety ratings and compliance, and audit incidents.

One drill site alone utilizes more than 80 local carriers. “The exploration and production companies have committed to using local truckers rather than large carriers or contractors,” says Murphy. “So part of our work involves helping local trucking companies meet Shell’s stringent safety requirements.”

Menlo also deployed a global oil and gas control tower in Calgary. There, it manages day-to-day operations, and provides strategic oversight to help Shell drive costs out of its supply chain. In addition, the 3PL helped centralize many of Shell’s logistics-related activities.

“We work closely with Shell’s logistics team,” says Murphy. “We look for opportunities to consolidate activities such as freight bill audit and payment, and claims processing, allowing Shell to benefit from a shared-services approach.”

The fact that oil and gas companies drive their own operations has been one of the most difficult challenges for 3PL partners. “Trying to affect change in an environment where we have no



Because crude oil and natural gas exploration and extraction sites are often located in remote areas far from demand, moving freight - including large, bulky equipment - in and out creates a particularly complex supply chain challenge.

AT DUPRÉ WE START WITH ONE SIMPLE QUESTION:  
What is the absolute best way to enable our customers to gain the results they need in the fastest, least disruptive way possible?

With proven industry expertise in both Asset-Based and 3PL Operations, Dupré Logistics is able to customize solutions that improve our customers competitive position in the marketplace.

*Dupré serves 3 Core Business Units:*



SITE & PRIVATE  
FLEET SERVICES



ENERGY  
DISTRIBUTION  
SERVICE



STRATEGIC  
CAPACITY  
SERVICES

>>> Visit <http://blog.duprelogistics.com> now for FREE,  
Instant tips to streamline and stay ahead of your competition!

Get the 5 Best Practices for Managing Your Trucking Services. <<<  
Save time and money with these tips: [www.DupreLogistics.com/planningtips](http://www.DupreLogistics.com/planningtips)



*Always forward thinking.*

We are a full-service logistics provider, committed to keeping your company moving forward - by cutting invisible costs and optimizing your business.

[www.duprelogistics.com](http://www.duprelogistics.com) | 201 Energy Parkway, Suite 500 • Lafayette, LA 70508 | 855-686-5478

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

“An oil rig that goes down as a result of not having the proper materials in place can mean the loss of \$1 million each day.”

—Brian Murphy, director of business development, Menlo Worldwide Logistics

power is difficult,” says Murphy. “To be successful in the oil and gas industry, 3PLs have to bring a continuous improvement mindset; immediate engineering value; and the ability to interface with the operations team.”

### FRACKING BREAKS GROUND

The second type of oil and gas operation, hydraulic fracturing—or fracking—has changed the North American oil and gas industry significantly over the past few years. Abundant reserves have fed projections that the United States will be producing much of its own energy by 2020. But the emergence of domestically sourced natural gas also means significant changes to the North American energy market—especially in the way suppliers and producers move product.



**Fuel transportation requires strict compliance with safety regulations, visibility of product in transit, and communication among all supply chain partners.**

Extracting fossil fuel from shale below the earth’s surface requires horizontal drilling, charging the fueling mechanism to create fractures, and inserting large amounts of sand and water to open these fractures in order to pull out the fuel. Sourcing and organizing the assets necessary for extraction is complicated. If not managed well, energy companies can incur heavy liabilities—high costs, wasted resources, and safety compliance failures.

“Fracking involves a lot more expense, and it’s also less profitable, than traditional fuel operations,” says Murphy. “Many fracking companies are asking their logistics partners to not only drive the transaction safely, but also find ways to engineer better solutions, and bring value and continuous improvement.”

Challenges arise well before drilling begins, when large and

expensive pieces of equipment need to be mobilized on site. For example, each drill head can cost tens of thousands of dollars, while the piping and fitting that goes into the well can cost millions.

“The size, weight, and bulk of some of this equipment can tax logistics providers,” says Heathcock. “Some pieces of equipment might equal the size of a conference room, and weigh 20 tons. That size and weight creates difficulties in moving freight from Point A to Point B, especially into remote areas.”

Preparing a site for extraction can be a significant undertaking. A new drilling operation often requires new roads, holding ponds for water, or even a liquefying plant because fuel is more difficult to move in a gaseous state.

“Managing the logistics around extraction operations creates new complexities,” says Love. “All the extraction equipment has to arrive to a site in a particular sequence. Tons of sand, and huge quantities of water, have to be moved. Transport costs are high.”

Consider that one asset might involve 25 or 50 miles of activity, while many different trucks serve the wellheads. It takes hundreds of bulk tankers full of water to fill one fracking well—capacity demand that even the largest bulk carriers can’t meet at a moment’s notice. To fill the gap, oil and gas companies rely on smaller carriers.

“By necessity, energy producers have entered the dispatch business—coordinating the daily movements of hundreds of individual carriers,” says Murphy. “In the area surrounding any major wellhead, hundreds of these bulk tankers can be found parked on the side of the road, all waiting for direction.”

TMSforce is involved with one fracking site that is moving 2,000 loads of sand and water daily within a 100-mile radius, says Tim Sensenig, chairman of TMSforce. “That’s a lot of loads—and doesn’t include moving the material that has been extracted,” he explains.

To ensure the job gets done right, some energy companies are hiring fourth-party logistics (4PL) providers to manage, oversee, and improve certain aspects of upstream operations.

“A 4PL can markedly improve the economics of these large fracking sites by taking over dispatch, systematically monitoring resources, and planning ahead for changing capacity needs,” Sensenig adds. “With this guidance, energy companies can be prepared for high-demand times without paying for underutilized assets.”

Another example of how 3PLs and 4PLs can add value is in safety compliance, which is a critical aspect of the oil and gas industry. BDP International, for example, employs its own global compliance officer and safety trainer, who travel to all its sites to ensure consistency.





Odyssey  
Logistics &  
Technology



## Innovating Logistics

Organizations with diverse and complex transportation needs rely on Odyssey's innovative technologies to deliver thorough, high value logistics strategies.

Our clients benefit from expert, tailored solutions across multiple transportation modes, backed by the power of our nearly \$2B freight network.

TRUCKING   INTERMODAL   INTERNATIONAL   MANAGED SERVICES   WIN

© 2014, Odyssey Logistics & Technology Corporation. All rights reserved. | [www.odysseylogistics.com](http://www.odysseylogistics.com) | 855-412-0199

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



As global demand for energy soars, oil and gas supply chains are growing more complicated to manage. That's driving many energy companies to partner with third-party logistics providers for the expertise and experience they bring to the table.

“Compliance heads the list of priorities for the oil and gas industry, especially in the last seven or eight years, as substantial penalties and fines have been imposed in areas such as the Foreign Corrupt Practices Act,” says Heathcock. “Logistics providers working in the oil and gas vertical have to take safety very seriously or they won’t last.”

#### SETTING THE STANDARD

Standardizing compliance across a number of different carriers, many of whom are small and localized, is a difficult task for energy companies to take on internally, explains Murphy.

Logistics providers, on the other hand, have the experience and expertise to drive uniform measures all the way down to the carrier community. They can establish a baseline compliance expectation, meet regularly with carriers, and develop safety programs – specific to each wellhead – that can be monitored, managed, and improved as conditions change.

“Safety is one of the highest priorities,” agrees Sensenig. “Energy companies do not want to cut any logistics or supply chain costs that will affect compliance. Solutions providers should be focused first on safety and compliance, then on identifying ways to reduce costs.”

These expectations and standards transcend the entire supply

chain. But the stakes grow even higher when oil and gas companies need to transport end product, especially given the potential for combustion. With the Keystone Pipeline XL expansion project currently on indefinite hold (in April 2014, the Obama administration announced another delay in a process already beset by political and legal challenges), this translates to more pressure on railroads to ensure safe oil and gas transportation. “The railroads will invest substantially in new rail car containers and improving rail safety,” says Sensenig.

In the wake of several high-profile crude-by-rail accidents, U.S. regulators are under pressure to phase out the DOT-111 tanker fleet. Canadian authorities have already begun this process. Advanced rail cars introduced in 2014 include thicker steel and jacketed shells with ceramic insulation designed to inhibit discharge of contents during a derailment.

The oil and gas supply chain presents considerable challenges and opportunities for energy producers and logistics service providers—whether it’s coordinating the transport of heavy equipment and drilling materials, managing the just-in-time requirements of drill sites, or ensuring safety compliance across the supply chain. By partnering with 3PL service providers, energy companies can streamline logistics processes, reduce costs, and add value.

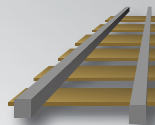
Now that’s what you call cooking with gas. ■



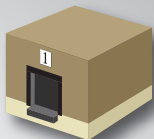
- Since 1969, A&R Logistics has been providing the chemical industry with best-in-class service at every level of the supply chain. Contact us today to learn more about each of our services.



**Dry Bulk Trucking**  
23 terminals nationwide



**Rail Transloading & Storage**  
23 sites nationwide



**Warehousing & Packaging**  
1.3 million sq. ft. warehouse space  
nationwide



**Transportation Management**  
3PL, supply chain consulting and  
online shipment management services

[www.artransport.com](http://www.artransport.com) ● 8440 S. Tabler Road, Morris, IL 60450 ● 1 (800) 542-8058

# WE DON'T HAVE TO TELL YOU EMPTY PROMISES EQUAL EMPTY SHELVES.



When product doesn't get there on time, everybody looks bad. That's why we're proud of our 98.6% on-time delivery rate. Our percentage keeps going up because we don't let our customers down. For transportation challenges of every size, just bring it.

**For on-time performance, call us every time: (800) 817-1264.**

**Find out more at [wagnerlogistics.com](http://wagnerlogistics.com)**



**WAGNER<sup>SM</sup>  
LOGISTICS**

*Bring it.*

TRANSPORTATION | WAREHOUSING | FULFILLMENT | PACKAGING ► TIER-ONE TECHNOLOGY

**Got 3PL challenges?**

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# TOP 10 U.S. CONTAINER PORTS

***Inbound Logistics* dredges data on leading U.S. hubs.**

U.S. port dynamics are as fluid as they've been in the past two decades. Shifting trade winds have unsettled old moorings. In turn, U.S. shippers and consignees are turning in new directions.

The impending Panama Canal expansion has fed speculation about how a surge in transit will impact existing U.S. East Coast and West Coast trade balances. A nearshoring reality—borne from the promise of cheaper North American energy, rising Chinese inflation, and more competitive domestic manufacturing—has similarly forced producers and retailers to rethink their supply chains. Many are reconsidering where they source and manufacture product, and how they bring it to market—then aligning U.S. distribution networks accordingly.

As the U.S. "economy of scale" tips toward a new manufacturing reckoning, companies are looking at port selection in a new light. For some, it will always be about location and volume. Many are considering multiple options, both East and West coasts. Others place value on rail/intermodal connections; still more seek markets with greater import/export balance—where ocean and over-the-road carriers are competing for space and thereby driving down costs.

The busiest U.S. ports are most likely to continue fulfilling shippers' needs. Here are the 10 ports handling the nation's largest import and export container volumes.



# 1 Port of Los Angeles

MAIN CHANNEL DEPTH  
53'

portoflosangeles.org

## TRADE DATA

2013 TOTAL TEUs: 7,868,581

INBOUND: 4,110,715

OUTBOUND: 3,757,866

## TRADE PARTNERS

- China/Hong Kong
- Japan
- South Korea
- Taiwan
- Vietnam

## IMPORTS

- Furniture
- Auto parts
- Apparel
- Electronics
- Footwear

## EXPORTS

- Paper/wastepaper
- Pet and animal feeds
- Scrap metal
- Fabric
- Soybeans



# 2 Port of Long Beach

MAIN CHANNEL DEPTH  
76'

polb.com

## TRADE DATA

2013 TOTAL TEUs: 6,730,573

INBOUND: 3,455,323

OUTBOUND: 1,704,932

EMPTIES: 1,570,318

## TRADE PARTNERS

- China
- South Korea
- Japan
- Hong Kong
- Taiwan
- Vietnam
- Iraq
- Australia
- Ecuador
- Indonesia

## IMPORTS

- Crude oil
- Electronics
- Plastics
- Furniture
- Clothing

## EXPORTS

- Petroleum coke
- Petroleum bulk
- Chemicals
- Waste paper
- Food

We make **logistics**  
child's play.



## SMARTGISTICS™

**A smarter approach.** Corporate Traffic is proud to offer a transportation-management system that is so intuitive, so smart and so user-friendly that it virtually redefines the science of logistics. And Corporate Traffic can now find the best multimodal strategic resources for your shipments—including unmatched freight consolidation and super-efficient pool distribution. SMARTGISTICS is also smart enough to factor in weather, freight diversion and other factors. It's so smart, it makes child's play of logistics.

**Full service. Full solutions. Flexible logistics.**

1.800.787.2334 | [corporate-traffic.com](http://corporate-traffic.com) |  



**CORPORATE TRAFFIC**  
LOGISTICS

NEVER SETTLE.

Truckload | Intermodal | LTL | Ocean | Drayage | Air | Retail Logistics | TMS

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# 3 Port Authority of New York & New Jersey

MAIN CHANNEL DEPTH  
50'

[panynj.gov/port](http://panynj.gov/port)

## TRADE DATA

2013 TOTAL TEUs: 5,467,347

INBOUND: 2,760,555

OUTBOUND: 1,466,701

EMPTIES: 1,240,091

## TRADE PARTNERS

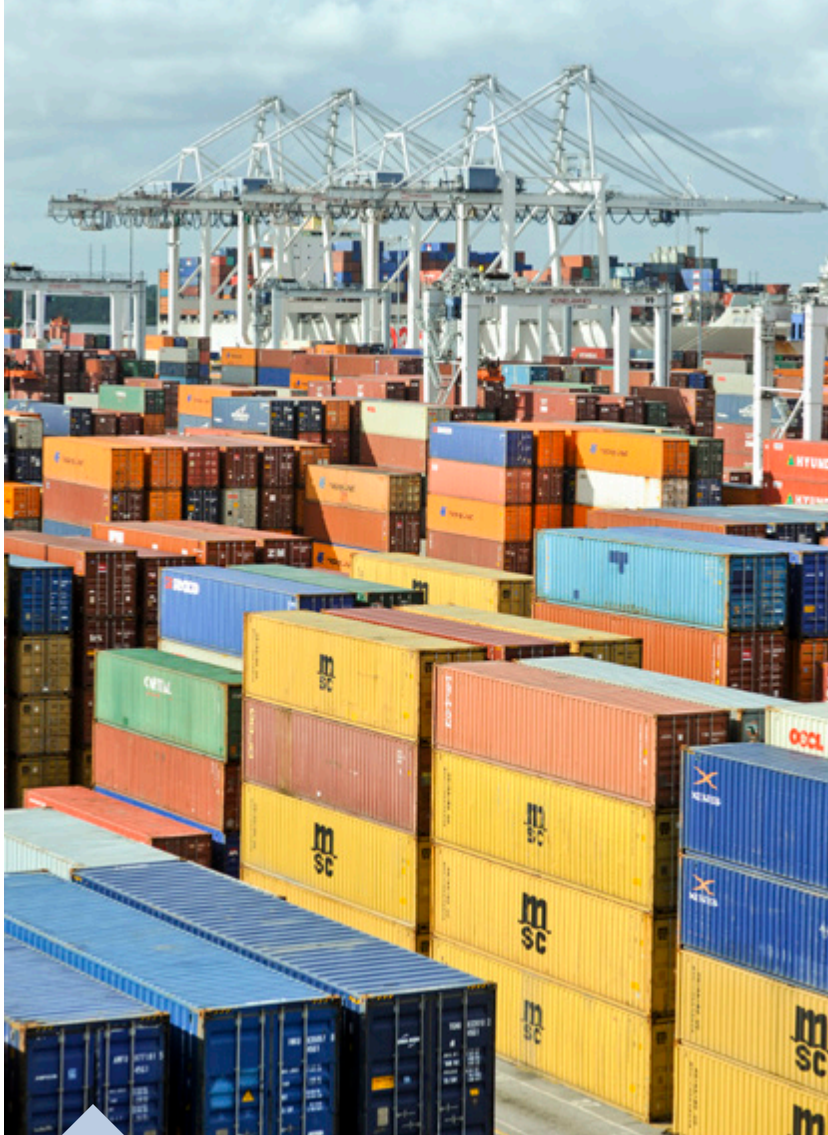
- China
- India
- Germany
- Italy
- Hong Kong
- Netherlands
- United Kingdom
- Brazil
- France
- South Korea

## IMPORTS

- Furniture
- Beverages
- Machinery
- Apparel

## EXPORTS

- Paper
- Scrap and waste
- Motor vehicles
- Automobile parts
- Household goods



# 4 Port of Savannah

MAIN CHANNEL DEPTH  
42'

[gaports.com/portofsavannah](http://gaports.com/portofsavannah)

## TRADE DATA

2013 TOTAL TEUs: 3,033,727

INBOUND: 1,429,954

OUTBOUND: 1,603,774

## TRADE PARTNERS

- China
- South Korea
- Japan
- Germany
- India
- Italy
- Turkey

## IMPORTS

- Consumer goods
- Furniture
- Machinery
- Appliances
- Electronics
- Automotive
- Hardware and housewares
- Food

## EXPORTS

- Food
- Wood pulp
- Paper and paperboard
- Clay
- Fabrics
- Consumer goods
- Automotive







OPENS IN JULY



## TAKE THE FASTER TRACK TO MARKET

Florida East Coast Railway (FEC) and Port Everglades have joined forces to boost your speed and efficiency to market with pier-to-ramp intermodal service starting in 2014. Discharge your cargo in Port Everglades, then load right onto rail. No traffic. No trucks. No downtime. We move your goods to and from Atlanta, Charlotte, Memphis, Nashville and other points nationwide – fast. Discover the profitable new power of ship-to-rail service through Port Everglades. Visit our website at [www.fecrwy.com](http://www.fecrwy.com) or call David Banfield, FEC Director of Sales and Port Development, at 305-889-5586.



Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# 5 Port of Oakland

MAIN CHANNEL DEPTH  
50'

[portofOakland.com](http://portofOakland.com)

## TRADE DATA

2013 TOTAL TEUs: 2,346,528

INBOUND: 803,298

OUTBOUND: 1,014,796

EMPTIES: 528,434

## TRADE PARTNERS

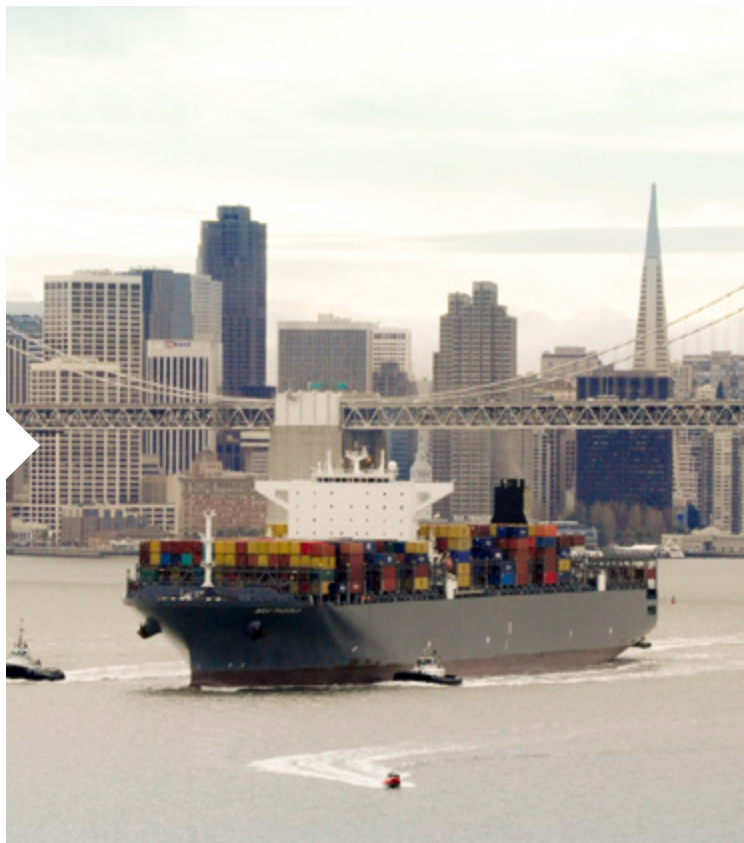
- China
- Japan
- Taiwan
- South Korea
- Vietnam
- Australia
- Thailand
- France
- Germany

## IMPORTS

- Machinery
- Apparel
- Electronic equipment
- Furniture
- Wine and spirits
- Plastics
- Vehicles

## EXPORTS

- Fruit and nuts
- Electrical machinery
- Meat
- Foodstuffs
- Wine and spirits
- Dairy products



176 Inbound Logistics • July 2014

# 6 Port of Virginia

MAIN CHANNEL DEPTH  
50-55'

[portofvirginia.com](http://portofvirginia.com)

## TRADE DATA

2013 TOTAL TEUs: 2,223,532

INBOUND: 934,119

OUTBOUND: 998,843

EMPTIES: 290,571

## TRADE PARTNERS

- China
- Germany
- Brazil
- Belgium
- United Kingdom
- Netherlands
- India
- Italy
- Turkey

## IMPORTS

- Mineral fuel and oil
- Grain
- Seeds
- Fruit
- Wood and wood pulp
- Food waste and animal feed

## EXPORTS

- Machinery
- Furniture
- Salt
- Sulphur
- Earth
- Stone
- Mineral fuel and oil
- Beverages
- Wood



**RMX** Global Logistics

**ONE WORLD. ONE SOURCE.**

# OBSESSING OVER THE CUSTOMER IS THE R2 WAY

LOGISTICS

## FINDING CAPACITY WHEN OTHERS CAN'T

“I believe R2 is one of the best carriers we have and we can always count on them for pickups and deliveries. If there is a problem we are notified immediately and that is what makes R2 stand out from the rest. The associates at R2 are very friendly and courteous, and have the trust and integrity that a company needs and wants. That is what R2 is all about.”

- *Ford Motor Company*

“R2’s commitment to the details is a key differentiator. Their awareness of cost and lane capacity, excellent load acceptance ratings and proactive communication are critical competencies for our seasonal business.”

- *The Scotts Company*

“When R2 says they are going to do something—they do it! They have been able to handle carrier lanes that no other carrier can and without a lot of notice. Great job!”

- *Reckitt Benckiser*



Business Partner  
Excellence Award



Carrier of the Year

RELIABLE SERVICE. RELENTLESS PASSION.



LOGISTICS

Charlotte, NC | Columbus, OH | Dallas, TX | Detroit, MI | Jacksonville, FL | Phoenix, AZ

[www.R2LOGISTICSTEAM.com](http://www.R2LOGISTICSTEAM.com)

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



# 8 Port of Tacoma

MAIN CHANNEL DEPTH  
**51'**

[portoftacoma.com](http://portoftacoma.com)

## TRADE DATA

**2013 TOTAL TEUs:** 1,890,000

**INBOUND:** 695,748

**OUTBOUND:** 529,255

**EMPTIES:** 219,722

**DOMESTIC (ALASKA, HAWAII):** 446,843

## TRADE PARTNERS

- China
- Japan
- South Korea
- Taiwan
- Thailand
- Vietnam
- Canada
- Australia

## IMPORTS

- Industrial machinery
- Vehicles and parts
- Electronics
- Games and sports equipment
- Toys
- Furniture
- Aircraft and parts
- Plastics

## EXPORTS

- Oil seeds, grains
- Industrial
- Machinery
- Prepared vegetables
- Fruit and nuts
- Meat
- Wood and wood products
- Paper
- Seafood

# 7 The Port of Houston Authority

MAIN CHANNEL DEPTH  
**45'**

[portofhouston.com](http://portofhouston.com)

## TRADE DATA

**2013 TOTAL TEUs:** 1,950,071

**INBOUND:** 627,380

**OUTBOUND:** 893,928

**EMPTIES:** 428,763

## TRADE PARTNERS

- Brazil
- China
- India
- The Netherlands
- Turkey
- Germany

## IMPORTS

- Iron and steel products
- Machinery
- Beverages
- Organic chemicals
- Petroleum and petroleum products
- Stone
- Plaster
- Cement

## EXPORTS

- Plastic
- Petroleum and petroleum products
- Machinery
- Organic chemicals
- Miscellaneous chemical products

178 Inbound Logistics • July 2014



**RMX** Global Logistics

**ONE WORLD. ONE SOURCE.**

# TUCKER

COMPANY WORLDWIDE

SAFELY DELIVERING RESULTS



## EARNING TRUST FOR MORE THAN 50 YEARS!

Global market leaders, small companies, government agencies, the Department of Defense, all trust Tucker as a valuable transportation partner. Our ISO – 9001:2008 audited and highly adaptable procedures, together with our intense customer focus help improve our customers' ability to: lower freight spend; increase vendor compliance; enhance corporate compliance; manage crises; reduce inbound freight costs & overall cost of goods purchased; and identify and tackle the tougher to find systemic savings.

Trust the best at North American freight transportation. Trust Tucker Company Worldwide.

truck. train. ship. plane.

800.229.7780 TUCKERCO.COM

ISO

9001:2008

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# 9 Port of Charleston

MAIN CHANNEL DEPTH  
47'

port-of-charleston.com

## TRADE DATA

2013 TOTAL TEUs: 1,601,366

INBOUND: 766,307

OUTBOUND: 835,059

EMPTYES: 1,240,091

## TRADE PARTNERS

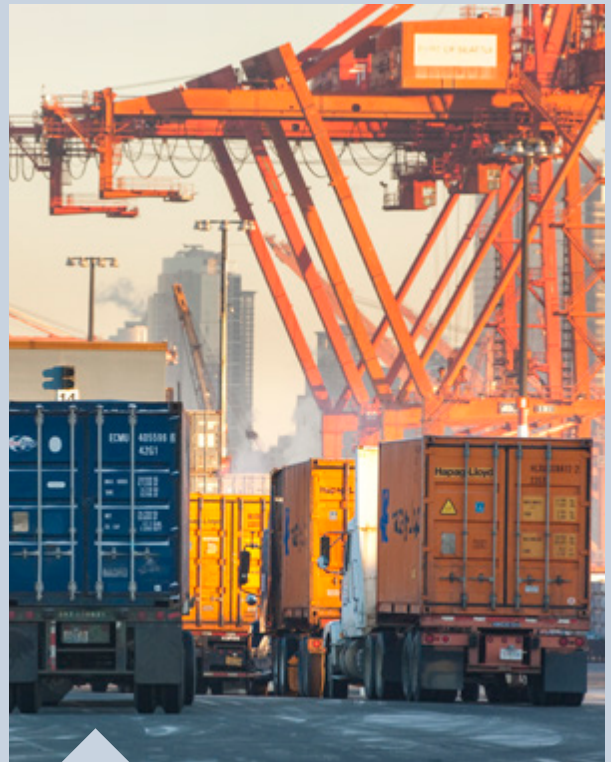
- Germany
- China
- India
- United Kingdom
- France
- Japan
- The Netherlands
- Belgium

## IMPORTS

- Furniture
- Auto parts
- Fabrics
- Raw cotton
- General cargo

## EXPORTS

- Paper and paperboard
- Wood pulp
- Auto parts
- Lumber
- Fabrics
- Raw cotton



# 10 Port of Seattle

MAIN CHANNEL DEPTH  
50'

portseattle.org

## TRADE DATA

2013 TOTAL TEUs: 1,592,753

INBOUND: 543,655

OUTBOUND: 468,253

EMPTYES: 206,967

DOMESTIC: 373,878

## TRADE PARTNERS

- China
- Japan
- South Korea
- Vietnam
- Taiwan
- Malaysia
- Canada
- Indonesia

## EXPORTS

- Miscellaneous grain, seed, and fruit
- Fish and seafood
- Machinery
- Paper and paperboard
- Preserved food
- Meat
- Mineral fuel and oil

## IMPORTS

- Machinery
- Toys and sports equipment
- Furniture and bedding
- Apparel
- Vehicles
- Footwear

# BRING IT ON!

No matter what you need to ship, we have the capacity, cranes and channel depth to handle it. And in every season, our unmatched on-dock rail system speeds your cargo to its destination faster than any other US seaport.\* To learn how shipping through the Port of LA can make a world of difference, visit us at [www.portoflosangeles.org](http://www.portoflosangeles.org), or contact our Business and Trade Development team at (310) 732-3840.

## THE PORT OF LOS ANGELES LA



Proud recipient of the 2013 Presidential "E-Star" Award for promoting American export trade.



Rated #1 for Ocean Carrier Network and Intermodal Network among US seaports.\*\*



\* From Asia, cargo shipped through the Port of LA arrives approximately 12 days faster to the Midwest, 6 days faster to the Eastern Seaboard and 3 days faster to the Southeast.

\*\*Source: Logistics Management, Peerless Research Group (PRG), 2013 Quest for Quality Survey

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



# All Roads Lead To SUNTECK

SUNTECK is a full-service multi-mode transportation solutions provider operating through a network of sales, operations and capacity specialists. We offer a “business process outsource” model through which exclusive independent agents represent SUNTECK in the freight transportation marketplace as a single source solution to a broad range of shipper customers.

We have deep relationships with a broad range of equipment operators through which we meet shipper client transportation needs. SUNTECK has a unique advantage: asset-based affiliate motor carriers with capacity to provide over-the-road van and refrigerated truckload, intermodal container dray and expedited services.

SUNTECK has earned its place on the traffic manager’s ‘short list’ when selecting well-rounded service providers for ongoing and future transportation/logistics requirements.

## BROKERAGE

- Full Truckload (dry van, refrigerated, flatbed)
- Less-than-Truckload
- Intermodal (door-to-door)
- Expedited
- Heavy Haul
- Distribution & Logistics – Last Mile, Pool Distribution, Reverse Logistics and White Glove Service

## CAPACITY

- Domestic and ocean import/export traffic (door-to-port, port-to-port, and inland movement for containers, loaded or empty)
- Dedicated equipment
- Over-the-road van
- Flatbed and drop-deck services
- Intermodal drayage
- Yard spotting
- Expedite



**SUNTECK** 6413 Congress Avenue, Suite 260 - Boca Raton, FL 33487

Brokerae: (800) 759-7910 | [www.sunteckinc.net](http://www.sunteckinc.net) | Capacity: (888) 301-7718 | [www.sunteckinc.net](http://www.sunteckinc.net)


Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)





# FLEET TREATS



When you're dealing with an uncertain economy, stringent driver regulations, and challenging infrastructure issues, you need a trucking fleet that's razor-sharp and can turn on a dime. These tractors, software tools, and tracking solutions can drive your fleet performance to the max.

by Jason McDowell

July 2014 • Inbound Logistics 183



**RMX** *Global Logistics*

**ONE WORLD. ONE SOURCE.**



Freightliner Trucks | Cascadia Evolution



Freightliner Trucks | Cascadia NG Sleeper



Kenworth | T680 Advantage

## Freightliner Trucks

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

### Cascadia Evolution

You say you want an Evolution? Here it is. The Cascadia Evolution features improved aerodynamics, fleet management tools, and a newly designed Detroit Diesel DD15 engine that provides a seven-percent gain in fuel economy over first-generation Cascadia models, and five percent above 2013 models. The Cascadia Evolution is available with manual, automated manual, or automatic transmissions; 48-, 60-, and 72-inch mid-roof sleepers; and 60- and 72-inch raised-roof sleeper configurations.

### Cascadia NG Sleeper

Looking for a natural gas option? The Cascadia line's Cummins Westport ISX 12G heavy-duty natural gas engine runs on compressed natural gas, giving the tractor an anticipated fill-range of about 800 miles. The 48-inch sleeper cab allows fleet managers or drivers to continue hauling long distances without compromising green initiatives.

## Kenworth

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

### T680 Advantage

You'll gain a fuel-efficiency advantage with Kenworth's T680 Advantage model. The tractor comes standard with aerodynamic side extenders on the 76-inch sleeper, in combination with a PACCAR MX-13 engine, an Eaton Fuller Advantage 10-speed automated transmission, and weight-saving axle configuration. Wide-base tires allow for about five percent more fuel efficiency than the standard T680 model.



## RiskLogik

www.drivelogik.com

### DriveLogik

A little driver's ed can go a long way toward improving fuel efficiency. Consider *DriveLogik*, a system that teaches drivers to operate their vehicles more efficiently. The software sends drivers visual and audio notifications about critical performance indicators, including optimal RPM, fluctuating accelerator, excessive idling, and unnecessary torque. Accompanying *TrackLogik* software provides fleet managers with scorecards and reports by driver, by truck, or by fleet.

## Great Dane Trailers

www.greatdanetrailers.com

### Everest TL

Great Dane Trailers' Everest TL reefer van takes efficiency to new heights, providing durability and impact damage protection to keep cargo safe during long-haul truckload operations. At the same time, the trailer's lightweight design permits hauling heavier payloads. Additional options – the tridem axle configuration, widespread tandem axle configuration, air ride suspension package, corrosion-resistant aluminum wheels, and CorroGuard thermoplastic coating – allow fleet managers to customize the trailers for specific operations.

## Drivewyze

www.drivewyze.com

### PreClear

Costly transit delays often occur when drivers are stopped at weigh stations. The Drivewyze *PreClear* application helps avoid those delays by allowing subscribers to legally bypass 292 weigh stations in 21 states. Drivers receive notifications when approaching nearly any weigh station or mobile inspection site in the country. The app then sends a bypass request, and notifies drivers as to whether they need to pull in or bypass the inspection point. The app is currently available on Android or iOS, and has been integrated into PeopleNet's BLU.2 and TABLET in-cab PC devices.

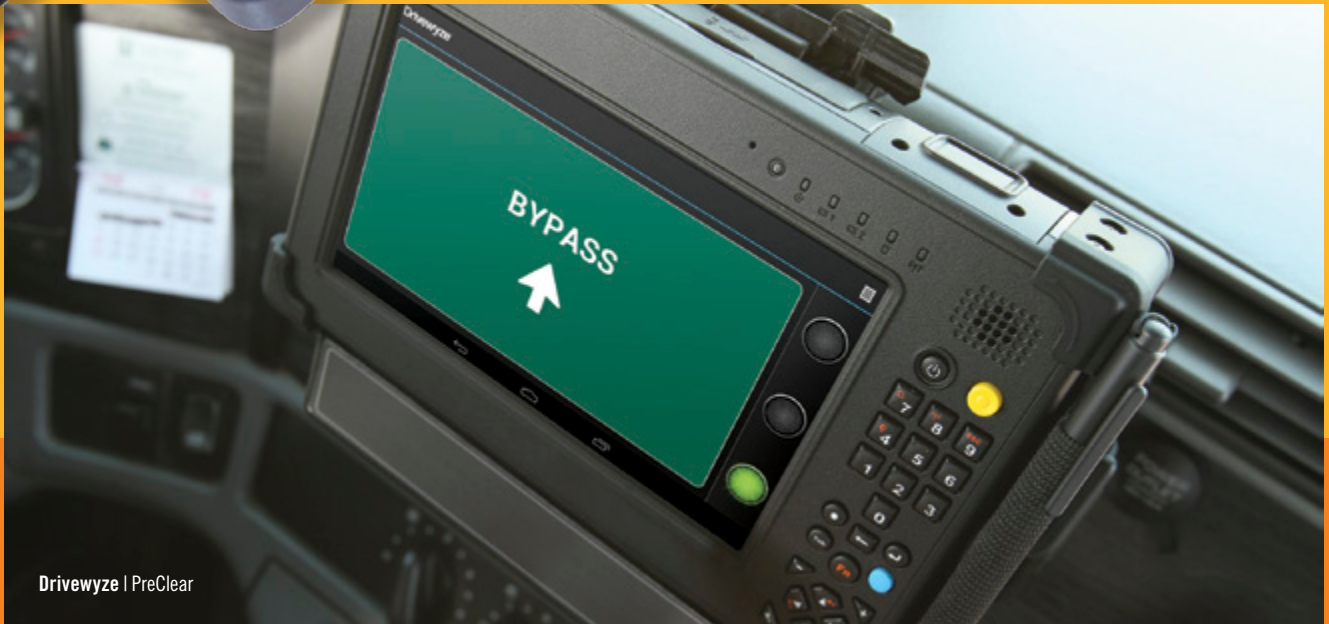
RiskLogik | DriveLogik



Great Dane Trailers | Everest TL



Drivewyze | PreClear





ThermoKing | Precedent S-700

ATDynamics | TrailerTail



### ThermoKing

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

#### Precedent S-700

Companies moving temperature-sensitive products, including pharmaceuticals, fresh or frozen food, and deep freeze loads, take note. ThermoKing's Precedent S-700 temperature control system can help you comply with EPA Tier IV final regulations without the need for diesel particulate filters or engine emissions systems. Users can also get end-to-end visibility of refrigerated assets through ThermoKing's optional Web-enabled TrackKing telematics solution.

### ATDynamics

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

#### TrailerTail

TrailerTail aerodynamics technology can be a real drag. It works independently from trailer skirts and other aerodynamic fuel-saving technologies to reduce the low-pressure suction drag that occurs at the rear surface of a long-haul trailer. TrailerTail technology can perform in drop and hook, dry van, and refrigerated trailer operations in all weather conditions. Exempt from U.S. DOT length restrictions, and compliant with U.S. EPA 2010 CARB regulations for trailer aerodynamics, the TrailerTail can deliver up to 6.6-percent fuel efficiency gains at 65 miles per hour.

### Zonar

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

#### 2020 Android Tablet

Drivers can get into the Hours-of-Service zone, and operate within safety limits, by using the new application on Zonar's 2020 Android Tablet. The Hours-of-Service app allows drivers to view available hours, update duty status, and electronically submit service records. Additional applications provide commercial route navigation, and two-way messaging with dispatch or fleet managers. The tablet also includes a vehicle inspection application that helps boost maintenance efficiency by requiring drivers to scan RFID tags on the vehicle in mandated vehicle inspection zones, and send photos and inspection reports to fleet maintenance managers.



## INSTAPAK® FOAM



- Expands on site by 200 times original volume, reducing freight energy.
- Custom-engineered, reduced package size and weight reduces shipping resources.
- Instapak® RC45 foam contains 25% renewable content.

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

## FILL-AIR® INFLATABLE VOID FILL



- Expands on site, reducing freight energy.
- Loses 99.3% of its volume when deflated after use.
- Easy to recycle. Visit [how2recycle.info](http://how2recycle.info).

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

## BUBBLE WRAP® BRAND CUSHIONING



- Available in Recycled Grade, with 50% pre-consumer recycled content.
- Patented Barrier Bubble® layer retains air longer.
- Maintained performance promotes reusability.

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

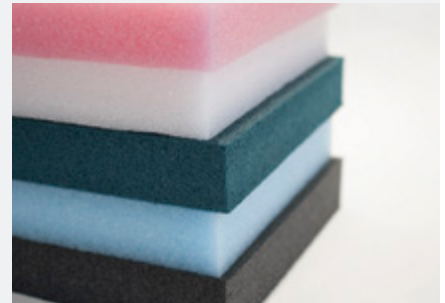
## PAPER PACKAGING



- Can be recycled in mixed paper streams.
- 100% recycled fibers (85% post industrial, 15% post consumer).
- All production scrap is reclaimed.

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

## ETHAFOAM® POLYETHYLENE FOAM



- Our Closed-Loop Recycling system reclaims nearly all fabrication scrap.
- Recycled Content foams contain 65%-100% pre-consumer recycled content.
- Can be recycled in LDPE recycling systems.

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

# Sealed Air

Product Care

## Packaging Should Protect More Than Products

At Sealed Air, when it comes to our products and the environment, we look at the entire lifecycle of our products—because it's the right thing to do.

Our SmartLife™ initiative is designed to educate and demonstrate how packaging can enhance sustainability through technology, innovation and design. This approach helps our customers make smarter decisions about the entire lifecycle of their packaging materials.

We all share the responsibility of making informed choices about the products and materials we generate, with the ultimate goal being a better way for life.

Let us be your partner in packaging.

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

Corporate Office: Sealed Air Corporation, 200 Riverfront Boulevard, Elmwood Park, NJ 07407  
©Reg. U.S. Pat. Off. © Sealed Air Corporation 2014. All rights reserved. Printed in the U.S.A.  
SC14320736

For More Info



# FRIENDS HELP YOU MOVE. REAL FRIENDS HELP YOU DO BUSINESS.

**You need a global trade partner you can trust as much as your friends.**

The Port of Tacoma offers you a broad choice of carriers, efficient transload capabilities, state-of-the-art facilities and plenty of room for growth. And our dedication to meeting your business needs means you have a trustworthy partner today, tomorrow and into the future.

---

**For more information,  
please contact:**

Larry Kvidera  
Commercial Group  
253-428-8650



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

**Got 3PL challenges?**

Get **free** expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# GETTING A LINE ON CROSS-BORDER SHIPMENTS

U.S.-CANADA TRADE

SPONSORED CONTENT

To efficiently move  
goods across the

U.S.-Canada border,  
shippers and logistics

providers must adapt  
to regulatory,

geographic, and  
currency challenges.

July 2014 • Inbound Logistics 189



**RMX** *Global Logistics*

**ONE WORLD. ONE SOURCE.**



AS BORDERS GO, NONE ARE LONGER OR MORE PEACEFUL THAN THE 5,500 MILES between the United States (including Alaska) and Canada. But don't use a lack of drama at the border as a reason to grow complacent. Despite ongoing efforts to facilitate trade, and harmonize laws and processes, there is plenty you need to know about moving goods from one country to the other—and potential pitfalls lie in wait for those without the right expertise.

For example, benefits under the Generalized System of Preference trade program for recovering duties on returned goods have recently expired. To reinstate benefits, the U.S. Congress must pass an act reauthorizing the program. At press time, it was not clear when the government will act, or if it will make the benefits retroactive. Shippers banking on receiving funds may be disappointed.

#### Dollar to Dollar

One factor impacting cross-border trade strategy is currency fluctuation. For the past few years, the Canadian-to-U.S. dollar has been mostly on par, but that balance began shifting in early 2014. The Canadian dollar was equal to 93 U.S. cents at press time. These changes impact the cost of trade and sales.

"When currencies are at par, trade is impacted," says Lance Dixon, vice president of Mexico and Canada for Werner Enterprises, a transportation and logistics provider

with headquarters in Omaha, Neb. "An influx of U.S. product moves into Canada, but not much Canadian-produced product moves back into the United States." An ideal currency balance is 87 to 88 cents, which enables products from the two countries to compete on an even playing field.

Shippers cope with this variability in different ways. "Some companies operate distribution centers in both Canada and the United States. Others closed their Canadian DCs, and consolidated in the United States, while still others opened additional DCs in Canada to be close to particular markets, or hold or move certain product lines," says Jonathan Routledge, vice president of sales and marketing for Purolator International, a Jericho, N.Y.-based subsidiary of Purolator Inc., Canada's largest integrated parcel and freight delivery services provider.

**To facilitate cross-border shipping into Canada, Werner Enterprises maintains a team of highly qualified drivers, and a truck inspection and repair facility in Detroit.**







## Don't worry, we know all the shortcuts

Canada is closer than you think because we know all the shortcuts. As the only company that focuses exclusively on shipping to Canada, Purolator has unmatched expertise in crossing the border. And we deliver to more Canadian businesses and customers than any other shipping company in the world. So if you're considering expanding your business into Canada, then you should be considering Purolator to help get you there. Because Canada shouldn't feel like a world away.

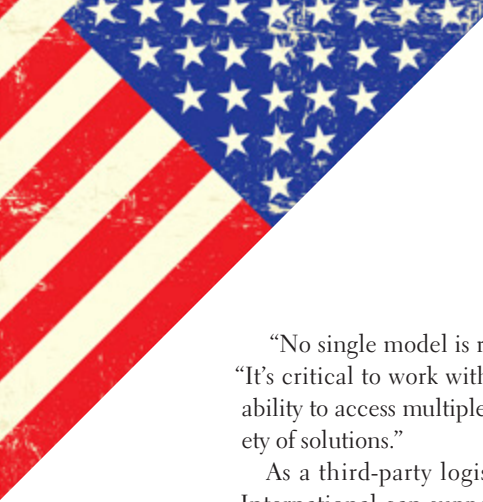
To find out what makes Purolator a smarter, faster, and easier way to ship to Canada, call **1-888-511-4811** or visit [purolatorinternational.com](http://purolatorinternational.com)

**Purolator**  
We deliver Canada

PUROpayload™ | PUROexpress™ | PUROfreight™ • Air • Ground | Supply Chain Services

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



“No single model is right for every business,” he adds. “It’s critical to work with a service provider that has the ability to access multiple networks, and implement a variety of solutions.”

As a third-party logistics (3PL) provider, Purolator International can support any shipper approach to balancing cross-border trade via its own assets in a variety of networks. Purolator International specializes in the air and surface forwarding of express, freight, and parcel shipments; customs brokerage; and fulfillment and delivery services to, from, and within Canada. The company’s flexibility is key to moving freight consistently, with a high degree of visibility.

### Surveying the Landscape

Canada’s geography can also create challenges for U.S. shippers. “The Canadian population is concentrated along the U.S.-Canada border, but that border is long,” explains Rolly Uloth, president of transportation and distribution provider The Rosedale Group, headquartered in Mississauga, Ont. “For example, the distance between Toronto and Winnipeg is about 1,500 miles—the same distance as between Atlanta and Winnipeg.”

The Rosedale Group started in 1969 with two accounts—one of which it still serves. The company operates 13 facilities across Canada to serve the whole country, and provides truckload and less-than-truckload service between Canada and the United States.

“Most of Canada falls within 100 miles of the U.S. border, so Canadian businesses tend to be more comfortable than U.S. shippers when managing cross-border transportation,” Uloth explains. “Our staff stays current on customs regulations so they can guide shippers in preparing compliant cross-border shipments.”

To better serve U.S. shippers, The Rosedale Group operates a general freight terminal in Dalton, Ga., outside Atlanta. The company plans to expand into the Dallas and Los Angeles markets.

### Regarding Regulations

Logistics companies providing services across the Canada-U.S. border need a deep knowledge of regulations and compliance, related to the transportation mode as well as the cargo.

For example, Canada maintains stricter requirements for driver background checks than the United States does. A driver with a DUI conviction in the distant past may be allowed to work by U.S. standards because the crime was considered a misdemeanor. But Canada considers a first-offense DUI a felony, and won’t permit that driver to cross

the border. Similar differences apply to a driver’s history of alcohol abuse, illegal firearm possession, or violence. In the midst of a driver shortage, those differences can create a challenge for transportation companies.

Werner Enterprises addresses this issue by maintaining a Zone 7 fleet—a group of about 60 handpicked drivers whose spotless records comply with requirements. These drivers specialize in short-haul, cross-border moves—many through Detroit/Windsor or Buffalo. In some cases, those loads are then tendered to Canadian carriers for final-mile delivery.



**Founded in 1969, The Rosedale Group operates 13 facilities across Canada to provide less-than-truckload and truckload service between the United States and Canada.**

The company also maintains a terminal in Detroit, where it can carefully inspect trailers to comply with Canada’s stringent maintenance requirements for cracked frames, and problems with tire tread, brake slack, or air lines, conducting necessary repairs on the spot.

Werner staffs its offices in the United States and Canada with expert border-crossing managers trained to spot and resolve problems and keep cargo moving. The company also maintains a large network of carriers.

“We work with our carriers to get loads moved,” says Dixon. “Our density gives us a better platform. Because of our relationships with other U.S. and Canadian carriers, we can almost always find shippers capacity into Canada.”

Werner also developed a proprietary system, EZ Cross, which enables shippers to comply with both countries’ customs requirements—Canada’s Advance Commercial Information (ACI) and the United States’ Automated Commercial Environment (ACE) system. These programs require documents to be sent to customs via EDI in advance of shipments. The EZ Cross system allows shippers to continue to send documentation to Werner via





**syn•er•gy** [sin-er-jee] noun, plural syn•er•gies.

**I. the interaction of elements that when combined produce a total effect that is greater than the sum of the individual elements and contributions, etc.**

100 freight forwarders can offer the same rate for the same move. Deringer couples competitive rates with boutique customer service. Using Deringer for Customs brokerage and freight forwarding ensures the synergy that your business demands. Deringer's logistics specialists will help you determine the most cost-effective and time sensible routing for your cargo, while focusing on seamless movement and compliance within your supply chain.

**Deringer offers competitive rates on the following services:**

**FCL | LCL | Buyers Consolidation | Airfreight**

**Ask about our Shanghai Import Consolidation services.**

Call our service specialists today at (888) 612-6239

CUSTOMS BROKERAGE FREIGHT FORWARDING WAREHOUSING AND DISTRIBUTION CARGO INSURANCE CONSULTING

**DERINGER**<sup>®</sup>  
Managing Logistics • Maximizing Opportunity

Contact our service specialists for information on our wide range of services.  
(888) 612-6239 [www.nderinger.com](http://www.nderinger.com)

**Got 3PL challenges?**

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

fax, avoiding the cost of a system upgrade. EZ Cross converts the faxed documents into files acceptable for ACI/ACE filing.

All these resources ease cross-border movement for shippers. “We try to simplify the customs process to eliminate delays at the border,” Dixon explains.

### Top Commodities

Many goods move across the Canada-U.S. border, but a few stand out for their high volumes. Some service providers specialize in understanding and addressing the requirements and compliance needs of these commodities.

Energy, for example, is a leading industry in Canada—particularly oil and tar sands moving south from the Calgary area. Logistics requirements include not just moving the materials themselves, but also heavy drilling and earthmoving equipment and machinery.

Serving the oil and gas industry is one specialty of A.N. Deringer, a privately held customs brokerage, freight forwarding, transportation, and warehousing and distribution service provider based in St. Albans, Vt. In addition to managing the physical movement of oil and gas products and equipment, the company’s experts can address the many customs rules and other government regulations involved in importing into the United States.

“Oil and gas is a complex industry to serve, because even though the oil might be taken right from the ground in Canada, and be 100-percent NAFTA qualified, the U.S. importer is still required to provide proof of NAFTA qualification,” explains Amy Magnus, director of customs affairs and compliance for A.N. Deringer. “Unless the importer is actually responsible for the wellhead itself, it might

be difficult to obtain and produce evidence for NAFTA. Qualifying for NAFTA is one of the major issues shippers face when importing from Canada.”

Agriculture products—both fresh and processed foods—are another high-volume export from Canada to the United States. Shippers must manage not just the physical move, but also ensure compliance with regulations such as the Public Health Security and Bioterrorism Preparedness and Response Act of 2002, and FDA requirements governing facility registration and inspections.

“In the past, importers could just load a truck and head for the border,” says Magnus. “Today, importers must have a deeper knowledge of import requirements, which vary depending on the type of merchandise being imported. The new advanced notice of arrival, and additional government agency requirements, have become increasingly complex.”

The past few years have seen an influx of U.S. retailers into Canada, including Target, Walmart, Home Depot, Cabela’s, and Bass Pro Shops, driving an increase in consumer goods moving across the border. But within cross-border retail, the fastest-growing segment is e-commerce. U.S.-based e-tailers are eager to reach Canada’s 35 million residents.

### Covering Canada from Pillar to Post

How to most efficiently reach this audience represents a challenge. Purolator addresses it through a new solution called PuroPost, a collaboration with Canada Post that provides business-to-consumer shipping services to all Canadian postal codes.

Here’s how it works: Purolator amasses multiple e-commerce shipments at 30 locations across the United States, then moves them to consolidation points to cross the border. The 3PL then breaks down the shipments, and inducts them into either the Canada Post delivery network—providing guaranteed service to residential locations in Canada within eight days or fewer—or the Purolator courier network, for guaranteed delivery in five days or fewer, depending on the service level the shipper chooses.

“Eighty percent of the Canadian population lives within 100 miles of the U.S. border—but that means 20 percent don’t,” says Routledge. “Residents of far-flung locations have fewer retail options. We offer the benefit of being able to reach them through a courier or postal product.”

Reverse logistics represents another area of concern for cross-border shippers. E-commerce generates higher return rates than brick-and-mortar retail, due to buyer’s remorse, buying multiple sizes or colors, refused packages, or bad addresses. Purolator offers a service in which returned



**In addition to offering transportation, warehousing, and distribution services, third-party logistics provider A.N. Deringer assists shippers with customs compliance.**

# WERNER

est: 1956

Origin:  
**SHANGHAI, CHINA**

Origin:  
**NASHVILLE, TN**

Origin: **SAN JOSE, CA**

Origin:  
**PERTH, AUSTRALIA**

**DELIVERING THE SIMPLE THINGS THAT MAKE LIFE BETTER.**

WERNER.COM | 800.228.2240



Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](https://inboundlogistics.com/3pl)



goods are consolidated on the Canadian side of the border.

Using technology the company developed, and existing data about the shipment's value, Purolator prepares manifests for the return border crossing—and provides all the information the shipper needs for customs duty drawback, if applicable.

### Knowing the Nuances

Moving goods between the United States and Canada can involve a multitude of pitfalls for inexperienced shippers. For example, a high volume of goods moves through Canada's active and efficient seaports, often bound for the United States. If these goods did not originate in Canada, anti-dumping measures and countervailing duties may apply.

"It doesn't matter which way shipments are going across the border—to or from Canada," says Uloth. "The shipper needs a customs broker to manage the details and file taxes.

"Each country has its own duty classification, depending on the goods' source country," he adds. "The United States, in particular, limits the countries businesses can source from. Goods coming from Canada that originated in those prohibited countries cannot move into the United States."

Complex legal issues affect goods of all types. "One tricky category is intellectual property products, which could be part of a scheme to bring copy-right- or trademark-pirated goods into the United States," says Magnus.

In general, U.S. and Canadian customs regulations are similar, so much so that Canada now accepts U.S. export data for its imports, and vice versa. In contrast, at the Mexico border, paperwork must be filed on both sides. Officials from one country might be doing pre-inspections in the other. "The two countries are working together to harmonize their strategies," Magnus says.

One area currently in development on both sides is advance manifesting requirements. The United States already requires this information, while Canada is still phasing in e-manifest requirements.

The trend toward electronic data transfer is changing the way cross-border shippers manage information. "The

door is closing on drivers carrying paper documents and presenting them at the border," Uloth says. "Canada's electronic filing regulations have been evolving over the past few years. By the end of 2014, most shippers will need to be equipped to file electronically."

It may be wise for shippers who are adjusting to the change to consult an expert. "These processes are new for northbound goods," says Magnus. "Companies that aren't sure whether they are in compliance should bring in outside help."

Many shippers need access to expert customs staff, advanced technology, and highly skilled employees to ensure compliance with the myriad regulations. Electronic capabilities are essential to translate, export, and submit data to meet the various filing requirements, as well as apply data analytics to discern patterns in customs transactions.

### Going for Brokers

Electronic capabilities allow customs brokers to gain insight into broad trends that can be tougher for shippers to spot if they only handle limited categories of goods.



**Purolator International provides air and ground freight forwarding, customs brokerage, and fulfillment and delivery services to, from, and within Canada. The company supports shippers through innovative products and shipment visibility.**

"Technology capabilities can make or break a company," explains Magnus. "The cost of non-compliance is huge."

Working with privately held brokers can also be an advantage, she says, because they can be more agile and flexible as requirements evolve.

Constantly changing physical and regulatory dynamics are driving many shippers to partner with third-party experts who can ensure goods cross the U.S.-Canada border as quickly and seamlessly as possible. ■



# Put your freight on the direct road to Canada



Ship your freight direct to points in Canada.

Rosedale makes crossing the border quick and easy, with no delays.



SHIP YOUR FREIGHT ACROSS CANADA, DIRECT!  
[rosedale.ca/nextstopcanada](https://rosedale.ca/nextstopcanada)  
1-800-707-1942

Got 3PL challenges?

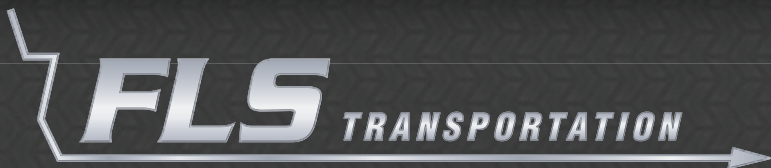
Get free expert solutions at [inboundlogistics.com/3pl](https://inboundlogistics.com/3pl)

| US Truckload | Canadian Truckload | Cross-Border Truckload | Refrigerated Truckload | Flatbed Truckload |  
| Less-Than-Truckload | Intermodal | Expedited & Specialized | Freight Management |

# KEEPING YOUR BUSINESS MOVING



**FLS US** US TRUCKLOAD   **FLS CN** CANADIAN TRUCKLOAD   **FLS XB** CROSS BORDER TRUCKLOAD   **FLS RF** REFRIGERATED TRUCKLOAD   **FLS FB** FLATBED TRUCKLOAD   **FLS LT** LESS THAN TRUCKLOAD (LT)   **FLS IM** INTERMODAL   **FLS ES** EXPEDITED & SPECIALIZED   **FLS FM** FREIGHT MANAGEMENT



WWW.FLSTRANSPORT.COM  
800.739.0939

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)



INBOUND LOGISTICS'

# Summer Reading Guide 2014

Before you hit the beach, make sure you have all your gear. Sunglasses? Check. Sunscreen? Check. Reading material to help streamline supply chain operations? Check. These books give you the information you need to improve operations, brush up on existing skills, or gain new ones.

BY JASON  
McDOWELL

July 2014 • Inbound Logistics 199



**RMX** *Global Logistics*

**ONE WORLD. ONE SOURCE.**

## The Handbook of Logistics and Distribution Management: Understanding the Supply Chain, 5th Edition

By Alan Rushton, et al



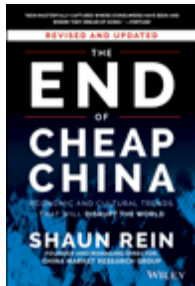
Sometimes it helps to get back to basics. This book defines the fundamental functions and elements of logistics and distribution, and provides a broad strategic framework for planning. To keep up with changes in supply chain management, the authors

have revised the fifth edition with expanded chapters on multi-channel fulfillment and humanitarian logistics.

**KEY TAKEAWAYS:** Because planning strategies, distribution methods, and retail channels are constantly changing, supply chain and logistics managers will find this a good up-to-date reference tool, with actionable information and suggestions that they can apply today.

## The End of Cheap China: Economic and Cultural Trends That Will Disrupt the World

By Shaun Rein



Many Americans think of China as the place to manufacture cheap products. But the glut of cheap labor that once made everyday low prices possible is drying up as the country begins to develop its own consumer culture. In his book, Shaun

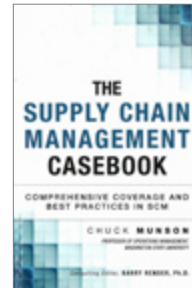
Rein, founder of the China

Market Research Group, puts China's continuing transformation from producer to large-scale consumer under the microscope by examining this recent change, and how it threatens America's consumption-driven way of life.

**KEY TAKEAWAYS:** Companies doing business with China to save money on manufacturing are now struggling with rising labor and real estate costs. Instead of an overabundance of cheap labor, China is facing a labor shortage due to its one-child policy. As workers retire, fewer people are available to replace them. And workers now buy the things they used to make, are better educated, and demand higher salaries in the face of inflation. After reading this book, you might rethink your China strategy, or consider pulling operations from the country entirely.

## The Supply Chain Management Casebook: Comprehensive Coverage and Best Practices in SCM

By Chuck Munson



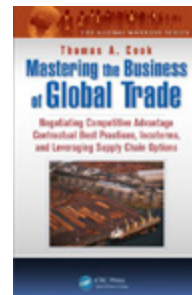
This collection of 30 focused case studies addresses virtually every aspect of supply chain management—from procurement to warehousing, strategy to risk management, and IT to supplier selection and ethics. A global team

of contributors presents key challenges in the pharmaceutical and fashion industries, and previews issues ranging from the limits of Lean to the potential of 3-D printing.

**KEY TAKEAWAYS:** A true professional should always know how to address a problem before it arises. This book outlines a multitude of supply chain problems faced by companies of varying sizes and operations, giving logistics and supply chain managers the tools they need to preemptively prevent supply chain disruption.

## Mastering the Business of Global Trade: Negotiating Competitive Advantage Contractual Best Practices, Incoterms, and Leveraging Supply Chain Options

By Thomas A. Cook



How well you manage contracts and agreements for sale determines much of your company's success in global trade. While this book explains the key elements anyone managing a global supply chain must know, it more importantly describes how

to use negotiation skills, leveraged options, and Incoterms to extract the maximum benefits from your supply chain.

**KEY TAKEAWAYS:** Managing global supply chains means constantly striving for efficiency. Negotiating better contracts, and managing relationships with third-party partners that bring the most value to your company, is key to achieving an efficient, successful global business.



# CUSTOMIZED SUPPLY CHAIN SOLUTIONS

**RETAIL &  
CONSUMER GOODS**

**LIFE SCIENCES &  
PHARMACEUTICALS**

**E-COMMERCE &  
OMNI-CHANNEL  
LOGISTICS**

**SMARTER. FASTER. SAFER**



**MDLOGISTICS3PL.COM**

**RETAIL COMPLIANT | FOREIGN TRADE ZONE | cGMP COMPLIANT | LICENSED PHARMACEUTICAL WHOLESALER**

**Got 3PL challenges?**

Get free expert solutions at [inboundlogistics.com/3pl](https://inboundlogistics.com/3pl)

## Big Data Driven Supply Chain Management: A Framework for Implementing Analytics and Turning Information into Intelligence

By Nada R. Sanders, Ph.D.



From POS, GPS, and RFID to social media feeds, supply chains generate colossal volumes of data. Big data promises to help companies transform data into profits, but moving from promise to reality is not easy. In his book, Dr. Nada Sanders,

a professor of supply chain management at Northeastern University, presents a five-step roadmap for cost effectively implementing big data supply chain analytics, and systematically deriving competitive advantage from it.

**KEY TAKEAWAYS:** Many companies are trying to figure out how to implement big data into their operations. To do so, managers must break down silos, and take an enterprise-wide approach to analytics. The information must connect all aspects of the company to ensure that the interaction between supply and demand is understood.

## Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse, 2nd Edition

By Gwynne Richards



Warehouse managers are under enormous pressure to reduce order lead times, increase productivity, cut costs, and improve customer service—all while ensuring the health and safety of warehouse employees, and protecting the environment. To

help warehouse managers confront these issues head-on, Richards provides a comprehensive guide to implementing best practices in the warehouse.

**KEY TAKEAWAYS:** Warehouses are no longer just a place to store goods. They act as fulfillment centers, sortation and consolidation points, crossdocks, and transshipment sites. This book will help warehouse managers gain a full understanding of these different uses, and the technology necessary to maintain operational efficiency in order to succeed.

## Fashion Retail Supply Chain Management: A Systems Optimization Approach

By Tsan-Ming Choi



Effective supply chain management never goes out of style. This book showcases current issues related to retail supply chain management and optimization problems, and analyzes emerging research. Through an

explicit systems approach, Choi discusses retail fashion supply chain coordination mechanisms and consumer market information-driven fashion retail supply chain models, and suggests future research avenues.

**KEY TAKEAWAYS:** Retail supply chain practitioners will benefit from the information about current optimization techniques, based on findings from extensive research on the fashion supply chain.

## Creating a Kaizen Culture: Align the Organization, Achieve Breakthrough Results, and Sustain the Gains

By John Miller, et al



Have you heard about Lean logistics and kaizen, but are not sure exactly what they are and how they could benefit your company? This book, co-written by leaders at the Kaizen Institute, explains the concept of kaizen, and describes how to enable an adaptive and

sustainable organization by leveraging these values and the behaviors they generate. Real-world examples show how companies such as Toyota, Zappos, and Wiremold gained success from a kaizen culture, and a roadmap provides guidance for organizations seeking to implement kaizen.

**KEY TAKEAWAYS:** Integrating a Lean culture in your operation isn't an overnight project. You must change the mindsets, behavior, and habits of all employees from the top down. Rather than just explain how to implement kaizen culture, this book goes further by analyzing the culture and philosophy itself, and why each step is crucial to success.



# People always say to think outside the box.



## We're thinking **ABOUT** the box.

That's intelligent logistics.



### BENDER GROUP

Intelligent logistics for the road ahead

1-800-621-9402

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

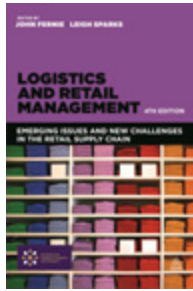
Warehousing and Distribution • Transportation • Freight Forwarding • Customs Brokerage

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

## Logistics and Retail Management: Emerging Issues and New Challenges in the Retail Supply Chain, 4th Edition

By John Fernie and Leigh Sparks



It is getting increasingly harder to keep customers happy, and retailers recognize they have to optimize their supply chains to improve service and reduce costs. While the retail industry has made numerous strides in the right direction, many

challenges remain, and new issues constantly arise. The authors combine academic research and practical experience to arm retail and logistics managers with information to help them meet the challenges of the modern retail marketplace.

**KEY TAKEAWAYS:** Customers expect everything from fresh fruit to the latest smartphone to be immediately available on the shelf when they go looking for it. In today's e-commerce age, customers aren't willing to wait, and if a retailer can't deliver on their schedule, they'll find someone who will. This book shows retailers how to get more involved in supply chain operations, and increase the chances of keeping fickle customers happy.

## Enterprise Sales and Operations Planning: Synchronizing Demand, Supply, and Resources for Peak Performance

By George E. Palmatier and Colleen Crum



Here's a business book that reads more like a novel. Using a hypothetical company and characters from every relevant function, Palmatier and Crum illustrate how to successfully implement a sales and operations planning process.

The authors also show how sales and operations planning can improve operational performance, including on-time customer deliveries, inventory control, and quality.

**KEY TAKEAWAYS:** An effective sales and operations planning process is essential to successfully implementing any integrated management system. But, as this book points out, operational excellence cannot be achieved by technology alone, and must include the people who will be part of each process.

## Sustainable Lean: The Story of a Cultural Transformation

By Robert B. Camp



You hired a consultant to get your company on the road to a Lean operation, but how do you sustain it over the long term? This book follows Jim, the plant manager of an electronics firm that has seen its first Lean initiative fail. A Lean consultant then teaches Jim

invaluable lessons that help him establish a new and sustainable Lean program at his company.

**KEY TAKEAWAYS:** Anyone can start a Lean transformation, but not every company or person can sustain it. More than 80 percent of Lean initiatives fail due to lack of involvement from corporate leadership. Executives must lead a new Lean program by involvement and by example. Here's the book that shows you how.

## The Definitive Guide to Warehousing: Managing the Storage and Handling of Materials and Products in the Supply Chain

By Scott B. Keller and Brian C. Keller



Flexible, fast, cost-effective warehousing is central to supply chain success. This reference tool helps readers gain a thorough understanding of all facets of warehouse management by illuminating current warehousing challenges and opportunities for

competitive advantage, reviewing key processes and technologies, and demonstrating how to make better decisions in all functions—from siting to picking to staging.

**KEY TAKEAWAYS:** Warehousing is one of the most vital links in the supply chain. When warehousing space isn't available, other supply chain functions, such as manufacturing and transportation, begin to break down. This book advises warehouse managers to keep their finger on the pulse of the contemporary warehousing industry, and be prepared with the technology, properly sited facilities, and storage and operational space necessary to accommodate the changing needs of today's supply chain.





# Climb To New Heights With HMM

- \*Extensive Transportation Network
- \*Mobile Access
- \*Logistics Solutions
- \*On Demand Support
- \*Dependable Services
- \*Professional Partnership
- \*Responsive Performance

**WE CARRY THE FUTURE<sup>SM</sup>**

Hyundai Merchant Marine has the capabilities and professional expertise to get your cargo where it needs to be. From need for on time schedules to flexibility of meeting the peaks and valleys of global challenges, HMM delivers complete and real value on multimodal transportation on six continents.

Hyundai. On time. Online.



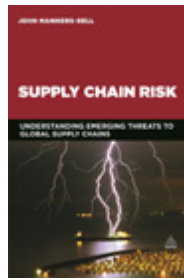
[www.hmm21.com](http://www.hmm21.com)  
[m.hmm21.com](http://m.hmm21.com)  
877-7-HYUNDAI

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

## Supply Chain Risk: Understanding Emerging Threats to Global Supply Chains

By John Manners-Bell



How safe is your global supply chain? Threats could well become more acute over the next few years due to the increasing prevalence of natural disasters and the continued threat of terrorism. Manners-Bell assesses various sources of external

threats to the supply chain—environmental, geopolitical, economic, and technological. He also demonstrates, through a series of case studies and examples, how multinational corporations deal with these threats.

**KEY TAKEAWAYS:** Over the past few decades, efforts to improve the bottom line have left some companies' supply chains more vulnerable to risk. As a result, today's managers must focus on making their supply chains more resilient. This book shows supply chain managers how to implement international risk awareness and response programs, and improve visibility to inventory and all supplier levels, to help minimize supply chain risk, and, in some cases, eliminate it altogether.

## The Definitive Guide to Integrated Supply Chain Management: Optimize the Interaction Between Supply Chain Processes, Tools, and Technologies

By Brian J. Gibson, et al



Supply chain management plays a huge role in boosting customer service, reducing costs, and improving financial performance. This book provides all the knowledge readers need to start

designing, implementing, and managing an effective supply chain. The authors feature supply chain management best practices that have been proven to work in organizations of many sizes, types, and industries.

**KEY TAKEAWAYS:** To improve performance, and prevent disruption in their operations, supply chain practitioners need to thoroughly understand the various facets of supply chain management, and become familiar with all the technology options available to them. This book is an excellent starting point.

## Agribusiness Supply Chain Management

By N. Chandrasekaran and G. Raghuram



The agribusiness supply chain is ripe with processes such as supply, production, and demand management to customers through a competitive distribution channel. Each step of the process can be plagued with challenges such as production and demand

diversity, bulkiness of produce, perishability, and seasonality. By highlighting the complexity and importance of supply chain management, this book helps readers systematically approach decision making when handling agricultural products.

**KEY TAKEAWAYS:** With the many factors that can cause delays in deliverability, a well-designed supply chain is a must in today's agribusiness marketplace. Companies that have the capability to establish a distinctive supply chain, and develop it as a strategic asset, will become the cream of the crop.

## Supply Chain Management Strategy: Using SCM to Create Greater Corporate Efficiency and Profits

By Alexandre Oliveira and Anne Gimeno



Looking for strategies that grow sales and margins, deliver consistently superior customer experience, reduce cost, and drive more value to shareholders and stakeholders? You'll find them here. Global supply chain experts Alexandre Oliveira and

Anne Gimeno draw on extensive field experience to guide readers through comparing and choosing supply chain management models, and leveraging today's highest-value applications and best practices.

**KEY TAKEAWAYS:** Customer satisfaction is important, but it isn't everything. Successful companies must create long-term business profitability to compete with complex and fluid supply networks. Ultimately, supply chain managers must use their resources and market knowledge to drive profitability and create value for the shareholder; that's what enables a sustainable organization. ■







**TAKING YOUR LOGISTIC SOLUTIONS  
TO THE NEXT LEVEL**



# SUNLAND LOGISTICS SOLUTIONS

AUTOMOTIVE • RETAIL • CHEMICAL • PAPER  
HEALTH & BEAUTY • PHARMACEUTICALS

Located in the southeast with over 30 years in the business,  
Sunland develops integrated solutions to fit our customers'  
logistics and supply chain needs.

- Warehousing
- Value Added Services
- ISO 9000 Certified
- FTZ Accessibility

**SUNLANDLOGISTICSSOLUTIONS.COM**  
**800.295.0081**

For more information, contact:  
Liza Twery McAngus, Marketing Manager  
[liza@SunlandLS.com](mailto:liza@SunlandLS.com)

**ScottsMiracle-Gro's  
Business Partner  
Excellence Award  
WINNER!**  
2nd Year in a Row

***We help our customers do what they do...better!***

**Got 3PL challenges?**

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

## Offering you customized freight solutions with the best customer service in the transportation industry.

When you partner with JTS to ship your freight, we make great service priority one. That means we listen to your needs and provide a customized solution that exceeds your supply chain requirements.

Since 1971, JTS has built long-term customer relationships by providing full-service solutions that improve logistics operations, control costs and increase supply chain visibility. Our shippers count on our experience, commitment and consistency in providing personalized service and quick responsiveness to their issues.

- Dry and temperature-controlled trailers and containers for Truckload, LTL, Rail Intermodal, Air and Ocean Freight.
- Licensed property broker, licensed ocean freight forwarder & NVOCC – drayage, customs clearance handling, insurance handling and billing all done with one point of contact.
- Daily tracing of all shipments and web-based visibility into freight orders from start to finish.
- 24/7, reliable customer service.
- Dedicated Carrier Relations department verifies only qualified carriers are used, protecting the shipper's interests.
- State-of-the-art technology: EDI order processing, TMS, and JTS Interactive Services for viewing shipment and accounts payable status online.

If you want to partner with a one-stop logistics provider that gives you the best service in the industry, contact JTS today.

**(800) 742-2053 | [johansontrans.com](http://johansontrans.com)**

MC# 159429 OTI# 021756NF

**Justified Timely Solutions®**

### INDUSTRY AFFILIATIONS & MEMBERSHIPS:

Blue Book Services -  
Rated XXXX, \$1.5 million credit score  
Red Book Credit Services -  
Rated 4 stars, A-level credit score  
TIA (Transportation Intermediaries Association)  
NITL (National Industrial Transportation League)  
ASTA (American Spice Trade Association)  
CLFP (California League of Food Processors)  
IANA (Intermodal Association of North America)  
IDFA (International Dairy Foods Association)  
OAN (Oregon Association of Nurseries)  
OTA (Organic Trade Association)  
PMA (Produce Marketing Association)  
PSA (Pacific Seed Association)

©2014 Johanson Transportation Service. All rights reserved. Justified Timely Solutions is a registered trademark of Johanson Transportation Service.

One key step to finding answers to any logistics, supply chain, or technology challenge is knowing the right questions to ask.

*Inbound Logistics* assembled a team of supply chain and logistics technology leaders, and asked for their perspectives on the important logistics challenges and opportunities impacting your business.

More importantly, these logistics thought leaders can give you guidance when considering improvements to your business processes.

# THOUGHT LEADERS

## 210 JIM PREUNINGER

CEO, Amber Road

## 211 RAY GREER

President, BNSF Logistics

## 212 ERIC MEISTER

Chief Operating Officer,  
LeanLogistics

## 213 TOM HEINE

CEO, Aljex Software

## 214 BILL FRASER

Director of Information  
Technology, Geodis Wilson USA

## 215 CHAD CROTTY

Vice President of Sales, DDC FPO  
(a division of The DDC Group)

## 216 LUTHER BROWN

CEO, nVision Global

## What Midmarket Companies Need to Know About Trade Compliance

**Q: What is the status of midmarket companies in the global trade arena?**

**A:** Global trade has become increasingly attractive to the midmarket—defined as companies with revenues between \$5 million and \$1 billion—because of lower sourcing and production costs in some developing countries, as well as rising consumption in some overseas markets.

Between 2012 and 2013, the number of companies that export to more than 20 countries increased by 90 percent. The largest increase was in the number of companies shipping to 21 to 50 countries.



JIM

PREUNINGER

CEO  
Amber Road

**Q: How is the midmarket addressing compliance today?**

**A:** Of the 361 midmarket exporters surveyed, 53 percent have a documented export compliance process—a significant rise from the 41 percent in 2012. Unfortunately, these numbers indicate there are many companies with partial or no compliance practices. On the positive side, the numbers reflect an increasing awareness of the need to address these issues.

**Q: What are some core elements of an effective compliance program?**

**A:** Getting management's commitment will increase the likelihood that these issues will be taken seriously and addressed in the near term. Other key components include establishing a continuous risk assessment process; creating a formal written export management and compliance program; and maintaining ongoing compliance training and awareness.

**Q: What are some benefits of using automation to create a strategic export compliance program?**

**A:** Automation is a key requirement for companies engaged in global trade. Most companies have long surpassed the point where manual practices can scale, are affordable, or come close to meeting the need to exercise reasonable care.

**Q: What obstacles are midmarket companies facing with global trade?**

**A:** Doing business abroad is more complex than trading within a country's borders because of longer supply chains, added trading partners, and more compliance rules and regulations. These issues necessitate a fresh approach to global opportunities.

Additionally, the rising volume of exports and number of destinations exponentially increases trade compliance complexity. Unfortunately, nearly half of respondents to a recent Amber Road survey say senior management is either not aware of or not involved in trade compliance.

Further, through automation, companies can expect to grow revenues; decrease costs; and realize higher margins and improved customer retention.

In short, creating an integrated, cross-functional team with access to automation to quickly and easily make sourcing and routing decisions will help midmarket companies fully take advantage of the benefits of growing their business overseas.

Amber Road | 201-935-8588  
Solutions@AmberRoad.com | www.AmberRoad.com

## Getting a Handle on Regulations and Compliance

**Q: How do regulatory changes impact capacity, service, and pricing?**

**A:** Numerous regulations and market dynamics have impacted the transportation industry. In North America, for example, the Moving Ahead for Progress in the 21st Century Act, which passed in 2012, resulted in the cancellation of nearly 9,000 bonds and freight forwarder licenses, removing 35 percent of the brokers and freight forwarders from the market.

As a result, brokers have higher operating expenses due to increased bond costs, and freight forwarders who have operated without bonds now have higher operating costs. Carriers without a brokerage license have increased operating expenses or have decided to no longer commit to more freight than they can haul on their own assets, reducing effective capacity. In addition, smaller carriers who have traditionally relied heavily on brokers to utilize their capacity could be left with under-utilized backhaul capacity. This leads to carrier inefficiency and increased costs that eventually have to be passed on to the shipping community.

Even with the impact of these regulations, and the tightening of capacity due to other factors, shippers need to be more cautious than ever to ensure they employ a broker or third-party logistics (3PL) provider with the financial depth, resources, and integrity to protect their interests.

**Q: What are the challenges and opportunities in global trade driven by Foreign Corrupt Practices Act (FCPA) compliance requirements and processes?**

**A:** In the United States and around the globe, the Department of Justice and the Securities and Exchange Commission have signaled their intent to increase enforcement of the FCPA. The challenge lies in the complexities and associated expense of navigating the qualification, audit, and compliance requirements in countries all over the world.

Because of valid concerns and high-profile exceptions experienced by some shippers—as well as

the multinational 3PLs representing them—there has been tremendous interest in securing the services of 3PLs whose commitment to FCPA and other corporate governance is absolute.

**Q: What solutions can shippers implement to neutralize these regulations' impact on capacity?**

**A:** Build virtual fleets by mining capacity from smaller carriers that are quality providers. Carriers that may not show up on many shippers' radar due to size, location, or lack of direct sales effort represent viable capacity when vetted and managed by a capable 3PL. Ten smaller carriers, each providing a few trucks per week, managed through a single 3PL channel, can provide a level of capacity that larger carriers might not be able to supply.

Another solution to capacity constraints is exploring mode conversion options where viable. Every load converted to an alternative mode leaves an over-the-road truck available to cover loads in markets where alternative modes are not viable.

**BNSF Logistics** | 855-481-9658  
[marketing@bnsflogistics.com](mailto:marketing@bnsflogistics.com) | [www.bnsflogistics.com](http://www.bnsflogistics.com)



RAY

GREER

President  
 BNSF Logistics

## SaaS TMS Facilitates Carrier Management

**Q: How can shippers navigate today's tight capacity market?**

**A:** For companies to have the assurance of consistent, competitively priced, service-oriented capacity through the ups and downs of the transportation marketplace, being a shipper of choice is imperative. Here are a few tips to get started:



ERIC

MEISTER

Chief Operating Officer  
LeanLogistics

**1. Go beyond rates.** Best practice suggests taking a multi-tiered approach to secure carriers, using various types depending on network needs. Focus on carriers with the best mix of service and rates for the region. Create a matrix of tiers, defining expectations concerning on-time performance, tender acceptance, and rate competitiveness.

**2. Know your business.** Start by understanding lane volumes, and the carriers that currently serve those lanes. Determine which carriers meet service levels, and how adjustments can be made when they fail to comply. By using the tiered approach, you gain flexibility in how you manage the trade-offs between cost and service, setting specific expectations for carriers.

**3. Bring the carrier into the conversation.** Articulate the relationship between price, service, and the business you will award. The same carrier may have varying roles

in your network based on its service capabilities and your business requirements. Carriers need to understand how their performance affects the business you award them. Regularly scheduled metric-based discussions with carriers drive continuous improvement and facilitate a focus on future business needs.

**Q: What should shippers evaluate in next-generation transportation technologies?**

**A:** There is the opportunity to improve service and performance with Web-based transportation management systems (TMS). Buzzwords—such as cloud-based, cloud computing, and Software-as-a-Service (SaaS)—can easily be used interchangeably during the sales process, but what are the real differences among these technologies?

**Cloud-based:** Many cloud-based solutions offer storage and infrastructure as a service accessible through the Internet. In many cases, the cloud can be viewed as the technology infrastructure that occurs outside of your company's network.

**Cloud computing:** Cloud computing uses the processing power of connected servers across the cloud. These resources are leveraged across many users to provide scalability and cost efficiencies.

**SaaS:** The term Software-as-a-Service refers to the ability to offer Web-based applications as a service. The service provider assumes the responsibility for developing and maintaining both the hardware and software infrastructures required to deliver the technology, freeing customers to focus on other areas of their business. This reduces total cost of ownership, because hardware and software maintenance is not a concern.

So what is the best solution? A true SaaS TMS solution allows shippers, carriers, suppliers, and consignees to access best-in-class technology to conduct business on a single platform. Having a large network of partners on one platform executing transactions with a similar business process creates efficiencies that standalone applications cannot provide.

LeanLogistics | 866-584-7280  
solutions@leanlogistics.com | www.leanlogistics.com

## Does Your Website Help You Stand Out from Your Competition?

### Q: Why is an effective company website important?

**A:** Your company's website is your image to the outside world, so it should be as attractive, relevant, and well-organized as possible. When a potential client or vendor checks you out, more than likely, they will judge you based on your website, so put your best foot forward.

If your site is outdated, consider investing in professional Web design services. There are many low-cost options—from pre-made templates to design students charging low rates—but don't just consider the cost. Look at the payback. Your website should be a moneymaker for you, rather than an expense. In the long run, hiring a top-notch Web design firm is cost effective, because extra business brings in extra profit.

Investing in a well-designed, interactive website can save you money in the long term by cutting down on your company's customer service needs. If your customers can easily use your website to view price

quotes, create orders, track shipments, and print proof of delivery documents, for example, they will rely less on your customer service representatives, cutting your labor costs.

### Q: What are some other ways companies can make or save money on their websites?

**A:** For third-party logistics (3PL) providers, creating easier carrier transactions is important. For example, carriers can now on-board themselves. Organizations such as Registry Monitoring Insurance Services, Truckstop.com, and TransCore offer automated on-boarding portals that work as part of the 3PL's website.

Well-designed 3PL websites allow carriers to view available shipments, and accept them online, offering load coverage even in the middle of the night—which ultimately yields better service for shippers and their customers. Some 3PL sites also permit carriers to enter their own check calls, and self-invoice using apps such as EPay manager, which streamlines the payment process.

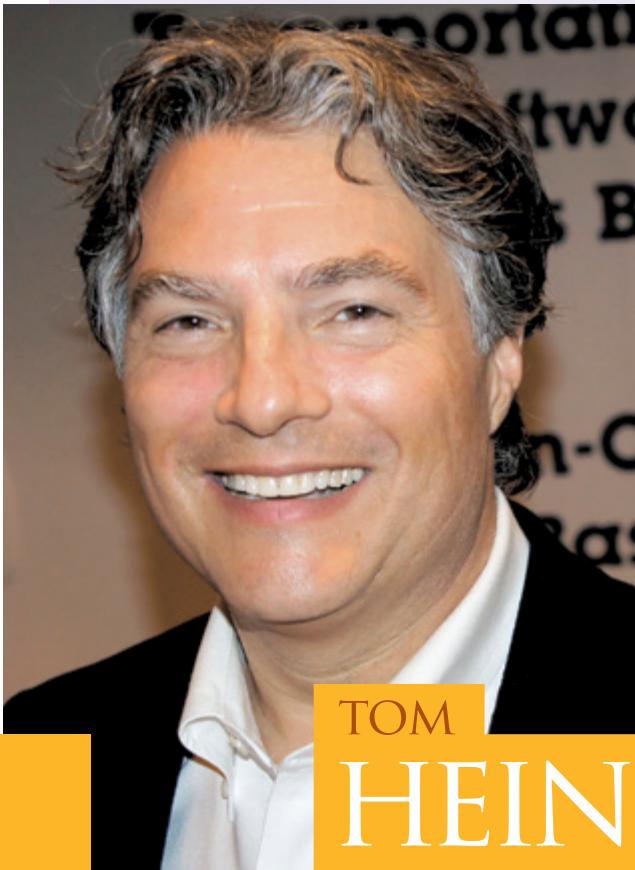
Finally, if carriers have the option of choosing quick-pay from a 3PL's website, the 3PL may be able to receive a markup. Some 3PLs charge quick-pay discounts of six percent or more. Making this profitable transaction as easy as possible for carriers lets the 3PL pass the savings along to shippers.

### Q: What else can companies do to enhance their websites?

**A:** Use your imagination! Consider all the functions customers or vendors call you about, then determine whether those tasks or questions can be automated on your website.

Computers and the Internet are relatively recent inventions, so now is the time to get as far ahead of the curve as you can. Think about what your customers and competitors will be doing in 2024, and try to get that going now.

Aljex Software | 732-357-8700  
tom@aljex.com | www.aljex.com



TOM  
HEINE  
CEO  
Aljex Software

## Empowering Companies Through Integrated Data Flows

**Q: What are some key data management challenges in logistics today?**

**A:** One key challenge is the different types of information flows. For example, some companies use electronic data interchange; others prefer XML or flat file. The choice often depends on the industry vertical, the company's capabilities, and how their suppliers operate.

For example, in the fashion business, some small suppliers use outdated technology. They may

**Q: What are the advantages of choosing a 3PL provider with an integrated WMS?**

**A:** Many companies searching for a 3PL want integrated logistics solutions that provide visibility to their supply chain, and seamless data flows so they can focus on their core business. Maintaining an integrated warehouse management system (WMS) offers a number of benefits for both 3PLs and their shipper clients.

In the logistics sector, 3PLs can use their integrated WMS to provide shippers value, improve visibility into their supply chain, and marry up with their existing solutions—whether it is an enterprise resource planning solution or warehouse control system. They must find ways to allow data—in any form—to flow seamlessly so the client can focus on its core competencies.

An integrated WMS allows for real-time efficiency. As cargo is received and scanned, the operating system is automatically populated. This reduces duplication of efforts, and provides critical real-time visibility to the shipper. With a separate WMS, the data has to be re-keyed, which often introduces errors. An integrated system improves data flow, efficiency, and accuracy; and therefore also allows all supply chain partners to keep their costs down.



BILL

FRASER

Director of Information Technology  
Geodis Wilson USA

still communicate via fax, which is unacceptable to many trading partners in this day of advanced data management.

Sometimes companies need to help suppliers improve their capabilities in this area. The supplier might even leverage the company's or the third-party logistics (3PL) provider's technology. Either way, data needs to flow electronically, rather than manually, to improve accuracy and efficiency for everyone.

Overall, working with a 3PL that runs an integrated WMS solution allows shippers to manage their supply chain confidently. A lot of companies can't do that if they don't have access to these solutions.

Of course, businesses have to have good processes in place, as well. An integrated WMS may not be the panacea when selecting a 3PL provider, but it goes a long way to improving data flows, accuracy, and efficiency.

Geodis Wilson USA | 732-362-0648  
william.fraser@us.geodiswilson.com | www.geodiswilson.com



## Partners and Process Management: Freight Business From the Inside Out

**Q: What is the key to managing freight spend in today's supply chain?**

**A:** Efficiency at every level of the supply chain is of the utmost importance in controlling costs. Carriers and shippers alike need to formulate their strategies based on key performance indicators (KPIs). Making routine a simple action such as generating useful reports from raw data will allow management to pinpoint problems, determine the cause, and collaborate to implement new, better practices that will control spending.

**Q: How can carriers and service providers work together to increase their partnership's value?**

**A:** Often, service providers gear their offerings to the needs of carriers and other transportation and logistics companies. The only way this is possible is if the customer regards its vendor as a partner. Carriers and shippers must keep the lines of communication open, so that when an issue or opportunity arises, they feel comfortable bringing it to their service provider's



CHAD

CROTTY

Vice President of Sales  
DDC FPO (a division of The DDC Group)

attention. Executives must remember that they know the inner workings of their company better than anyone else. A solid partnership rooted in constant communication, continuous improvement, and trust in the provider's capabilities can add value in areas that were simply not considered before.

**Q: How can carriers leverage technology to increase business management?**

**A:** Traditionally, carriers relied on in-house expertise to properly manage every aspect of their business. The biggest problem with this internal control is inefficiency, seen in time and costs. Technology and the use of intelligent software can significantly shorten the workflow process, and speed up the order-to-cash cycle. Recent advances in character recognition technology and software designed to extract, classify, and validate data are changing the way companies execute back-office functions. This allows business managers to focus on their core business functions, which improves efficiency.

**Q: What analytics and metrics are most useful for carriers in evaluating business management?**

**A:** For the carriers falling behind, measuring data entry accuracy is critical. By reducing errors and improving accuracy daily, carriers could save 40 percent or more. Carriers should analyze any function that affects their overall costs, directly or indirectly. By simply looking at it from a cost perspective, you can determine where improvements need to be made.

**Q: How can carriers ensure they are working with fiscally responsible vendors?**

**A:** This is simple: Talk to your peers in the industry. If vendors have reputable business relationships with your peers, they will know.

DDC FPO (a division of The DDC Group) | 303-674-0681 ext. 103  
ccrotty@datacapture.com | www.ddcfpo.com

## Getting a Handle on Loss and Damage Claims

### Q: Why are loss and damage claims a challenge for shippers?

**A:** Global shippers face many challenges when it comes to managing loss and damage claims. The top three are a lack of knowledge about claims preparation and filing requirements (including documentation and time frames); a lack of resources to follow through on outstanding claims; and a lack of visibility into problem providers or locations.

Lack of knowledge about basic claims filing requirements is especially common. Unlike transportation providers, who are typically experienced in one specific mode, a global shipper has to be knowledgeable in multiple transportation modes. Different filing requirements exist for providers in various transportation modes, as well as contractual agreements that often differ from published requirements.

For example, the standard filing requirement for international air shipments is seven days from delivery; for international ocean shipments it is 12 months from delivery.

As far as documentation goes, some shippers may not know that supporting documentation must include a bill of lading or a delivery receipt that identifies the shipment, as well as an invoice that validates the filed amount.

### Q: What can shippers do to more easily and efficiently handle claims?

**A:** It is difficult for shippers to perform the follow-up tasks necessary to track claims through completion without the right tools and resources. Access to the proper tools is a must. Shippers need a claims management program that allows complete visibility throughout the entire process from recording delivery exceptions (the pre-claims process), submitting the claim to the transportation provider, and recovery of the claim.

It is important to have a claims program that provides the business intelligence necessary to help leaders make informed decisions. Detailed reporting makes it easy to

identify potential trends with problematic carriers, lanes, or product packaging—and that's the first step in cutting down on future claims.

### Q: What should shippers look for in a claims processing provider?

**A:** While working with professional service providers typically improves recovery time and collection amount, it can also be beneficial in terms of educating staff on the claims process. Many trade organizations and service providers offer seminars on claims handling or claims prevention. All shippers should take advantage of these opportunities.

While state-of-the-art claims management tools can vastly improve a company's processes, education is critical and will empower the people using those tools to be even more effective.

nVision Global | 770-474-4122

softwaresales@nvisionglobal.com | [www.nvisionglobal.com/claims.html](http://www.nvisionglobal.com/claims.html)



LUTHER

BROWN

CEO  
nVision Global

**SUPERVALU**

**RITE  
AID**

**H·E·B**

**TARGET.**

**CVS**

**Kroger**

**Publix.**

**SAFeway**

**Walmart**

consolidation@casestack.com  
479-856-6142  
855-638-3500

Your  
Retail  
Distribution  
Needs Lead To

**Case Stack**

Retail Logistics is What We Do!

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# 10-4 SYSTEMS™

Finally, a logistics tool that puts YOU in the driver's seat.

**A POWERFUL BASE OF TOOLS** designed for logistics providers, like you. 10-4 delivers continuous, on-demand data that cannot be found anywhere else and streams directly into your existing TMS.

Automatically find available trucks and loads, negotiate online, auto-exchange paperwork, LIVE Track and Trace, POD's and Invoicing, all done in Real-Time.

Load ID	Origin	Destination
2349872	Chicago, IL	Paris, TX
2345856	Troy, OH	Tampa, FL
2345264	Denver, CO	Paris, TX
2345978	Littleton, CO	Gary, IN
2346131	Gary, IN	Dallas, TX

**CALL US TODAY  
855-489-2655**

Integrate with your TMS today. Receive custom notifications sent to your desktop or mobile device.

**THE REAL-TIME, SEAMLESS CONNECTION for Shippers, Carriers, and Brokers is here!**

**Integrate. Automate. Move More Freight!**



See how it works  
Follow us on Twitter  
Who is 10-4?

[vimeo.com/104systems](http://vimeo.com/104systems)  
[twitter.com/10\\_4systems](http://twitter.com/10_4systems)  
[www.10-4.com](http://www.10-4.com)

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

## Casebook | by Justine Brown

TAJ Flooring's new transportation management system lays the foundation for improved logistics and customer service.

### TMS: Getting In On the Ground Floor

**T**AJ Flooring Inc. is an Elgin, Ill.-based importer and distributor of commercial flooring, including vinyl tile, plank, sheet, and loose lay products used in applications such as retail stores, hospitals, sports facilities, churches, and offices. Rapid growth prompted the company to rethink its transportation management strategy—and enlist help from freight solutions provider [Trinity Logistics](#).

TAJ is the North American distribution arm for all Tajima Flooring products, in addition to TAJ-branded products and adhesives sold worldwide. The company sells its products through independent sales reps around the country who work with architects, contractors, and design communities.

The company had experienced significant success since its start in 2008, and wanted to expand its offerings by developing new product brands and categories. At the same time, TAJ was experiencing increasing product demand from its customer base, which put pressure on logistics operations.

“We were using two unrelated third-party warehouse facilities that were managed differently—from inventory processes to logistics operations—and we were at the mercy of their shipping procedures,” says Julie Kyle, TAJ Flooring chief operations officer.

“One warehouse was in Georgia, the other in Nevada,” she adds. “The Georgia location managed 80 percent of our inventory, so we worked with that facility more, but we had to work with each warehouse independently to handle our freight. And in neither facility did we have the logistics control or visibility we needed.”



TAJ's manual, time-consuming freight quoting process represented a major pain point. The company needed to respond to 10 to 15 requests for freight quotes each day, but it was increasingly difficult to get back to sales representatives and customers with those quotes quickly. The delays were stifling growth.

### In It for the Long Haul

"A large commercial flooring project can take more than 12 months, and TAJ sales and customer service reps are involved in every step, from concept to installation," Kyle says. "Therefore, customer service is critical. Using a third-party warehouse didn't allow us to provide the level of service our customers expected.

"When we needed a freight quote, we had to call one of the warehouses, then

freight quotes immediately, they lose—and so do we."

In addition to these challenges, TAJ lacked freight spend visibility, was unable to generate accurate shipping reports, and was saddled with labor-intensive processes for verifying shipment deliveries.

The company also needed to achieve more competitive delivered sales pricing. "We weren't able to negotiate freight rates at all," Kyle recalls. "Because we were growing quickly, we knew we needed to get more control over our processes."

### Turning to a TMS

TAJ researched a number of solutions. Ultimately, it chose to partner with Seaford, Del.-based Trinity Logistics, a global freight solutions provider that offers truckload, LTL, intermodal, international, and

TAJ and Trinity had previously worked together on a number of initiatives, including transportation procurement and management, supply chain consulting, and process efficiency improvements.

"TAJ started as a truckload business customer in 2009," says Scott Avery, senior project manager at Trinity Logistics. "We've worked to grow our relationship, and strive to serve TAJ as a trusted advisor, rather than just a business partner."

Trinity worked with TAJ over several months to ramp up services, putting solutions together for nine different modes, and setting up a temporary warehouse for West Coast distribution. To establish the new venture, Trinity analyzed TAJ's historical freight information and processes.

"We gathered three months' worth of shipment information for Trinity," says Johnson. "Then its analysts performed the research and presented their findings."

Armed with these insights, Trinity negotiated direct LTL pricing on TAJ's behalf, resulting in a 15.7-percent savings.

### Putting the Pieces in Place

Next, Trinity led TAJ through implementing the TMS, and trained its customer service team to use the Web-based tool.

"Implementing the TMS was easy," says Kyle. "Trinity provided a quick training session, and that was all we needed. The TMS is accessible from anywhere with an Internet connection, and supplies all the tools we need to quote, schedule, and report on shipments."

The TMS has helped TAJ improve its customer service. "The biggest advantage is the ability to provide freight quotes immediately," Johnson says.

"TAJ works in large commercial markets, and it is essential that we deliver timely and cost-effective shipments to customer job sites nationwide," says Kyle. "For large retailers that constantly build new stores or update old ones, it is crucial we meet their tight construction schedules throughout the year. This means we not only stock their inventory, but deliver it on time, in good condition, and at the right price. Trinity Logistics has been an important



©Sheena Hogan of Sheena Jane Photography

wait until the staff there had time to prepare the quote and get back to us," she recalls. "During that time, our sales reps and customers were waiting. People don't like to wait."

More importantly, the delays were costing TAJ business. "Our customers—primarily flooring contractors—must provide bids quickly to remain competitive, and they have to figure freight costs into their estimates," she adds. "If we can't supply

other transportation services.

"We chose Trinity Logistics for a number of reasons," explains Denise Johnson, TAJ's chief financial officer. "One was its transportation management system (TMS). The fact that we could have a system at our fingertips to create freight quotes, enter orders, and manage shipments was a huge advantage. Trinity's TMS allows us to control carrier selection, transportation costs, and delivery scheduling"



partner in helping ensure we can efficiently serve our large-volume customers.”

The TMS also allows TAJ to print its own bills of lading, and extract critical data to help gain better visibility into the business. “The ability to review information—such as how many truckload shipments we delivered, or how many extra services we billed for—enables us to make more informed business decisions,” says Kyle.

### **Beyond the Basics**

Trinity negotiated rates and extra services with TAJ’s current carriers—sometimes securing value-added services at no additional charge. “Because it is so much larger than we are, Trinity can negotiate volume discounts,” Johnson notes. “That has saved money for both TAJ and our customers.”

Working with Trinity Logistics has allowed TAJ Flooring to cut its

transportation spend, as well as operate more efficiently. For example, TAJ’s major distribution center was previously located in Calhoun, Ga. But the company recently opened a new two-million-square-foot DC in Elgin, Ill. The change required moving most of the company’s inventory—including flooring, planks, tiles, and sheet goods—more than 600 miles. Trinity facilitated that move.

“Trinity helped us find the right warehouse, determine how many truckloads we needed to complete the move, and negotiate a fair rate for more than 30 truckloads of material,” says Kyle. “A Trinity representative met with us to strategize the move. He also helped me connect with racking vendors in the Elgin area to set up our new facility.

“Trinity Logistics has become our business partner,” she adds. “Freight and logistics is a big component of our business, but the company has been instrumental in

helping us accomplish other goals, too.”

Johnson says TAJ will eventually integrate the Trinity TMS with its enterprise system. “Integrating the two systems will enable us to automatically input all the bills of lading and tracking information we now enter manually,” she explains. “That efficiency will be critical for our customer service group as we grow, and orders and teams increase.

“Our inventory is not currently bar-coded, but when it is, we can scan and integrate inbound product into the system immediately,” Johnson continues. “Making that information seamless will be critical.”

TAJ Flooring’s partnership with Trinity is paying off. In the first quarter following implementation of Trinity’s solutions, TAJ posted its highest sales volume in its history, and handled those orders without adding any logistics personnel.

That’s a record any company would be proud to stand on. ■

**USC Marshall**  
School of Business  
*Global Supply Chain Management*

**University of Southern California**  
**Davidson Conference Center**  
Los Angeles, CA

## **SEPT 26 2ND ANNUAL GLOBAL SUPPLY CHAIN EXCELLENCE SUMMIT**

The 2nd Annual Global Supply Chain Excellence Summit has been designed to stimulate ideas and provoke conversation on a broad range of important topics. You will find no two-hour lectures on the agenda. Instead, you will find concise, engaging TED-style talks breakout sessions with experts in key regions and industry verticals; and high-impact, straight-to-the-point presentations on the most crucial issues facing our profession.

### **CALL FOR NOMINATIONS**

We invite you to nominate companies that exemplify excellence in their respective fields. A prestigious panel of experts from academia, government, and industry will assess your nominations. Winners will be recognized and awarded at our Summit.

The three award categories are the following:

**Lean Excellence; Corporate Social Responsibility; Service Excellence**

Please fill out the online application indicating for which award you would like to nominate or to be considered at

<http://globalsummit.uscsupplychain.com/nomination/>

Nominations deadline: July 30, 2014

**FOR MORE INFORMATION: [HTTP://GLOBALSUMMIT.USCSUPPLYCHAIN.COM](http://globalsummit.uscsupplychain.com)**



**ONE WORLD. ONE SOURCE.**

# 91 Years of Global Strength

**Confidence, Trust, Leadership,**  
*Traditions since 1923*

Loyalty, sincerity and consistency have been driving our business for over ten decades. Our clients save money through CT's planning, tracking, auditing, accounting and customized B.I. reporting of freight transactions worth billions annually.

Call 216-267-2000, x2190 today and discover the bottom-line benefits of a genuine commitment to total client satisfaction.

1923 - 91 years - 2014  
ctlogistics.com  
[www.facebook.com/CTLogistics](http://www.facebook.com/CTLogistics)



Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)





## DC Solutions

### Wheel Genius: Racing to Improve Data Collection

Thanks to a new image-based scanner, bar-code reader errors no longer tread on Champion Tire and Wheel's productivity.

**C**hampion Tire and Wheel fills a unique niche in the auto racing industry. The company, based outside Charlotte, N.C., provides “wheel service”—which entails transporting wheels to and from race-tracks—for nearly all the NASCAR teams. With each team using up to 60 wheels per car for each race, Champion typically moves 1,000 wheels daily through its automated facility. Bar-code reader errors were slowing the pace, until a new image-based scanner solution helped Champion get back up to speed.

“Carrying wheels is a major source of wear-and-tear on the teams’ race haulers,” says Todd Carpenter, general manager at Champion. “Also, if teams manage their own wheels, they need space to store the equipment when they aren’t racing, and they have to handle tire mounting and dismounting. It’s easier to outsource these tasks so they can focus on racing.”

In addition to transporting bare wheels to the racetracks, where Goodyear mounts the tires, Champion hauls the mounted assemblies back to Charlotte, where it dismounts the used tires and sends them to recycling. Then workers

clean and restock the wheels so they are ready to ship to the next racetrack.

#### **Rolling On Through**

Each team that contracts with Champion owns its wheels – typically about 260 wheels per team, consisting of both single- and double-stem versions of the 15-inch steel wheels NASCAR regulations dictate. Champion paints each team’s identification mark on the wheels, and tracks them in its automated system. Teams can log into the system to check the status of their wheels, and identify which ones are going to which races.





In all, Champion houses approximately 20,000 wheels in its secure, climate-controlled facility. The company built its business on understanding race teams' needs, and by using the principals' engineering background to automate handling the wheels in a way that ensures optimal performance.

For example, rather than stacking or bouncing the wheels, Champion moves them through its facility on a conveyor system, which is less likely to cause damage. In addition, the company applies bar codes to each wheel, then scans it every time it moves in and out of the facility, creating a complete history of that wheel. And as each wheel comes back from a race, it undergoes a thorough inspection process.

This inspection process prevents damaged wheels from being returned to stock. "If a wheel doesn't meet specifications, our bar-code systems won't allow the racing team that owns it to check it out of the facility," Carpenter explains.

In the past, Champion read the wheels' bar codes by positioning a scanner on the conveyor line at the point where workers had dismantled the tires and washed the wheels, but just before the wheels reached

the inspection station. The scanner had an 80-percent read rate.

When the scanner couldn't read a bar code, the wheel was kicked over to an inspection line for manual reading with a scan gun. Because Champion handles nearly 1,000 wheels daily, workers had to read 200 wheels manually each day.

### Once More Through the Line

Typically, operators would run the problem wheels through the line repeatedly to try to get a scanner reading. If that was unsuccessful, workers would have to use a scan gun to manually read those codes. This process took an extra 20 to 30 minutes per day, and the scan gun data wasn't entered into the system. Also, those wheels missed part of the inspection process.

A demonstration at a trade show convinced Carpenter to replace the laser scanner with an image-based bar-code reader, which more effectively captures hard-to-read bar codes.

Image-based readers capture an image, then use a series of algorithms to process it and make it easier to read. One algorithm searches the entire image for the code, and identifies its position and orientation.

Other algorithms handle degradations in code quality.

Champion installed a DataMan 302L image-based bar-code reader from machine vision systems manufacturer Cognex, based in Natick, Mass. The DataMan 302L is part of the Cognex DataMan 300 series, developed to handle the most difficult-to-read codes. The 302L is a fixed-mount device with a high-resolution sensor for reading very small codes in a large field of view, as well as codes placed on small components.

In addition, the 302L delivers maximum depth-of-field flexibility through its use of a liquid lens module. The key advantage of the liquid lens is that it keeps the code in focus even when the distance from the camera to the code is changing, which happens because the bar codes can be located anywhere on the wheels.

Other advantages of the liquid lens are its ruggedness—it includes no moving parts—fast response times, good optical quality, low power consumption, and compact size.

### Champion Takes a Victory Lap

Today, instead of 200 wheels per day being kicked out to the inspection line, only 30 need special handling.

"We replace the labels now if the DataMan can't read them," Carpenter notes. That saves time and eliminates the hassle of trying multiple times to get the kicked-out wheels to go through the scanner.

More importantly, using the DataMan ensures that all wheels are entered into Champion's system when they return from a race, and every wheel receives a full inspection.

"Our company's focus is on giving race teams confidence that their wheels are handled appropriately and inspected thoroughly so they perform optimally on the track," concludes Carpenter. "The DataMan reader plays an important role in enabling us to do that."

The efficiency and accuracy gains Champion achieved with the Cognex scanner makes the solution a wheel winner. ■





# DISCOVER WHY SMART WAREHOUSES RUN 3PL CENTRAL

## 3PL Warehouse Manager

The Most Powerful – and Most Affordable – WMS in the Cloud

Our software provides our clients with access to the most comprehensive 3PL and Warehouse Management Platform™ in the industry. No wonder why more and more Smart Warehouses are making the choice to run 3PL Central in their facilities.

### 3PL Central's Warehouse Management Platform provides access to:

- A World-Class WMS
- Pre-Wired EDI Providers, a UCC-128 Library and Turnkey Integration Partners
- The Most Popular CRM and e-Commerce Shopping Carts on the Market
- Small Parcel Shipping and Transportation Providers
- World-Class Technology Vendors
- Cutting-Edge Accounting and ERP Integrations
- Industry Leading Hardware Resellers
- More Than 150 Real-Time Feature Updates  
...and more.

For complete details, visit us at [3plcentral.com/Why-Smart-Warehouses-Run-3PL-Central](http://3plcentral.com/Why-Smart-Warehouses-Run-3PL-Central)



## 3PL Central

CONTACT US

**1.888.375.2368**

[info@3plcentral.com](mailto:info@3plcentral.com)

[www.3plcentral.com](http://www.3plcentral.com)

© 2014 3PL Central LLC — "3PL Central," "3PL Warehouse Manager" & "For 3PLs on the Grow" are registered trademarks of 3PL Central LLC.

**TRY US FOR 30 DAYS RISK-FREE\***  
at [www.3PLCentral.com/30-Days-Risk-Free](http://www.3PLCentral.com/30-Days-Risk-Free)

## Is Your Warehouse a "Smart Warehouse?"

**Find Out By Downloading Our FREE White Paper Today!**

The era of the Smart Warehouse is upon us. To learn what your warehouse should be doing to make itself "Smarter" in today's ever-changing world, download 3PL Central's white paper "The Five 'Must-Have' Attributes of the Modern Smart Warehouse" today. To get your copy, visit us online at [3plcentral.com/Five-Attributes-Smart-Warehouses](http://3plcentral.com/Five-Attributes-Smart-Warehouses).

\* Free Trial Offer includes basic set up for one customer and one warehouse and requires acceptance of our terms of use for system access. Any a la carte or additional services, including, but not limited to, EDI, all integrations, mobile scanning, Fed Ex/UPS are not available during the trial period, but may be added later.

**Got 3PL challenges?**

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# Better Together.



Get smarter push-to-talk for your entire supply chain by extending radio systems to new devices using existing broadband networks.

**Request your online demonstration today.**

**TWISTEDPAIR**   
a Motorola Solutions Company

[www.twistpair.com](http://www.twistpair.com) or 206.805.3297

© 2014. Twisted Pair Solutions, Inc. All other icons and marks are the trademarks of their respective owners.



Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# WEB\_CITE CITY

## Did you ever search online for a logistics solution without having a specific company name?

Search engines spit back thousands of unusable responses. *Inbound Logistics* is here to help, by compiling the most comprehensive directory of leading logistics and transportation websites, organized by category.

### THERE ARE TWO WAYS TO USE WEB\_CITE CITY:

- 1 Keep it near your keyboard when seeking specific transportation/logistics sources or just to become familiar with new industry players.
- 2 Go to the online version of Web\_Cite City – fast and searchable by keyword – at [inboundlogistics.com/web\\_cite](http://inboundlogistics.com/web_cite)

COMPANY	PAGE	COMPANY	PAGE
10-4 Systems	228	Mallory Alexander	
3PL Central	247	International Logistics	237
A.N. Deringer	228	MD Logistics	237
A&R Logistics	228	MercuryGate	245
ABF	246	Network Global Logistics	237
AFN	228	New Penn	246
American Expediting Company	229	NFI Industries	237
APL Logistics	229	ODW Logistics	238
ArcBest Corporation	246	Odyssey Logistics & Technology	238
Atlanta Bonded Warehouse	229	Pacific Coast Warehouse Company	238
Bender Group	229	Performance Team	238
C.H. Robinson Worldwide, Inc.	230	Port Jersey Logistics	239
Cardinal Health Integrated Logistics Services	230	Port Logistics Group	239
CaseStack	230	ProTrans International	239
Corporate Traffic	230	Purolator International	245
CRST International Inc.	231	R2 Logistics	239
CT Logistics	231	Railx	240
DB Schenker	231	RMX Global Logistics	240
DF Young	231	Robocom Systems International	247
Distribution Technology	232	Rosedale Group	240
DSC Logistics	232	RR Donnelley Logistics	240
Dupré Logistics	232	Ruan	241
Echo Global Logistics	232	Saddle Creek Logistics Services	241
Economic Development Corporation of Decatur & Macon County	245	Saia LTL Freight	247
Evans Distribution Systems	233	SDV	241
FAC Logistics	233	SEKO Logistics	241
Flagship Logistics Group	233	SMC <sup>3</sup>	245
Geodis Wilson	233	Sunteck Transport Group	242
Ingram Micro Logistics	234	Suntek Systems	244
J.B. Hunt Transport Services, Inc.	234	Supply Chain Services	247
Johanson Transportation Service	234	Taylor Services	242
Kane Is Able	234	TransGroup Worldwide Logistics	242
Kenco Logistic Services	235	Transplace	242
L&P Global Supply Chain Solutions	235	Tucker Company Worldwide	243
Landstar	235	Universal Truckload Services Inc. (Universal)	243, 246
LEGACY Supply Chain Services	235	Unyson Logistics	243
LeSaint Logistics	236	UTi	243
LifeScience Logistics	236	Wagner Logistics	244
Lynden	236	Werner Enterprises	244
LynnCo Supply Chain Solutions	236	Yusen Logistics	244



3PLs



**10-4 Systems • www.10-4.com**

Finally, no more phone calls, no more emails, and no more check calls. 10-4 Systems has developed the first and only transportation marketplace that allows carriers, brokers, and shippers to conduct e-commerce in real time through a seamless integration between the 10-4 Portal and our clients' existing TMS.

**A.N. Deringer • www.nderinger.com**

Customer care, service excellence, and a firm commitment to customs compliance illustrate the differences that have led to Deringer's success as a leading logistics provider for more than 90 years. Deringer's turnkey logistics services include customs brokerage, international freight forwarding, warehousing and distribution, cargo insurance, and consulting. With more than 30 offices and a strong network of international agents, Deringer helps companies optimize efficiencies in their supply chain.



**A&R Logistics • www.artransport.com**

A&R Logistics specializes in bulk transportation, packaging, distribution, and logistics. A&R provides dependable, quality services to meet your distribution and logistics needs. Through analytical reviews, A&R customizes timely, cost-effective solutions for your company. Put A&R's experienced staff and extensive affiliate network to work for you, and realize global solutions in a changing worldwide market.

**AFN • www.loadafn.com**

Serving carriers, manufacturers, and retailers since 2003, AFN is a recognized leader in freight brokerage, third-party logistics, and transportation management services. We're known for our commitment to client service, our proactive approach to fighting cargo theft, and our expertise in retail compliance. AFN's team works with you to provide a solution that blends seamlessly into your daily business processes.



**IN THIS SECTION:**

**3PLs**



**American Expediting Company • www.amexpediting.com**

American Expediting has grown over three decades - from a single operation to hundreds of dedicated logistics professionals nationwide. But its mission remains the same: to deliver on time, every time. Couriers are equipped with two-way communications devices and GPS, and the on-time performance metric is more than 99 percent. From messengers, couriers with cars, vans and trucks, to next-flight-out and direct drive shipments, to warehousing, distribution, fulfillment, and more, American Expediting's solutions are custom-tailored to your exact requirements, schedule, and budget.

**APL Logistics • www.apllogistics.com**

APL Logistics designs and operates global supply chains that deliver products to where you need them. Our innovative end-to-end solutions use data connectivity for visibility and control. With our resources and support, you can count on APL Logistics for your supply chain needs. Our array of services includes shipment consolidation and deconsolidation, global freight forwarding and customs management, regional warehousing, distribution network management, and delivering IT solutions that increase supply chain performance within manageable costs.



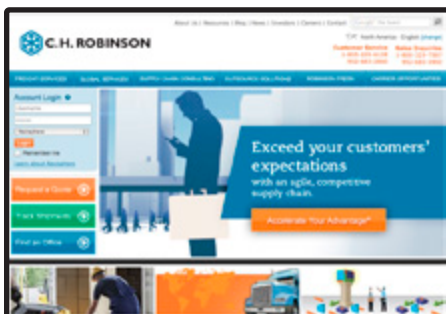
**Atlanta Bonded Warehouse Corporation • www.atlantabonded.com**

Atlanta Bonded Warehouse (ABW) Corporation has provided public and contract food-grade, temperature-controlled distribution services for more than 60 years. Its award-winning facilities, superb metro Atlanta location, exceptional service, and excellent safety record combine to satisfy customers' most stringent risk management and customer service requirements. With its in-house carrier service, and extensive network of interline partners, ABW is the only provider you need for your asset-based logistics needs in the Southeast.

**Bender Group • www.bendergroup.com**

Bender Group is a full-service third-party logistics provider focused on providing flexible logistics solutions, delivering excellent customer service, and building partnerships with companies of all sizes to improve their supply chain networks - from raw materials to consumer delivery. Bender Group operates dedicated and multi-client distribution centers, a complete transportation network, and international logistics services. To learn more about how Bender Group can meet your supply chain needs, visit the Web site.



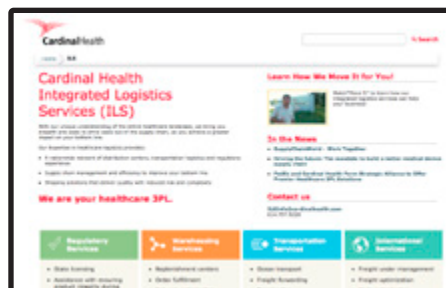


**C.H. Robinson Worldwide, Inc. • www.chrobinson.com**

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](http://www.chrobinson.com).

**Cardinal Health Integrated Logistics Services  
www.yourhealthcare3pl.com**

With our unique understanding of the entire healthcare landscape, we bring you breadth and scale to drive costs out of the supply chain, so you achieve a greater impact on your bottom line. Our expertise in healthcare logistics provides: A nationwide network of distribution centers, transportation logistics, and regulatory experience; supply chain management and efficiency to improve your bottom line; and shipping solutions that deliver quality with reduced risk and complexity.



**CaseStack • www.casestack.com**

Founded in 1999, CaseStack is the industry's leading outsourced logistics provider, offering complete supply chain solutions to companies selling products to retailers, distributors, and other manufacturers. Thousands of suppliers turn to CaseStack for innovative consolidation programs, efficient warehousing systems, and streamlined transportation management, all of which are centered on proprietary real-time inventory and order technology. Our customers reap the cost savings and achieve the performance levels of their larger competitors without the investment costs.

**Corporate Traffic • www.corporate-traffic.com**

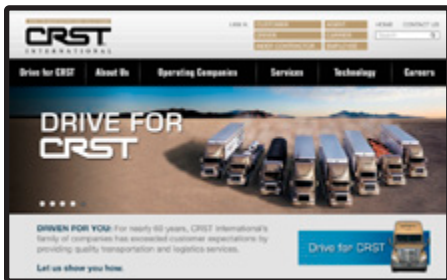
It's a new world of logistics with emerging markets, time-critical needs, security threats, and extreme fluctuation in supply and demand. Corporate Traffic is the logistics provider with the tools to move your products faster and with greater precision - no matter the challenges. With more experience, 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.





**IN THIS SECTION:**

**3PLs**



**CRST International Inc. • www.crst.com**

CRST International Inc. is one of the largest privately held transportation companies in the United States. Through its six operating companies, CRST provides an array of solutions, including expedited van, flatbed, dedicated services, brokerage, transportation management, high-value product white glove moving services, and expedited temperature-controlled services. CRST's operating companies are made up of CRST Expedited, Inc.; CRST Temperature Controlled Team Service, Inc.; CRST Malone, Inc.; CRST Dedicated Services, Inc.; CRST Logistics, Inc.; and Specialized Transportation, Inc.

**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.

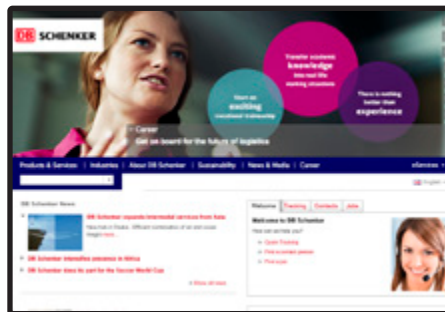


**DF Young • www.dfyong.com**

DF Young has more than 100 years of experience providing international businesses with a full range of transportation and logistics solutions. DF Young's customized, person-to-person services are proven to meet today's challenging logistics requirements. DF Young paves the way for international shipments clear across continents, using the most sophisticated air, sea, and land transportation services available. Each move is backed by state-of-the-art technology and Internet access that spans the globe.

**DB Schenker • www.dbschenker.com**

DB Schenker strives to be the leading global provider of integrated logistics services. We provide solutions without complicated strategies. We utilize a structured methodology that is tested and proven to increase efficiencies, reduce costs, and protect our customers' supply chains. Yet this methodology is completely adaptable to each unique business situation. It's a balanced approach to realigning the customers' supply chain into the most productive unit possible.





### Distribution Technology • [www.distributiontechnology.com](http://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](http://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. DSC provides 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!

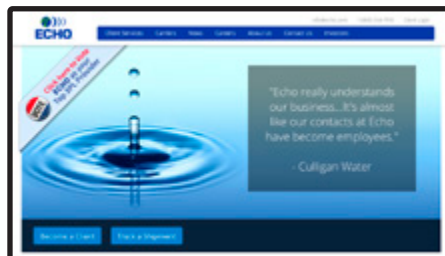


### Dupré Logistics • [www.duprelogistics.com](http://www.duprelogistics.com)

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.

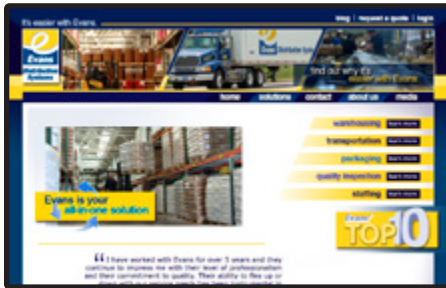
### Echo Global Logistics • [www.echo.com](http://www.echo.com)

Echo Global Logistics is a leading provider of technology-enabled transportation management outsourcing. Our proprietary Web-based technology, dedicated service teams, and robust procurement power enable clients to achieve significant transportation efficiencies while receiving best-in-class service. We take the complicated out of transportation management for our clients. Our talented people create outstanding results for clients and investors alike. Our transportation, logistics, IT, and service professionals collaborate to ensure our clients' success.



**IN THIS SECTION:**

**3PLs**



**Evans Distribution Systems • [www.evansdist.com](http://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.

**FAC Logistics • [www.faclogistics.com](http://www.faclogistics.com)**

FAC Logistics focuses on the food service industry and covers all 48 contiguous United States, specializing in the safe and efficient transportation of time-sensitive freight. With more than 100 years of combined experience in LTL, truckload, small package, and refrigerated transportation, FAC holds the competitive advantage. Together with its employees, customers, and suppliers, FAC continues to revolutionize the food service industry. To become part of the team, log on to the Web site today.



**Flagship Logistics Group • [www.flagshipfoodgroup.com/logistics](http://www.flagshipfoodgroup.com/logistics)**

Efficient, cost-effective logistics management is critical to success in the food industry. Operational redundancies, empty slots, lost productivity, inefficient delivery routing all eat at your bottom line. You need a supply chain partner that understands this and works with you to eliminate waste within your supply chain. Flagship Logistics Group specializes in temperature-controlled transportation services, as well as contract and public warehousing, and delivers efficiencies that save you time and money. Flagship Logistics Group is your single-source supply chain solution provider.

**Geodis Wilson • [www.geodiswilson.com](http://www.geodiswilson.com)**

With 5,500 people and a global network, Geodis Wilson is one of the world’s largest freight management companies, serving customers with integrated supply chain solutions that deliver cargo by sea and air. The company’s expertise, value-added services, and e-services enable you to streamline the flow of goods.

We also make your supply chain more transparent and easier to manage. A self-reliant network of offices, and air and ocean hubs in more than 50 countries, ensures that your cargo flows efficiently and consistently across the world.





**Ingram Micro Logistics • www.ingrammicro.com**

Ingram Micro Logistics (IML) is a global third-party logistics provider delivering the world's most scalable fulfillment solutions to a wide range of industry and product leaders. We develop and maintain partnerships that reduce supply chain costs, create efficiencies, and improve quality of service to create a competitive advantage for our clients. With our global network of more than 125 distribution centers and over 30 years of order management and fulfillment expertise, IML sets the standard for 3PL business solutions.

**J.B. Hunt Transport Services, Inc. • www.jbhunt.com**

J.B. Hunt Transport Services, Inc., a Fortune 500 company and one of the largest transportation logistics providers in North America, supplies safe and reliable transportation services to a diverse group of customers throughout the continental United States, Canada, and Mexico. Using an integrated, multimodal approach, J.B. Hunt offers comprehensive solutions centered on delivering customer value and industry-leading service.



**Johanson Transportation Service • www.johansontrans.com**

Johanson Transportation Service (JTS) is a third-party logistics provider, NVOCC, and licensed ocean freight forwarder helping companies manage their supply chain with Justified Timely Solutions® that exceed their unique business challenges. Providing unmatched service at a fair price, JTS offers customized freight solutions including: dry and temperature-controlled TL, LTL, ocean and air; rail/intermodal; and comprehensive importing/exporting solutions with one point of contact. JTS adds value with logistics management, consulting, and IT systems with real-time online tools to facilitate seamless supply chain communications for its customers.

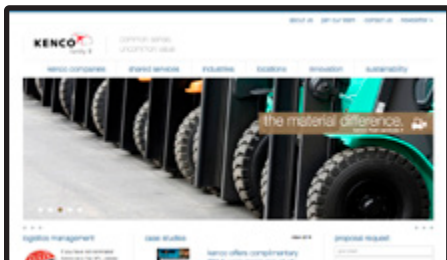
**Kane Is Able • www.kaneisable.com**

Kane Is Able is a third-party logistics provider that helps consumer packaged goods (CPG) companies warehouse and distribute goods throughout the United States. Our CPG logistics solution includes integrated warehousing, packaging, and transportation services specially designed to meet the needs of CPG manufacturers. Kane's complete platform of logistics solutions makes us the right choice for your supply chain. At Kane, we are able. We are the CPG logistics specialists.



**IN THIS SECTION:**

**3PLs**



**Kenco Logistic Services • [www.kencogroup.com](http://www.kencogroup.com)**

Adding value to your bottom line? That's the mission of Kenco Logistic Services. For more than 50 years, Kenco Logistic Services has guided some of the most demanding supply chains in the world. Kenco's convergence approach can help you streamline your supply chain and bring a greater return on assets and investments. Kenco invites you to visit this Web site so that you might get to know its services. Then, contact Kenco so that you might truly understand its unique strategic advantages.

**L&P Global Supply Chain Solutions • [www.leggett3pl.com/index.html](http://www.leggett3pl.com/index.html)**

Leggett & Platt's Global Supply Chain Solutions group is a continuation of the diversity that has made Leggett & Platt the company it is today. Industry leaders in domestic and international supply chain operations have been brought together to offer 3PL solutions to external customers. This group leverages all of its experience and buying power to become a true 3PL partner with our customers.



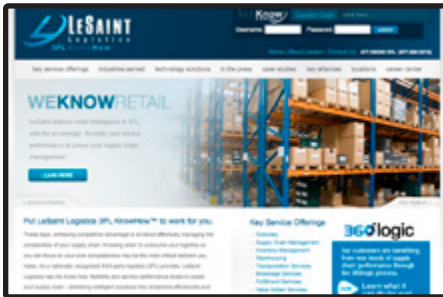
**Landstar • [www.landstar.com](http://www.landstar.com)**

Landstar, a safety-first transportation services company, provides complete logistics services throughout the United States, Canada, and Mexico. Landstar's 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 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.

**LEGACY Supply Chain Services • [www.legacyscs.com](http://www.legacyscs.com)**

LEGACY Supply Chain Services is a fully integrated supply chain and logistics provider that reduces costs, improves service, and creates a performance-driven culture that empowers employees to continuously find ways to improve. LEGACY has enhanced its service offering, achieved a greater network of resources, and expanded its warehousing and transportation capabilities on a national and global level to better serve customers.





**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 3PL services: contract and public warehousing, HazMat 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, giving them the option of selecting from our menu of services, and choosing the capabilities that meet their specific needs.

**LifeScience Logistics • www.lslog.com**

LifeScience Logistics® (LSL) is a third-party logistics company committed to offering the highest quality, flexibility, and compliance in healthcare supply chain solutions. LSL provides a full range of standard and specialized end-to-end supply chain services scalable to the changing needs of our clients. We operate out of four cGMP-compliant, DEA- and FDA-registered facilities totaling more than 1.4 million square feet of fully validated and temperature mapped space. Our facilities allow for Control Room Temperature and cold chain capabilities; both refrigerated (2 to 8 C) and frozen (-30 C) storage. Visit [www.lslog.com](http://www.lslog.com) for more details.



**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.

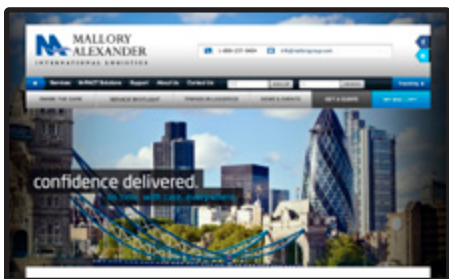
**LynnCo Supply Chain Solutions • www.lynnco-scs.com**

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.



**IN THIS SECTION:**

**3PLs**



**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.

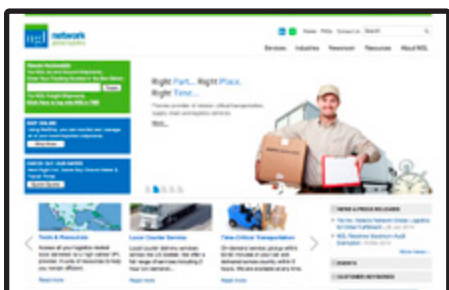
**MD Logistics • www.mdlogistics.com**

MD Logistics is a full-service provider of specialized logistics services focusing on fixtures, furniture, and equipment projects - and the special disciplines associated with those projects. MD Logistics manages the logistics component of all types of store projects, including new stores, remodels, and program rollouts. Specific transportation modes and services include conventional trailerload, air-ride blanket-wrap trailerload, hybrid LTL, merge-in-transit service, and, most importantly, time-definite service.



**Network Global Logistics • www.nglog.com**

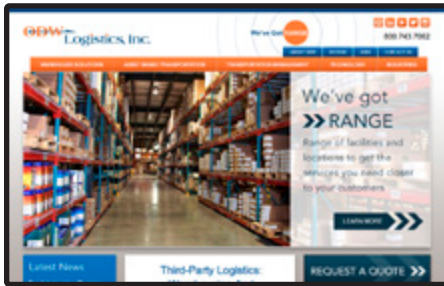
Network Global Logistics (NGL) was founded in 1971 and offers supply chain solutions including warehousing, service parts logistics, transportation management (TMS), retail and e-commerce fulfillment, next-flight-out, same-day ground courier for LTL and TL, and value-added manufacturing services. NGL uses best practices and standard operating procedures to achieve the highest service levels and key performance indicators in the industry. Our supply chain information systems provide real-time visibility to inventory and shipments. NGL is available 24/7/365.



**NFI Industries • www.nfiindustries.com**

NFI is a fully integrated supply chain management provider offering dedicated fleets, logistics, distribution, warehousing, intermodal, global, commercial and industrial real estate, consulting, transportation brokerage, and solar services across the U.S. and Canada. NFI owns facilities nationwide and globally, more than 2,000 tractors, and more than 7,000 trailers. Privately held by one family since its inception in 1932, NFI operates 20+ million square feet of contract and public warehouse and distribution space, and generates more than \$1 billion in revenue annually. NFI is an EPA Smartway Transport and WasteWise Partner and is dedicated to increasing energy efficiency and reducing the impact of the freight industry upon the environment.



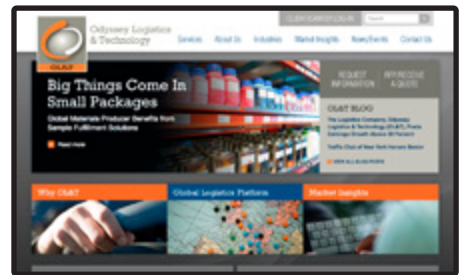


### ODW Logistics • www.odwlogistics.com

Make ODW Logistics your choice for import logistics, distribution, fulfillment, and packaging. With more than 40 years of cumulative experience, Columbus, Ohio-based ODW Logistics grew to one of the Midwest's most effective regional 3PL providers. The company focuses on excellent customer service, flexibility with small and large companies, and customized rates and terms. Put ODW Logistics on your team and visit the Web site today!

### Odyssey Logistics & Technology • www.odysseylogistics.com

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



### Pacific Coast Warehouse Company • www.pcwc.com

Pacific Coast Warehouse Company (PCWC) is a third-party logistics provider based in California, with more than 70,000 food grade rack and bulk pallet storage positions in the southern and northern California markets. PCWC offers a complete line of warehousing and value-added services, as well as all levels of transportation service, including drayage, intermodal, full truckload, flatbed, and LTL. For more information about Pacific Coast Warehouse Co., visit www.pcwc.com.

### Performance Team • www.ptgt.net

Performance Team is the only thing that should come between your products and your customers. For nearly 25 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 11 domestic hubs, over 5.1 million square feet of warehouse space, and a fleet of more than 400 trucks, Performance Team's skilled team of employees processes approximately \$100 billion in wholesale goods. See why Performance Team continuously earns a reputation as the premiere trucking, consolidation, and distribution company in the United States; log on to www.ptgt.net.





**IN THIS SECTION:**

**3PLs**

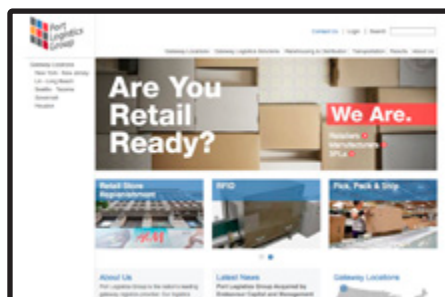


**Port Jersey Logistics • www.portjersey.com**

For more than 56 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.

**Port Logistics Group • www.portlogisticsgroup.com**

Port Logistics Group is the nation's leading provider of gateway logistics services, including value-added warehousing and distribution, transloading and cross-docking, vendor consolidation, and national transportation. With more than 4 million square feet of warehouse space strategically located in and around major North American ports, Port Logistics Group provides the critical link between international transportation and the "last-mile" supply chain.

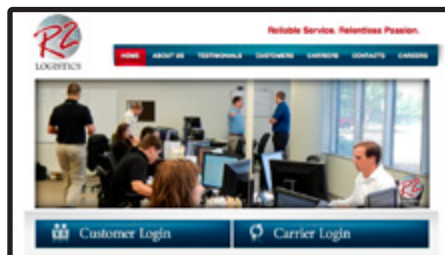


**ProTrans International • www.protrans.com**

For nearly two decades, ProTrans International has been dedicated to providing supply chain management solutions that optimize our customers' time, money, and resources. ProTrans recognizes that every customer's inventory needs and requirements are unique, so we offer a variety of inventory and fulfillment solutions that can be tailored to fit your specific situation.

**R2 Logistics • www.r2logisticsteam.com**

Founded in 2005, R2 Logistics is a global provider of transportation services and logistics solutions. As a third-party logistics company, we provide access to more than 20,000 contracted transportation providers. With four operating branches located in Columbus, Ohio; Dallas, Texas; Detroit, Mich.; and Jacksonville, Fla., we are able to provide your company with any possible over-the-road shipping need nationwide, including Mexico and Canada. With the dedication of our employees, and our culture of Reliable Service and Relentless Passion, we've built a strong reputation as an industry leader.



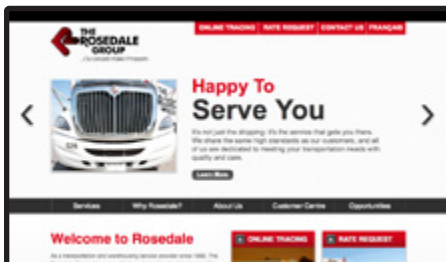


**Railex • www.railex.com**

Since 2006, Railex has specialized in temperature-controlled, national shipping services and full-service 3PL solutions for perishable, frozen, fragile, and high-value goods. Their industry expertise includes alcoholic and non-alcoholic beverages, fresh foods, frozen goods, and pharmaceuticals. Railex assures absolute cold chain integrity from origin to final destination. Railex's private, refrigerated unit train cars are sealed, and feature fresh air exchange, GPS tracking, and temperature control. They run non-stop, coast to coast, in five days on regularly scheduled weekly departures.

**RMX Global Logistics • www.rmxglobal.com**

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



**Rosedale Group • www.rosedale.ca**

As a transportation and warehousing service provider since 1969, The Rosedale Group has a proud history of meeting the industry-specific requirements of our customers. We, as a company, have a fundamental belief that our people make the difference in how we consistently deliver total customer satisfaction. Our employees are famous for going the extra mile to help customers, above and beyond their job descriptions. It's more than a tagline: Our people truly make it happen.

**RR Donnelley Logistics • www.rrd.com**

Experience the benefits that only come from working with a major, global shipper that is also a top-ranked 3PL. We offer multiple transportation modes, an established multi-carrier network, volume-leveraged rates and service levels, along with technology-enabled systems and processes. Visit our website and contact us today to see why customers have relied on us for nearly 150 years.



**IN THIS SECTION:**

**3PLs**



**Ruan • www.ruan.com**

Ruan is a single-source provider of dedicated contract carriage, logistics, and other integrated transportation services. We specialize in private fleet conversion. We have nearly 5,000 employees, 3,200 tractors, and 7,000 trailers at more than 230 operations nationwide. With Ruan, you get more than just drivers and equipment - we become an extension of your team, advocating for your bottom line. To find out how we can drive costs out of your supply chain, call 866-782-6669 or visit [www.ruan.com](http://www.ruan.com).

**Saddle Creek Logistics Services • www.sclogistics.com**

Saddle Creek Logistics Services is a third-party logistics company. We leverage our broad array of capabilities - including warehousing, transportation, packaging and fulfillment - to provide integrated solutions that support our customers' business objectives. For more information, visit [www.sclogistics.com](http://www.sclogistics.com).



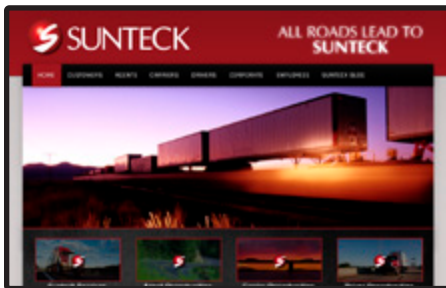
**SDV • www.sdv.com**

Established in 1885, SDV is a global leader in supply chain management, with owned offices, established infrastructures, and equipment in 93 countries. SDV USA has 15 offices with 475 industry specialists. Our U.S. and international team members provide the most comprehensive range of services and developed specific expertise in aerospace, oil and gas, telecom, healthcare, consumer and retail, luxury goods, perfumes and cosmetics, and food and beverages. With customer needs and the environmental preservation at the forefront, we have developed the SAVE PROGRAM, which provides eco-friendly solutions to global partners. To learn more about SDV, the SAVE PROGRAM, and our industry expertise visit: [www.sdv.com](http://www.sdv.com).

**SEKO Logistics • www.sekologistics.com**

SEKO prides itself on a commitment to customer service, whether it's a 2 a.m. pickup for a critical industrial part for a plant that is 4,000 miles away, or the cost savings achieved from proactive communication with your vendors overseas. SEKO offices have the knowledge and expertise to expedite or to consolidate, depending on your need. From Hong Kong to Amsterdam, SEKO knows how to serve its clients. As a non-asset-based third-party logistics provider, SEKO has the flexibility to meet your supply chain needs using a variety of modes and carriers.





**Sunteck Transport Group • www.sunteckinc.net**

Sunteck Transport Group, a wholly-owned subsidiary of AutoInfo, Inc., is largely an agent-based provider of logistics services. With both brokerage and carrier operating authority, Sunteck's portfolio of services include full truckload brokerage, contract carrier/asset management, less-than-truckload, intermodal, expedited, government, and third-party logistics.

**Taylored Services • www.tayloredservices.com**

At Taylored Services, we look at your business as if we were a box moving through your supply chain. Our goal: to provide a comprehensive array of fulfillment services that best fit your business needs. Award-winning retail experts. Strategically located bi-coastal facilities. Expertise in wholesale and retail distribution. Best-in-class systems and technology. A full range of logistics services including: drayage management, transload, DC bypass, crossdock, case distribution, unit fulfillment (B2B, B2C, Digital), and value-added distribution solutions (repacking, reticketing, point of purchase, display assembly, inserts and labeling, returns). Visit [www.tayloredservices.com](http://www.tayloredservices.com) or contact [sales@tpservices.com](mailto:sales@tpservices.com)



**TransGroup Worldwide Logistics • www.transgroup.com**

[www.transgroup.com](http://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](http://www.transgroup.com), or contact TransGroup at 800-444-0294, or by e-mail at [info@transgroup.com](mailto:info@transgroup.com).

**Transplace • www.transplace.com**

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



**IN THIS SECTION:**

**3PLs**

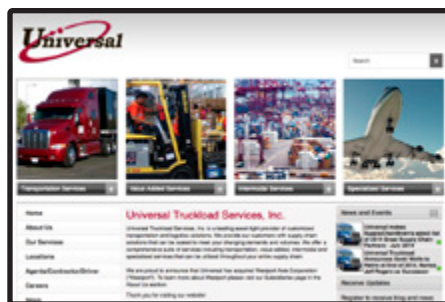


**Tucker Company Worldwide • www.tuckerco.com**

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.

**Universal Truckload Services Inc. (Universal) • www.goutsi.com**

Universal is a leading asset-light provider of customized transportation and logistics solutions. We provide our customers with supply chain solutions that can be scaled to meet your changing demands and volumes. We offer a comprehensive suite of services including transportation, value-added, intermodal, and specialized services that can be utilized throughout your entire supply chain.

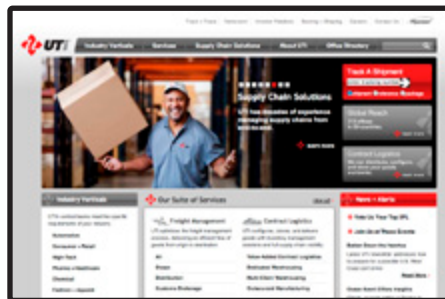


**Unyson Logistics • www.unysonlogistics.com**

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 • www.go2uti.com**

UTi is an industry-leading supply chain management company that delivers competitive advantage to our clients' supply chains. With innovative, integrated solutions configured to your specific requirements within any major vertical market, we design, manage, and service supply chains efficiently and cost-effectively. UTi's 313 offices and 245 logistics centers in 59 countries enable us to develop and implement client-centric, global solutions with services that include freight forwarding, contract logistics, customs brokerage, distribution, and managed transportation services.





**Wagner Logistics • www.wagnerlogistics.com**

Wagner Logistics 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.

**Werner Enterprises • www.werner.com**

Werner Enterprises Inc. is a premier transportation and logistics company, with coverage throughout the United States, Canada, Mexico, and China. Werner maintains its global headquarters in Omaha, Neb., offering 24/7 service 365 days a year. Werner is among the five largest truckload carriers in the United States, with a portfolio of services that includes long-haul, regional and local van capacity, temperature-controlled, flatbed, dedicated, and expedited. Werner's value-added services portfolio includes import and export freight management, PO and vendor management, truck brokerage, intermodal, load/mode and network optimization, and global visibility. Internationally, Werner provides freight forwarding and customs brokerage services, and is a licensed NVOCC.



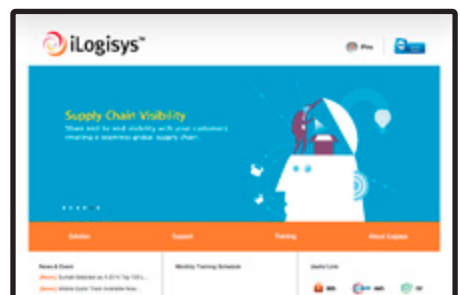
**Yusen Logistics • www.us.yusen-logistics.com**

Yusen Logistics offers a complete transport and logistics portfolio of services to some of the world's largest companies. We offer full end-to-end service coverage including origin cargo management, ocean freight forwarding, airfreight forwarding, warehousing, reverse logistics, surface transportation, and integrated supply chain solutions. We are committed to contributing to the sustainable development of our society through safe, environmentally friendly options.

**CUSTOMS COMPLIANCE/DUTY DRAWBACK**

**Suntek Systems • www.ilogisys.com**

Suntek provides its logistics management software, *iLogisys*, for freight forwarders, NVOCCs, 3PLs, and customs brokers. As the company's flagship solution, *iLogisys* offers simple and efficient methods of logistics operation, collaboration tools between related parties, extensive supply chain visibility, B2B EDI connectivity, and more control over business management. The cost-effective and feature-rich *iLogisys* products boost your customer satisfaction, and increase sales opportunities for business growth.



**IN THIS SECTION:**

**Economic Development - TMS**

**ECONOMIC DEVELOPMENT**



**Economic Development Corporation of Decatur & Macon County**  
**www.decaturedc.com**

The Economic Development Corporation of Decatur & Macon County (EDC), along with Archer Daniels Midland (NYSE: ADM), during fall 2013 opened the Midwest Inland Port intermodal facility in Decatur, Ill. As ground zero for logistics and distribution opportunities in Decatur and Central Illinois, the Midwest Inland Port provides a unique opportunity to ship inland and out-bound raw materials and products via rail containers anywhere in the United States and internationally in a more efficient and cost-effective manner.

**FREIGHT FORWARDING**

**Purolator International • www.purolatorinternational.com**

Purolator International is the U.S.-based freight forwarding subsidiary of Purolator Inc., Canada's leading overnight courier company. Purolator International specializes in air and surface forwarding of express, parcel, and freight shipments, with enhanced supply chain solutions to offer delivery to, from, and within Canada.

Purolator International offers preferred access to an extensive distribution network in Canada, which includes 11,000 dedicated employees, the leading air fleet, and ground network with the most guaranteed delivery points in Canada



**FREIGHT PAYMENT/AUDIT SERVICES**

**SMC<sup>3</sup> • www.smc3.com**



SMC<sup>3</sup> is the foremost provider of data, technology, and education as an integrated solution to the freight transportation community. SMC<sup>3</sup>'s core competency is its pricing expertise, which it delivers through products and services that simplify processes and promote collaboration between buyers and sellers of transportation services. The company currently serves more than 5,000 customers operating throughout the contiguous United States, Canada, and Mexico. SMC<sup>3</sup>'s customer base includes shippers, carriers, logistics service providers, and freight payment companies.

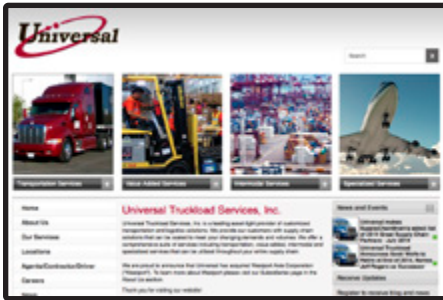
**TMS**

**MercuryGate • www.mercurygate.com**

MercuryGate delivers a multi-modal TMS solution that allows shippers, freight brokers, and third-party logistics providers to plan, execute, track, and settle freight movements. Customers use a single SaaS or self-hosted application to realize savings through consolidated loads, optimized carrier selection, and process improvements. For more information, visit www.mercurygate.com.



## TRANSPORTATION



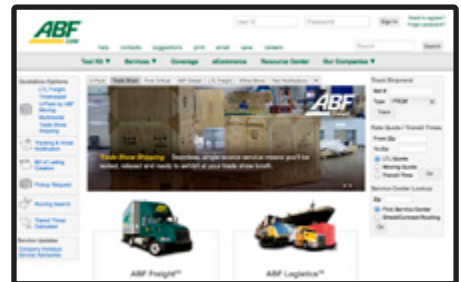
### Universal Truckload Services Inc. (Universal) • www.gouts.com

Universal is a leading asset-light provider of customized transportation and logistics solutions. We provide our customers with supply chain solutions that can be scaled to meet your changing demands and volumes. We offer a comprehensive suite of services including transportation, value-added, intermodal, and specialized services that can be utilized throughout your entire supply chain.

## TRUCKING

### ABF • www.abf.com

ABF has never had more to offer our customers than we do today: Global supply chain services providing both FCL & LCL solutions; warehousing with over 80 warehouse locations; a Dual-System® Network providing regional and national LTL service; truckload and intermodal; expedited and time-specific services; and white-glove inside delivery. All of these services are linked by one platform, providing seamless visibility and world-class customer service. How can ABF help you? Call 877-ABF-0000, visit [abf.com](http://abf.com), or follow us on Facebook and Twitter.



### ArcBest Corporation • www.arcb.com

"We'll Find a Way" is a testament of what our customers say about us. We say "yes" more often; we're the kind of company that partners with them to problem-solve and make things happen. In short, we do the hard things well. We'll Find a Way - has some grit to it; it speaks to the can-do attitude and relentless will of our people to get things done. It represents the heart and soul of the ArcBest family. When others say, "We can't," ArcBest companies find a way.

### New Penn • www.newpenn.com

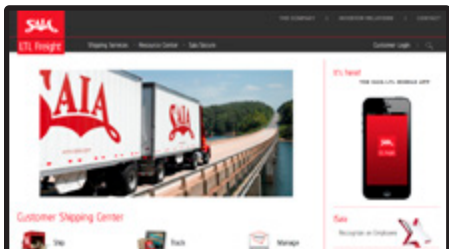
New Penn is a regional LTL motor carrier providing reliable next-day service through a network of 24 service centers located in the northeastern United States; Quebec, Canada; and Puerto Rico. The company also provides service to portions of the west, midwest, and southeast regions of the United States, and all of Canada.





**IN THIS SECTION:**

**Trucking - WMS**



**Saia LTL Freight • www.saia.com**

For nearly 90 years, Saia LTL Freight has been providing customers with fast, reliable regional and interregional shipping. With 147 terminals located in 34 states, Saia LTL Freight offers a range of products and services that are backed up by a guarantee like no other in the industry. Our Customer Service Indicators, or CSIs, allow us to measure our performance each month against a set of six indices that our shippers said are the most important to them.

**WIRELESS/MOBILE TECHNOLOGY**

**Supply Chain Services • www.supplychainservices.com**

Supply Chain Services is a nationwide reseller for bar-code solutions. We provide knowledgeable sales and Information Technology (IT) support with industry and technology expertise. Our methodology is built on understanding business needs and applying appropriate technology solutions - incorporating bar-code readers, bar-code scanners, bar-code printers, rugged mobile computers, and bar-code labels. We also provide design, configuration, integration, and support to logistics, warehousing, manufacturing, and distribution organizations.



**WMS**



**3PL Central • www.3plcentral.com**

Built exclusively for third-party logistics companies, 3PL Warehouse Manager™ is an easy-to-use, on-demand warehouse management system (WMS) that helps 3PLs run more efficiently, grow their business, and satisfy customers, all for less than \$500 per month per warehouse. 3PL Warehouse Manager™ is 100-percent Web-based and requires no investment in hardware, software, or IT resources and includes features such as: EDI, global inventory visibility, order management, real-time reporting, billing management, bar-code scanning, and more. Sign up for a no-hassle, free trial today.

**Robocom Systems International • www.robocom.com**

Robocom is a Supply Chain Execution software company offering solutions that include warehouse management, 3PL billing, transportation management, voice technology, and labor management. An Enterprise Transportation System and Enterprise Resource Planning System round out the Supply Chain Execution offering. Robocom's solutions address the needs of business leaders responsible for the day-to-day results in warehousing, distribution, third party logistics, transportation, and trucking operations.



# 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.



---

## NFI Industries

---

**TITLE:** *Building Environmentally Responsible Supply Chains*

**DOWNLOAD:** [bit.ly/1pPZEY5](http://bit.ly/1pPZEY5)

**SUMMARY:** Sixty-one percent of consumers say their perception of a company is strongly influenced by its environmental and sustainability policies. Environmentally responsible supply chains not only have the potential to sway brand loyalty, they also simultaneously reduce carbon footprints and bottom-line costs through improved efficiency. Download NFI's whitepaper to learn how sustainable technological improvements and management best practices can help you in transportation and freight management, warehousing and distribution, and property design and construction.

---

## DHL

---

**TITLE:** *The Resiliency Challenge: Constructing the Agile Supply Chain for Heavy Industry*

**DOWNLOAD:** [www.dhl.com/em-resilience](http://www.dhl.com/em-resilience)

**SUMMARY:** The engineering and manufacturing (E&M) industry's supply chains are lagging up to 10 years behind other industries, having been slower to respond to changes in global industry. Those that delay in responding are risking critical damage to their market share from new and more innovative competitors and, ultimately, jeopardizing their bottom lines. This new whitepaper identifies the challenges and opportunities facing the E&M sector globally, and argues that E&M businesses must dramatically reevaluate their approach to supply chain management and effectively respond to their industry's driving trends in order to remain competitive in today's volatile business environment.



## Saddle Creek Logistics Services

**TITLE:** *Incorporating Quality Management in a Logistics Environment*

**DOWNLOAD:** [bit.ly/SxipFf](http://bit.ly/SxipFf)

**SUMMARY:** While the concepts of total quality management and continuous improvement have been around for decades, they have only recently been applied successfully in logistics environments. This report explores how companies can control costs, improve visibility, increase speed to market, and strengthen their businesses by making total quality management part of their logistics operations.

## Kronos

**TITLE:** *Navigating the New Normal*

**DOWNLOAD:** [bit.ly/1o1YJkL](http://bit.ly/1o1YJkL)

**SUMMARY:** Many leaders in the supply chain sector are now seriously considering how workforce management strategy can help them best navigate the latest labor challenges and customer demands. This eBook analyzes how to avoid major workforce management issues, and gives crucial insight into how you can uncover additional labor capacity, drive down costs, and be more responsive to increased customer demands.

## Amber Road

**TITLE:** *China Trade Operations: Trends and Advancements*

**DOWNLOAD:** [bit.ly/1pQ5F7g](http://bit.ly/1pQ5F7g)

**SUMMARY:** While more than 77 percent of companies are currently operating in China, the majority are unable to address the dynamic and complex trade environment, characterized by ever-changing trade regulations that vary by region. Download this Aberdeen Group report to gain insights into the complexities of China trade operations, and learn how a China Trade Management solution can help you successfully navigate this environment.



## IQMS

**TITLE:** *Customized Innovation: Finding the Tools to Automate*

**DOWNLOAD:** [bit.ly/TP2y4X](http://bit.ly/TP2y4X)

**SUMMARY:** Through applications that integrate seamlessly into enterprise software solutions, manufacturers are soliciting and creating custom programs that make production faster, easier, and more accurate. Once the automation project has been identified, you have two options: Team up with your ERP vendor or develop it on your own. This new whitepaper discusses the benefits of each option, and offers success stories from manufacturers facing common shop floor challenges.



## Softeon

**TITLE:** *Is Now the Time for Cloud WMS?*

**DOWNLOAD:** [bit.ly/1mmSfQc](http://bit.ly/1mmSfQc)

**SUMMARY:** Warehouse Management Systems (WMS) have been late to the cloud game, and suitable only for simple DC operations. The times have changed. Cloud-based supply chain solutions are rapidly gaining share, and will likely prove the dominant approach in just a few years. Learn how the barriers to warehouse management in the cloud are dropping, and why companies are taking advantage of its power right now.

## Share your whitepaper with /L readers!

*WhitePaper Digest* is designed to bring readers up-to-date information on all aspects of supply chain management. We're building a database of SCM whitepapers, and you can help. E-mail us with whitepaper recommendations: [editorial@inboundlogistics.com](mailto:editorial@inboundlogistics.com)



**UPS Capital** expanded its Jeweler's Elite Program to three additional cities: San Francisco, Philadelphia, and Providence. The service helps jewelers protect high-value shipments by combining UPS shipping with insurance from UPS Capital Insurance Agency.

### // Services //

Less-than-truckload carrier

**Old Dominion Freight Line** moved its Eugene, Ore., service center to a larger location to serve a wide range of shippers, including the area's wood products and recreational equipment manufacturing industries.

**CEVA Logistics** opened a 100,000-square-foot warehouse at Fort Worth Alliance Airport in

Texas. The new facility, which works in conjunction with CEVA's nearby aerospace aftermarket distribution center, is adjacent to the airport's runway to allow chartered flights to taxi in and directly deliver cargo.

Third-party logistics company **Primary Freight** expanded its Los Angeles operation with a new 50,000-square-foot warehousing and distribution facility. The building features a 21-foot-high, three-tiered racking

system; warehousing, fulfillment, and distribution services; and a secure yard built to handle over-the-road, intermodal, and ocean freight containers.

**Port Newark Container Terminal** began installing three new Super-post-Panamax ship-to-shore cranes. The cranes have a lifting capacity of 65 long tons, or 80 long tons with a cargo beam; a hoist height of 144 feet and an outreach of 191 feet;



and are capable of accommodating 14,000-TEU vessels. The new cranes are scheduled to go on line in September 2014.

Temperature-controlled warehousing provider **Preferred Freezer Services** opened a 250,000-square-foot facility, containing 15 million cubic feet of storage capacity, in San Leandro, Calif. The location features 23 dock doors, an oversized truck yard, and three separate temperature zones to accommodate a wide range of products.

Global logistics provider **Yusen Logistics** opened a warehouse in Jababeka, a suburb of Jakarta, Indonesia. The facility is located in the Cikarang Dry Port, and provides rapid customs clearance, transportation, and localized logistics services.

Materials handling equipment provider **Intelligrated** began a resident maintenance program for high-velocity distribution operations. The program places full-time certified technicians on-site to help users handle materials handling system and facility maintenance functions, provide guaranteed uptime, extend equipment life, and reduce maintenance costs.

**DHL** added 13 certified Life Sciences stations in Buenos Aires, Argentina; Santiago, Chile; Bogota, Colombia; Toronto, Canada; Rio de Janeiro and São Paulo, Brazil; Mexico City; Panama City; San Juan, Puerto Rico; Caracas and Valencia, Venezuela; Boston;

and New York. DHL's Thermonet facilities offer 35- to 46-degree F cold storage space to the life sciences and healthcare sector in combination with temperature-controlled airfreight shipment options.

**Aloha Air Cargo** purchased two Boeing 737-300SF all-cargo converted aircraft to replace older aircraft in its fleet. One of the new 737s is already in operation, and the other is scheduled to begin services in the third quarter of 2014.

**Envirotainer** received full approval from the Federal Aviation Administration for its RKNe1

temperature-controlled container. The certification enables U.S.-based airlines to carry the RKNe1 container onboard their aircraft.

## //Transportation //

**American Airlines Cargo** began operating services between Dallas/Fort Worth International Airport to Hong Kong and Shanghai. The services primarily support Asian exporters shipping goods to South America.

Ocean freight consolidator **CaroTrans** partnered with China-based **World Jaguar** to offer twice-weekly



**CMA CGM Group** launched its new vessel, the *CMA CGM Danube*, on its maiden voyage. The 9,400-TEU vessel is the first of a series of 28 new ships the carrier will put into service by the third quarter of 2016.

less-than-containerload ocean service from Qingdao to Los Angeles, New York, Atlanta, Seattle, San Francisco, and Houston, as well as service from Tianjin to Los Angeles, Chicago, and New York.

**Intermarine** began regular ocean service between the U.S. Gulf and East Coasts to the Mediterranean and Persian Gulf. Intermarine added the offering to support demand for dry bulk and project cargo services between the regions.

Cargo airline **IAG Cargo** expanded its Cargo Connector service to the Houston and Seattle areas, adding to existing services in New York, Los Angeles, Chicago, Dallas, and Atlanta. The service provides free freight collection by courier for cargo weighing less than 660 pounds.

**Union Pacific** increased the frequency of its intermodal services to Chicago from northern California and Portland, Ore. Both routes were



**Winmate's** new M101B industrial-grade rugged tablet features Intel's quad-core Bay Trail processor; Windows Embedded 8.1; and protection against shock, dust, drops to concrete, extreme temperatures, and contact with liquid. The tablet can operate on Wi-Fi or any mobile carrier, and is suitable for use in harsh manufacturing, warehousing, or yard environments.

added to the rail carrier's premium intermodal offering, which provides fourth-day morning delivery.

Global supply chain solutions company **UTi Worldwide** established ocean charter service centers in Amsterdam, Johannesburg, and Singapore, and a

global hub in Houston. The facilities are located to provide fast response to the oil and gas, mining, and construction industries.

**ICECORP Logistics'** Non-Resident Importer program streamlines Canadian customs processes



**Qatar Airways Cargo** began twice-weekly freighter service between Qatar and Mexico. Freighters depart from Doha on Wednesday and Sunday, and from Mexico City on Monday and Thursday.

for U.S. shippers moving goods into Canada. It also offers invoice generation, Canadian sales tax collection, merchant processing, and payment collection and remittance services.

**Cargolux Airlines** added weekly Friday flights from Hong Kong to Rickenbacker International Airport in Columbus, Ohio. The direct flight gives shippers, particularly in the fashion industry, an additional connection between Asia and the U.S. market.

The freight division of United Arab Emirates-based Etihad Airways, **Etihad Cargo**, began weekly service between Abu Dhabi and Entebbe, Uganda. The service primarily carries textiles and electronics to Uganda, and returns with perishable goods bound for Europe and the Persian Gulf region.

**Amerijet International** added U.S. domestic flights to its route network. The airline began serving hubs in Columbus, Ohio, and Reno. A Boeing 767 wide-bodied freighter services the routes, and is equipped to handle time-critical, high-value, temperature-controlled, and hazardous material cargo.

## //Technology//

Shipment management software provider **CargoSmart** released a new version of its sailing schedules mobile app. By viewing schedule reliability rankings in the sailing schedule search results screen, shippers can make quick service comparisons, and choose the options that best fit their operation.



Third-party logistics provider **Damco** opened a 43,000-square-foot, C-TPAT-compliant container freight station in Myanmar, nine miles from Yangon's ports. The facility handles imports and exports for consumer electronics, apparel, components, machinery, and project cargo shippers.

**ALK Technologies** released version 28 of its **PC\*MILER** truck routing, mileage, and mapping software. The update

includes the ability to save frequently used routing preferences and vehicle dimensions for future use, allowing



## Consumer Returns

September 8-10, 2014 • Westin Galleria, Dallas, TX

REVERSE LOGISTICS, SUPPLY CHAIN AND RETURNS MANAGEMENT

### Leverage the Experiences of Leading Manufactures and Retail Executives and Discuss How You Can:

- Help Consumer Make More Informed Purchases That Meet Their Expectations
- Utilize Customer Feedback To Improve Your Product And Service
- Deploy A Cross Functional Team To Reduce Returns
- Better Manage Returns In An Omnichannel Environment

REGISTER NOW & GET 25% OFF: USE DISCOUNT CODE CR14INLO

www.consumerreturnsusa.com • 646-200-7530 or 888-482-6012

Sponsors:



fleet managers to customize vehicle routes based on their individual needs.

*Global Traceability and Containment for High-Tech Manufacturers*, a DELMIA Apriso solution from **Dassault Systèmes**, consolidates detailed product, lot, and serial genealogy, as well as event data from disparate systems at multiple locations, into a single global data repository. The system allows manufacturers to detect global supply chain disruptions in near real time.

**LLamasoft** added several modifications to version 8.1 of its *Transportation Guru* transportation network design solution. *Fleet*

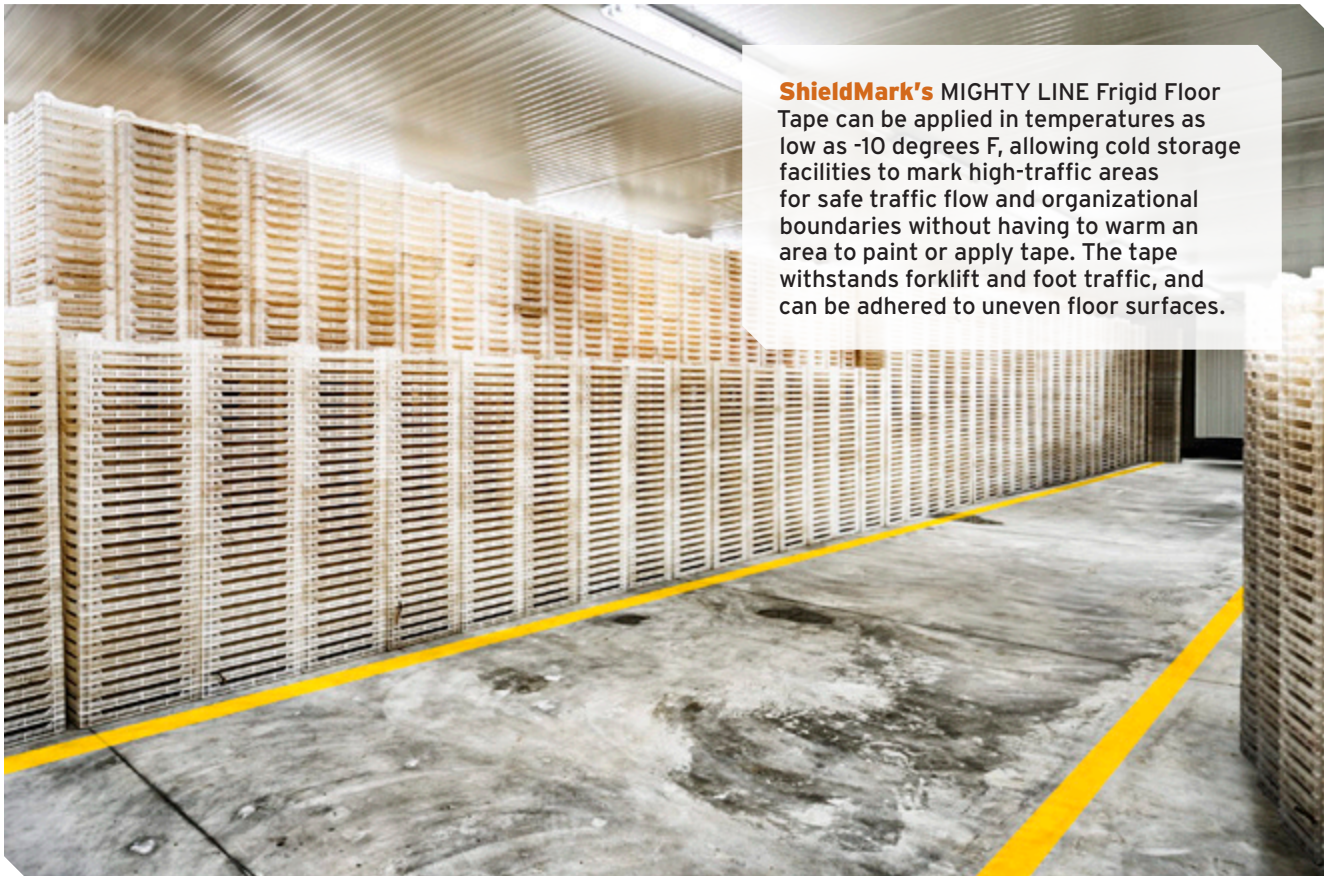
*Optimization* helps users size their fleets correctly, and identify efficient multi-stop vehicle routes; *Continuous Moves Interleaved Shipments* tells shippers whether to use a multi-stop route or direct shipment; and *Periodic Shipment Balancing and Scheduling* creates balanced routes using daily shipment data.

**NGC Software's** cloud-based version of its fashion ERP solution, *NGC ERP Xpress*, provides the same services as the enterprise application in a Software-as-a-Service model. The solution offers EDI, customer order processing, purchasing, and production orders without a need for updated on-site hardware.

The *Executive Reporting & Trending* module for **TripPak Services' TripPak RAPIDLOG** log auditing solution offers fleet managers the ability to run detailed reports on violation trends, allowing them to be proactive in safety and compliance efforts.

3PL **Port Jersey Logistics** launched a new corporate website featuring an in-depth look at the company's warehousing and distribution services. It also includes a blog that communicates industry news and events.

**ProSight Specialty Insurance** and **SmartDrive Systems** teamed up to develop a new risk management solution for transportation customers.







SecureFleet integrates a vehicle data- and event-recording system with a comprehensive coaching program for drivers, helping fleet owners and safety managers reduce risks and costs.

Online chassis reservation exchange **Chassisfinder.com** released a mobile app to expedite the chassis procurement process. The free app helps users find and reserve chassis, and track their history via an iPhone or Android smartphone. The app also identifies the locations of nearby chassis depots.

//Products//

**Leum Engineering's** Dockzilla line of portable ramps and loading docks can withstand the rigors of daily trailer unloading in seasonal facilities, or distribution and manufacturing locations without a built-in loading dock. The line is compliant with OSHA's ergonomic and safety standards, and can support up to 25 tons.

**ORBIS Corporation's** Mini-Load Collapsible Tote can be used with custom protective dunnage to increase part density, reduce part damage, and efficiently ship and store parts. The tote's footprint integrates with most standard equipment, and hopper doors on each end allow for easy product access in picking lines.

The UltraRail LIFO pallet rail-shuttle system from **Integrated Systems Design** can double storage capacity by eliminating aisles, and turning the end of each lane into an active storage and retrieval position. UltraRail is useful for high-bay storage, pallet picking, and truck loading and staging.

feet in distance. The housing can withstand 1,000 tumbles from three feet, and more than 50 drops from 6.5 feet. An optional industrial-grade cable allows for operation in temperatures as low as -22 degrees F.

The blue safety light from **Intella Liftparts** notifies pedestrians of oncoming forklift traffic in loud warehouse and distribution operations. Mounted on the rear of a forklift, the device shines a bright blue safety light on the ground, signaling the approach of a lift truck to employees who are distracted, may not be able to hear the backup alarm, or are approaching around blind corners.

The Granit 1280i rugged bar-code scanner from **Honeywell** reads bar codes ranging from 3.5 inches to 54

Security firm **TrakLok International** added new features to its cargo security platform. Enhancements to the integrated lock, alarm, and tracking system enable fleets to improve monitoring and alerts for lock and latch status changes, and enter and exit fences.

The Bobcat rugged tablet from **Xplore Technologies** features options including a bar-code reader, common access card reader, and near-field communications reader capabilities, making it adaptable to specific manufacturing, distribution, or warehousing operations.



**We Buy and Sell Abandoned Freight  
Dead Stock and Surplus Goods**



**(360) 778-4162**  
www.silvercreektrading.com

# CALENDAR

YOUR LOGISTICS  
DATEBOOK

SEPT  
29

The Customized Logistics and Delivery Association

## PARCEL Forum '14

[www.parcelforum.com](http://www.parcelforum.com) | Dallas, Texas | SEPT 29–OCT 1

**AUDIENCE:** Parcel industry stakeholders

**FOCUS:** Parcel industry case studies and educational tracks; regional carrier, warehousing, and materials handling exhibition

chain risk; driving collaboration between supply chain and finance; optimizing global supply chain networks

**NOV 9–13, 2014** Houston, Texas

American Association of Port Authorities

## 2014 AAPA Annual Convention

[www.aapa-ports.org](http://www.aapa-ports.org)

**AUDIENCE:** Port officials, marine transportation industry stakeholders

**FOCUS:** The global economy's impact on seaports and trade; optimizing existing resources; port infrastructure funding; role of ports in the supply chain

**NOV 14–19, 2014** Ft. Lauderdale, Fla.

National Industrial Transportation League

## NITL Conference & TransComp Exhibition

[www.nitl.org](http://www.nitl.org)

**AUDIENCE:** Supply chain, logistics, and transportation professionals

**FOCUS:** Transportation-focused educational sessions and roundtables; transportation equipment and technology exhibition

### CONFERENCES

**SEPT 21–24, 2014** Nashville, Tenn.

TMW Systems

## TransForm 2014

[www.tmwsystems.com/transform](http://www.tmwsystems.com/transform)

**AUDIENCE:** TMW fleet and transportation management software users

**FOCUS:** Software, systems, and business education; TMW Systems technology and service partner exhibition

**SEPT 21–24, 2014** San Antonio, Texas

Council of Supply Chain Management Professionals

## CSCMP Annual Global Conference

[www.cscmp.org](http://www.cscmp.org)

**AUDIENCE:** Supply chain, logistics, and transportation professionals

**FOCUS:** Supply chain talent and career development; supply chain research and innovation; manufacturing performance from a supply chain perspective; energizing the supply chain

**SEPT 21–23, 2014** Long Beach, Calif.

Intermodal Association of North America

## Intermodal EXPO 2014

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

**AUDIENCE:** Supply chain, logistics, and transportation professionals

**FOCUS:** Intermodal economic environment, sales, and new business opportunities; intermodal operations; small business support; new services exhibition

**SEPT 26, 2014** Los Angeles, Calif.

USC Marshall Center for Global Supply Chain Management

## USC 2nd Annual Global Supply Chain Excellence Summit

[globalsummit.uscsupplychain.com](http://globalsummit.uscsupplychain.com)

**AUDIENCE:** Supply chain and logistics professionals

**FOCUS:** Macro and micro trend analysis of global supply chains; emerging market breakout sessions; the impact of disruptive technology on the global supply chain

**OCT 19–21, 2014** New Orleans, La.

The Association for Operations Management

## APICS 2014

[www.apics.org](http://www.apics.org)

**AUDIENCE:** Supply chain, logistics, and operations management professionals

**FOCUS:** Operational efficiency, risk and resiliency; business analytics; supply chain innovation; supply chain exhibition

**OCT 22–24, 2014** Calgary, Alberta

Canadian Institute of Traffic and Transportation

## Canada Logistics Conference

[www.citt.ca/events/2014conference](http://www.citt.ca/events/2014conference)

**AUDIENCE:** Canadian supply chain stakeholders

**FOCUS:** Transportation control towers; making sense of big data; pipeline logistics; success in Western Canada

**NOV 3–5, 2014** Philadelphia, Pa.

Worldwide Business Research

## LogiChem 2014

[www.wbresearch.com/scmchem](http://www.wbresearch.com/scmchem)

**AUDIENCE:** Chemical supply chain stakeholders

**FOCUS:** Using intermodal logistics to improve operations; assessing supply

### SEMINARS & WORKSHOPS

**SEPT 16–18, 2014** Overland Park, Kan.

The University of Kansas

## How to Lay Out a Warehouse

[kuce.ku.edu/warehouse](http://kuce.ku.edu/warehouse)

**AUDIENCE:** Warehouse supervisors, managers, and team leaders; logistics and supply chain planners

**FOCUS:** Improving warehouse and distribution center performance; increasing layout planning team productivity; streamlining material flow

**SEPT 29–30, 2014** Savannah, Ga.

Georgia Tech Supply Chain & Logistics Institute

## Lean Inbound Logistics

[bit.ly/GATechLeanInbound](http://bit.ly/GATechLeanInbound)

**AUDIENCE:** Supply chain and logistics professionals

**FOCUS:** Lean strategy development; strategic supplier management; mapping an inbound logistics network; calculating logistics costs; improving balances and costs of material flow; tour of Target distribution center



## 3PL Staffing Firm

Specializing in direct and contract hiring including:

- Vice Presidents / Directors
- CFOs
- Sales Managers
- Directors Of Business Development
- Solutions Engineers
- TMS/WMS/LMS Systems Implementation Managers
- Carrier Sourcing Managers
- Freight Brokerage / Branch Managers
- Facility Managers
- Pricing Managers
- IT Managers
- Trade Compliance Managers

*All fees company paid.*

**SRI** Search Resources Inc.

*"Building world class supply chain organizations one individual at a time."*

847-382-3877  
Fax: 847-382-3878  
www.srimatch.com

## Increase Profits

With Online Freight Claim Management

- » Reduce costs by automating your claims process
- » Track trends to prevent future damage claims
- » Our clients have a 95% success rate in reclaiming losses

MyEZClaim

Powered by  
TranSolutions Inc.

Visit [TranSolutionsInc.com/profits](http://TranSolutionsInc.com/profits) for Details.

**7 YRS SPECIAL FINANCING**

**ZERO DOWN NO INTEREST NO PAYMENTS** For one year on Fabric Structures

## DESIGN BUILT FOR STORAGE AND LOGISTICS

- Fabric structures up to 300' wide and at any length.
- Lower energy costs with natural lighting.
- Stay warmer in the winter... and cooler in the summer.
- One-stop shop offering all services in house.
- Spacious interiors with no support posts.
- Low in cost per square foot.
- Easy to disassemble and relocate.

**MADE IN USA**

**ClearSpan**  
Fabric Structures

Call 1.866.643.1010 and use code ADIL or visit [www.ClearSpan.com/ADIL](http://www.ClearSpan.com/ADIL) and we'll send you a free gift.

## Best practices for implementing LEAN TECHNIQUES in retail and wholesale

*"Essential reading for those who want to learn how Lean provides a competitive edge in today's fast-paced, multi-channel, and cost-conscious environment."*

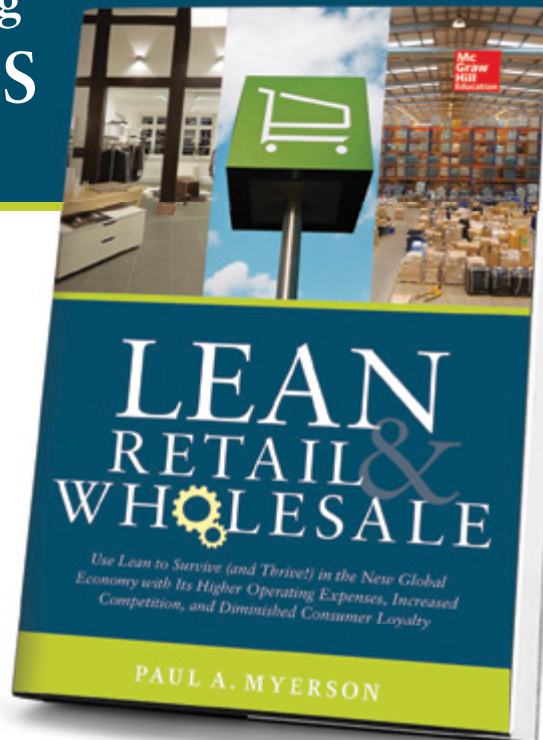
—Mark Temkin, Director, Demand Planning, Barnes & Noble, Inc.

Featuring real-world case studies, this practical guide reveals how to utilize a comprehensive Lean methodology throughout retail and wholesale businesses to reduce costs and improve productivity, quality, customer service, and profitability.

Follow us on Twitter  
@MHengineering



Learn more. Do more.  
MHPROFESSIONAL.COM



**SUPERVALU**

**RITE  
AID**

**H·E·B**

**TARGET.**

**CVS**

**Kroger**

**Publix.**

**SAFeway**

**Walmart**

consolidation@casestack.com  
479-856-6142  
855-638-3500

Your  
Retail  
Distribution  
Needs Lead To

**Case Stack**

Retail Logistics is What We Do!

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# RESOURCE CENTER

# 07.14

## INBOUND LOGISTICS WORKS FOR YOU!

### 3PLs

**A.N. Deringer** pg. 193  
www.anderinger.com 888-612-6239

**A&R Logistics** pg. 169  
www.artransport.com 800-542-8058

**Agility** pg. 55  
agilitylogistics.com/emergingmarkets 714-617-6300

**American Expediting Company** pg. 38  
americanexpediting.com 800-525-3278

**APL Logistics** pg. 49  
www.aplogistics.com 602-586-4800

**ArcBest Corporation** pg. 35  
arcb.com 479-785-6000

**Atlanta Bonded Warehouse Corporation** pg. 146  
www.atlantabonded.com 770-425-3000

**Bender Group** pg. 203  
www.bendergroup.com 800-621-9402

**C.H. Robinson** pgs. 12-13  
www.chrobinson.com 800-323-7587

**Cardinal Health** pg. 31  
www.yourhealthcare3pl.com 614-757-9228

**CaseStack** pg. 258  
www.casestack.com 855-638-3500

**Commercial Warehousing Inc.** pg. 145  
commercialwarehousing.com 800-560-3614

**Corporate Traffic** pg. 173  
www.corporate-traffic.com 800-787-2334

**CT Logistics** pg. 222  
www.ctlogistics.com 216-267-2000

**DF Young** pg. 29  
www.dfyoung.com 610-570-2620

**Distribution Technology** pg. 63  
www.distributiontechnology.com 704-587-5587

**DSC Logistics** pg. 89  
www.dscllogistics.com 800-372-1960

**Dupré Logistics** pg. 165  
www.duprelogistics.com 855-686-5478

**Echo Global Logistics** pg. 137  
www.echo.com 800-354-7993

**Evans Distribution Systems** pg. 159  
www.evansdist.com 800-OK-EVANS

**Flagship Logistics** pg. 107  
flagshipfoodgroup.com/logistics 888-531-8356

**FLS Transportation** pg. 198  
www.flstransport.com 800-739-0939

**Geodis Wilson** pg. 64  
www.geodiswilson.us 732-362-0600

**Ingram Micro Logistics** pg. 20  
www.ingrammicrologistics.com 714-382-4845

**ITI-FAC** pg. 153  
www.iti-fac.com 252-407-2000

**J.B. Hunt** pg. 5  
www.jbhunt.com/360 855-313-4473

**Jacobson Companies** pg. 51  
www.jacobsonco.com/cando 800-636-6171

**Johanson Transportation Service** pg. 208  
johansontrans.com 800-742-2053

**Kane is Able** pg. 57  
www.kaneisable.com 888-356-KANE

**Kenco Logistic Services** pg. 53  
www.kencogroup.com 855-877-5910

**Landstar** pg. 149  
www.landstar.com 877-696-4507

**LEGACY Supply Chain Services** Cover 2  
legacyscs.com/company-culture-counts 800-361-5028

**Leggett & Platt Global Supply Chain Solutions** pg. 151  
www.leggett3pl.com 909-885-6101

**LeSaint Logistics** pg. 25  
www.lesaint.com/End2End 877-Know3PL

**Lynden** pgs. 59, 61  
www.lynden.com 888-596-3361

**LynnCo Supply Chain Solutions** pg. 105  
www.lynnco-scs.com 866-872-3264

**Mallory Alexander International Logistics** pg. 157  
www.mallorygroup.com 800-257-8464

**Matson Logistics** pg. 17  
www.matson.com 866-325-0325

For a specific response, contact these advertisers directly. Please tell them you saw their ad in *Inbound Logistics*.

For faster service, go online: [inboundlogistics.com/rfp](http://inboundlogistics.com/rfp)

# RESOURCE CENTER

# 07.14

## INBOUND LOGISTICS WORKS FOR YOU!

<b>MD Logistics</b> www.mdlogistics3pl.com	<b>pg. 201</b> 317-838-8900	<b>Saddle Creek Logistics Services</b> www.sclogistics.com	<b>pg. 94</b> 888-878-1177
<b>Menlo Worldwide Logistics</b> menologistics.com	<b>pg. 69</b> 415-486-2660	<b>Schenker Logistics Americas</b> dbschenkerusa.com	<b>pg. 50</b> 678-724-4822
<b>National Retail Systems</b> nationalretailsystems.com	<b>pg. 224</b> 201-330-1900	<b>SDV</b> www.sdv.com	<b>pg. 71</b> 718-525-8100
<b>Network Global Logistics</b> www.nglog.com	<b>pg. 97</b> 866-938-1809	<b>SEKO Logistics</b> www.sekologistics.com	<b>pg. 47</b> 630-919-4800
<b>NFI</b> www.nfiindustries.com	<b>pg. 75</b> 877-634-3777	<b>Sunland Logistics Solutions</b> www.sunlandlogisticssolutions.com	<b>pg. 207</b> 800-295-0081
<b>ODW</b> www.odwlogistics.com	<b>pg. 87</b> 800-743-7062	<b>Sunteck</b> www.sunteckinc.net	<b>pg. 182</b> 800-759-7910
<b>Odyssey Logistics &amp; Technology</b> www.odysseylogistics.com	<b>pg. 167</b> 855-412-0199	<b>Syfan Logistics</b> www.syfanlogistics.com	<b>pg. 155</b> 855-287-8485
<b>Pacific Coast Warehouse Company</b> www.pcwc.com	<b>pg. 82</b> 909-545-8100	<b>Taylorred Services</b> www.taylorredservices.com	<b>pg. 72</b> 909-510-4800
<b>Penske Logistics</b> www.penskelogistics.com	<b>pg. 23</b> 800-529-6531	<b>TransGroup Worldwide Logistics</b> transtms.transgroup.com	<b>pg. 15</b> 800-444-0294
<b>Performance Team</b> www.performanceteam.net	<b>pg. 132</b> 866-775-5120	<b>Transplace</b> transplace.com	<b>Cover 4</b> 888-445-9425
<b>Pilot Freight Services</b> www.pilotdelivers.com	<b>pg. 93</b> 800-HI-PILOT	<b>Transportation Insight</b> www.transportationinsight.com	<b>pg. 48</b> 877-226-9950
<b>Port Jersey Logistics</b> www.portjersey.com	<b>pg. 99</b> 609-860-1010	<b>Tucker Company Worldwide</b> www.tuckerco.com	<b>pg. 179</b> 800-229-7780
<b>Port Logistics Group</b> www.portlogisticsgroup.com	<b>pg. 143</b> 973-249-1230	<b>UniGroup Logistics</b> unigrouplogistics.com/inbound	<b>pgs. 42-43</b> 877-545-8080
<b>ProTrans International</b> www.protrans.com	<b>pg. 11</b> 888-SHIP-NOW	<b>Universal</b> www.goutsi.com	<b>pg. 26</b> 586-920-0100
<b>Purolator</b> purolatorinternational.com	<b>pg. 191</b> 888-511-4811	<b>Unyson Logistics</b> www.unysonlogistics.com	<b>pg. 91</b> 866-409-9759
<b>R2 Logistics</b> www.r2logisticsteam.com	<b>pg. 177</b> 904-394-4677	<b>UTi Worldwide</b> www.go2uti.com	<b>pgs. 36-37</b> 562-552-9400
<b>Rosedale Group</b> rosedale.ca/nextstopcanada	<b>pg. 197</b> 800-707-1942	<b>Vantix Logistics</b> www.vantixlogistics.com	<b>pg. 217</b> 972-371-5014
<b>RR Donnelley Logistics</b> www.rrdonnelley.com	<b>pg. 77</b> 877-744-3818	<b>Wagner Logistics</b> www.wagnerlogistics.com	<b>pg. 170</b> 800-817-1264
<b>Ruan</b> www.ruan.com	<b>pg. 101</b> 866-782-6669	<b>Werner Enterprises</b> www.werner.com	<b>pg. 195</b> 800-228-2240
<b>Ryder Supply Chain Solutions</b> www.ryder.com	<b>pgs. 109, 122</b> 888-793-3702	<b>Yusen Logistics</b> www.us.yusen-logistics.com	<b>pg. 103</b> 800-414-3895

For a specific response, contact these advertisers directly. Please tell them you saw their ad in *Inbound Logistics*.

For faster service, go online: [inboundlogistics.com/rfp](http://inboundlogistics.com/rfp)



Use our Resource Center and let the information you need find you.

**Air/Ground Expedited**

**Alaska Air Cargo** pg. 19  
www.alaskacargo.com 800-225-2752

**DHL Express** pg. 9  
www.dhl-usa.com 800-CALL-DHL

**UPS** pg. 33  
ups.com/insights 800-PICK-UPS

**Events**

**Consumer Returns** pg. 253  
consumerreturnsusa.com 646-200-7530

**Global Supply Chain Excellence Summit** pg. 221  
globalsummit.uscsupplychain.com 213-821-4079

**Intermodal Expo 2014** pg. 181  
intermodalexpo.com 301-982-3400

**NITL Conference and TransComp Exhibition** pg. 263  
www.nitl.org 703-524-5011

**Freight Bill Payment/Audit Services**

**nVision Global** pg. 79  
www.nvisionglobal.com 770-474-4122

**Inventory Liquidation**

**Silver Creek Trading** pg. 255  
www.silvercreektrading.com 360-778-4162

**Logistics IT**

**10-4 Systems** pg. 218  
www.10-4.com 855-489-2655

**3PL Central** pg. 225  
www.3plcentral.com 888-308-5894

**iLogisys/Suntek Systems** pg. 3  
www.ilogisys.com 949-789-0070

**MercuryGate** Cover 3  
www.mercurygate.com 919-469-8057

**SMC<sup>3</sup>** pg. 81  
www.smc3.com/unyson 800-845-8090

**YardView** pg. 80  
www.yardview.com 303-781-3430

**Mobile Communications**

**Twisted Pair** pg. 226  
www.twistpair.com 206-805-3297

**Ocean**

**Hyundai Merchant Marine** pg. 205  
www.hmm21.com 877-7-HYUNDAI

**Packaging**

**Sealed Air** pg. 187  
www.sealedairprotects.com 800-648-9093

**Ports**

**Maryland Port Administration** pg. 162  
www.marylandports.com 800-638-7519

**Port Authority of New York and New Jersey** pg. 41  
www.portnynj.com 888-767-8696

**Port Everglades/Florida East Coast Railway** pg. 175  
www.fecrwy.com 305-889-5586

**Port of Tacoma** pg. 188  
www.portoftacoma.com 253-428-8650

**Rail**

**Raillex** pg. 45  
www.raillex.com/inbound 888-472-4539

**Real Estate Logistics/Site Selection**

**FINSA** pg. 161  
www.finsa.net 877-314-6950

**Trucking**

**ABF Freight** pg. 135  
www.abf.com 800-610-5544

**New Penn** pg. 67  
newpenn.com/nextday 800-285-5000

**Reddaway** pg. 139  
reddawayregional.com/nextday 888-420-8960

**Saia** pg. 7  
www.saia.com 800-765-7242

For a specific response, contact these advertisers directly. Please tell them you saw their ad in *Inbound Logistics*.

For faster service, go online: [inboundlogistics.com/rfp](http://inboundlogistics.com/rfp)

# RESOURCE CENTER

07.14

INBOUND LOGISTICS WORKS FOR YOU!

## INDEX

ADVERTISER	PAGE	ADVERTISER	PAGE
A.N. Deringer	193	National Retail Systems	224
A&R Logistics	169	Network Global Logistics	97
10-4 Systems	218	New Penn	67
3PL Central	225	NFI	75
ABF Freight	135	NITL Conference and TransComp Exhibition	263
Agility	55	nVision Global	79
Alaska Air Cargo	19	ODW	87
American Expediting Company	38	Odyssey Logistics & Technology	167
APL Logistics	49	Pacific Coast Warehouse Company	82
ArcBest Corporation	35	Penske Logistics	23
Atlanta Bonded Warehouse Corporation	146	Performance Team	132
Bender Group	203	Pilot Freight Services	93
C.H. Robinson	12-13	Port Authority of New York and New Jersey	41
Cardinal Health	31	Port Everglades/Florida East Coast Railway	175
CaseStack	258	Port Jersey Logistics	99
Commercial Warehousing Inc.	145	Port Logistics Group	143
Consumer Returns	253	Port of Tacoma	188
Corporate Traffic	173	ProTrans International	11
CT Logistics	222	Purolator	191
DF Young	29	R2 Logistics	177
DHL Express	9	Raillex	45
Distribution Technology	63	Reddaway	139
DSC Logistics	89	Rosedale Group	197
Dupré Logistics	165	RR Donnelley Logistics	77
Echo Global Logistics	137	Ruan	101
Evans Distribution Systems	159	Ryder Supply Chain Solutions	109, 122
FINSA	161	Saddle Creek Logistics Services	94
Flagship Logistics	107	Saia	7
FLS Transportation	198	Schenker Logistics Americas	50
Geodis Wilson	64	SDV	71
Global Supply Chain Excellence Summit	221	Sealed Air	187
Hyundai Merchant Marine	205	SEKO Logistics	47
iLogisys/Suntek Systems	3	Silver Creek Trading	255
Ingram Micro Logistics	20	SMC?	81
Intermodal Expo 2014	181	Sunland Logistics Solutions	207
ITI-FAC	153	Suntek	182
J.B. Hunt	5	Syfan Logistics	155
Jacobson Companies	51	Taylorred Services	72
Johanson Transportation Service	208	TransGroup Worldwide Logistics	15
Kane is Able	57	Transplace	Cover 4
Kenco Logistic Services	53	Transportation Insight	48
Landstar	149	Tucker Company Worldwide	179
LEGACY Supply Chain Services	Cover 2	Twisted Pair	226
Leggett & Platt Global Supply Chain Solutions	151	UniGroup Logistics	42-43
LeSaint Logistics	25	Universal	26
Lynden	59, 61	Unyson Logistics	91
LynnCo Supply Chain Solutions	105	UPS	33
Mallory Alexander International Logistics	157	UTI Worldwide	36-37
Maryland Port Administration	162	Vantix Logistics	217
Matson Logistics	17	Wagner Logistics	170
MD Logistics	201	Werner Enterprises	195
Menlo Worldwide Logistics	69	YardView	80
MercuryGate	Cover 3	Yusen Logistics	103

For a specific response, contact these advertisers directly. Please tell them you saw their ad in *Inbound Logistics*.

For faster service, go online: [inboundlogistics.com/rfp](http://inboundlogistics.com/rfp)





The largest and most influential freight transportation event in the country—

**Discover new markets, meet new customers and help guide the industry forward.**

**THE ROAD AHEAD**

# NITL Conference and TransComp Exhibition

**November 15-19, 2014**

Greater Fort Lauderdale/Broward County Convention Center  
Fort Lauderdale, Florida

*Reserve your space today! Visit [www.NITL.org](http://www.NITL.org)*

**Contact:**

Vince Cavaseno  
Partners Expo, Inc.  
Phone: 617-232-2000  
Email: [vince@partners-expo.net](mailto:vince@partners-expo.net)

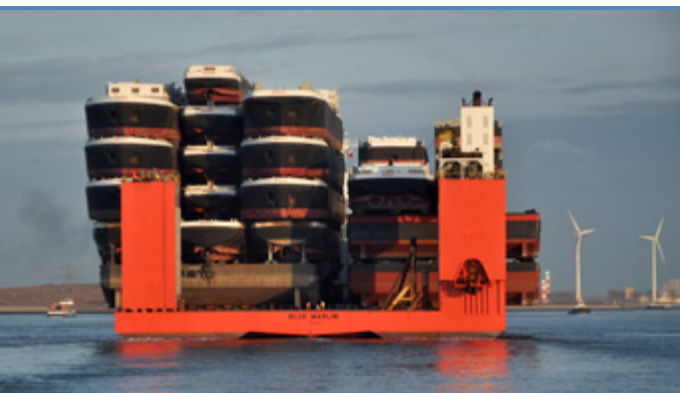
Ellie Gilanshah  
The National Industrial Transportation League  
Phone: 703-524-5011  
Email: [Gilanshah@nitl.org](mailto:Gilanshah@nitl.org)

 **NITL**  
THE NATIONAL INDUSTRIAL  
TRANSPORTATION LEAGUE

**Got 3PL challenges?**

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# A Ship-Shipping Ship Shipping Shipping Ships



With a deck as big as two soccer fields, the *Blue Marlin* gives new meaning to the phrase “whatever floats your boat.” Operated by Netherlands-based heavy transport shipping specialist Dockwise, the 712-foot-long, 138-foot-tall *Blue Marlin* can haul up to 75,000 tons of cargo, including oil rigs, aircraft carriers—even other cargo ships. On one recent journey, the ship transported 22 barges—in stacks up to four high—from Korea to Rotterdam. Multiple 17,000-horsepower diesel engines power the ship, which reaches speeds of up to 13 knots.

To load cargo too heavy for any crane to lift, the ship partly submerges, allowing the boats it will carry to float into place. Crew members then empty the ballast tanks to raise the *Blue Marlin* back to proper traveling height.





**Easy Integration**  
**Real-Time Collaboration**



Total control over global supply chain costs starts with connecting your enterprise with carriers, clients and vendors using a multi-modal, multi-leg international transportation management system. Discover for yourself how MercuryGate's cloud-based TMS delivers total control over supply chain costs.

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

919.469.8057

[sales@mercurygate.com](mailto:sales@mercurygate.com)

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](http://inboundlogistics.com/3pl)

# DON'T PUT BORDERS AROUND YOUR BUSINESS

CROSS-BORDER  
SHIPPING SOLUTIONS  
FROM THE NORTH  
AMERICAN 3PL LEADER



DOWNLOAD THE  
CROSS-BORDER  
EXECUTIVE BRIEF



WATCH THE  
CROSS-BORDER  
VIDEO

## FOLLOW US



[facebook.com/transplace](https://facebook.com/transplace)



[twitter.com/transplace](https://twitter.com/transplace)



[linkedin.com/company/15678](https://linkedin.com/company/15678)

[transplace.com](https://transplace.com)  
[info@transplace.com](mailto:info@transplace.com)  
1.888.445.9425

**TRANSPLACE**  
The 3PL & Technology Company

Got 3PL challenges?

Get free expert solutions at [inboundlogistics.com/3pl](https://inboundlogistics.com/3pl)