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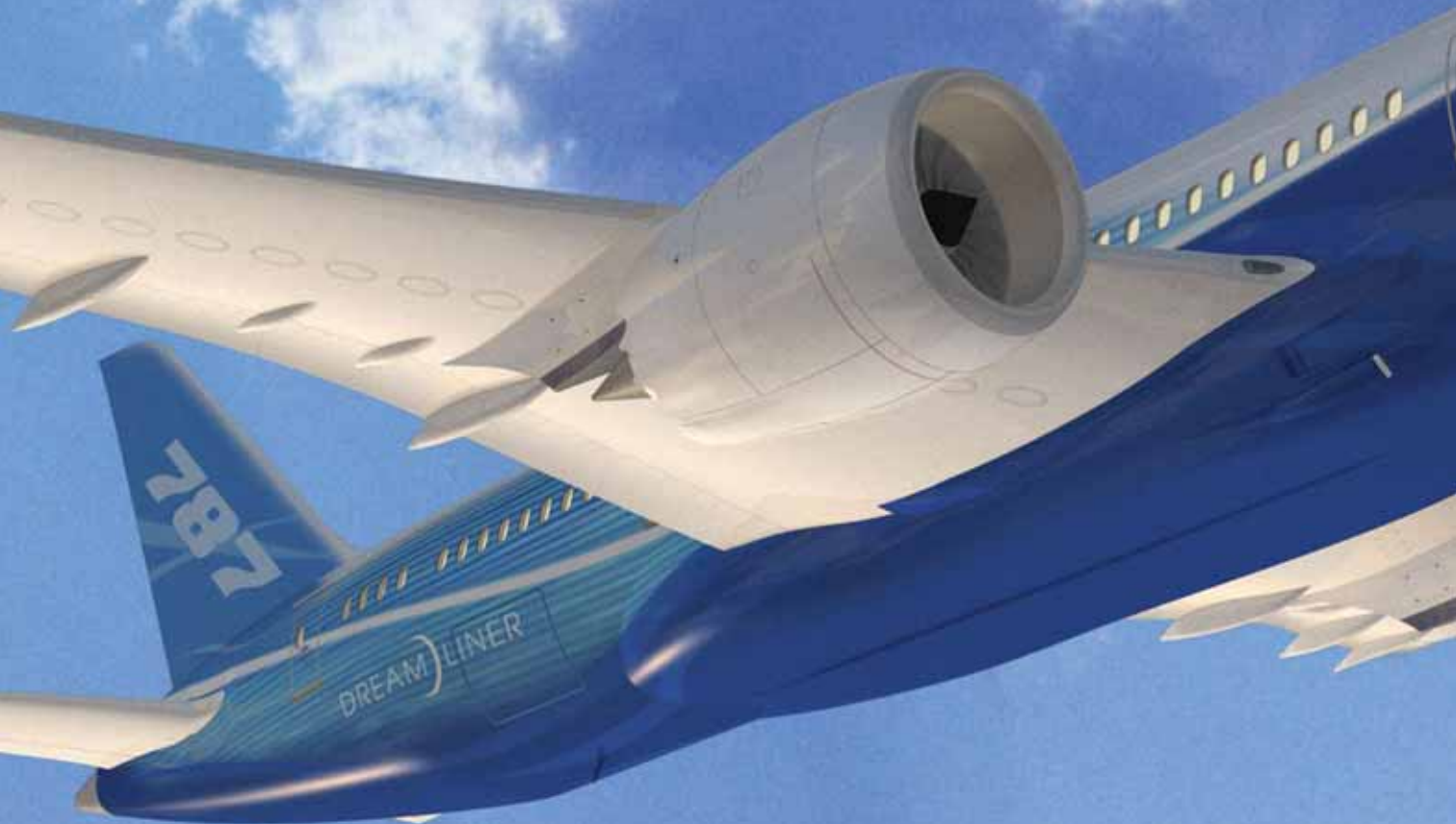
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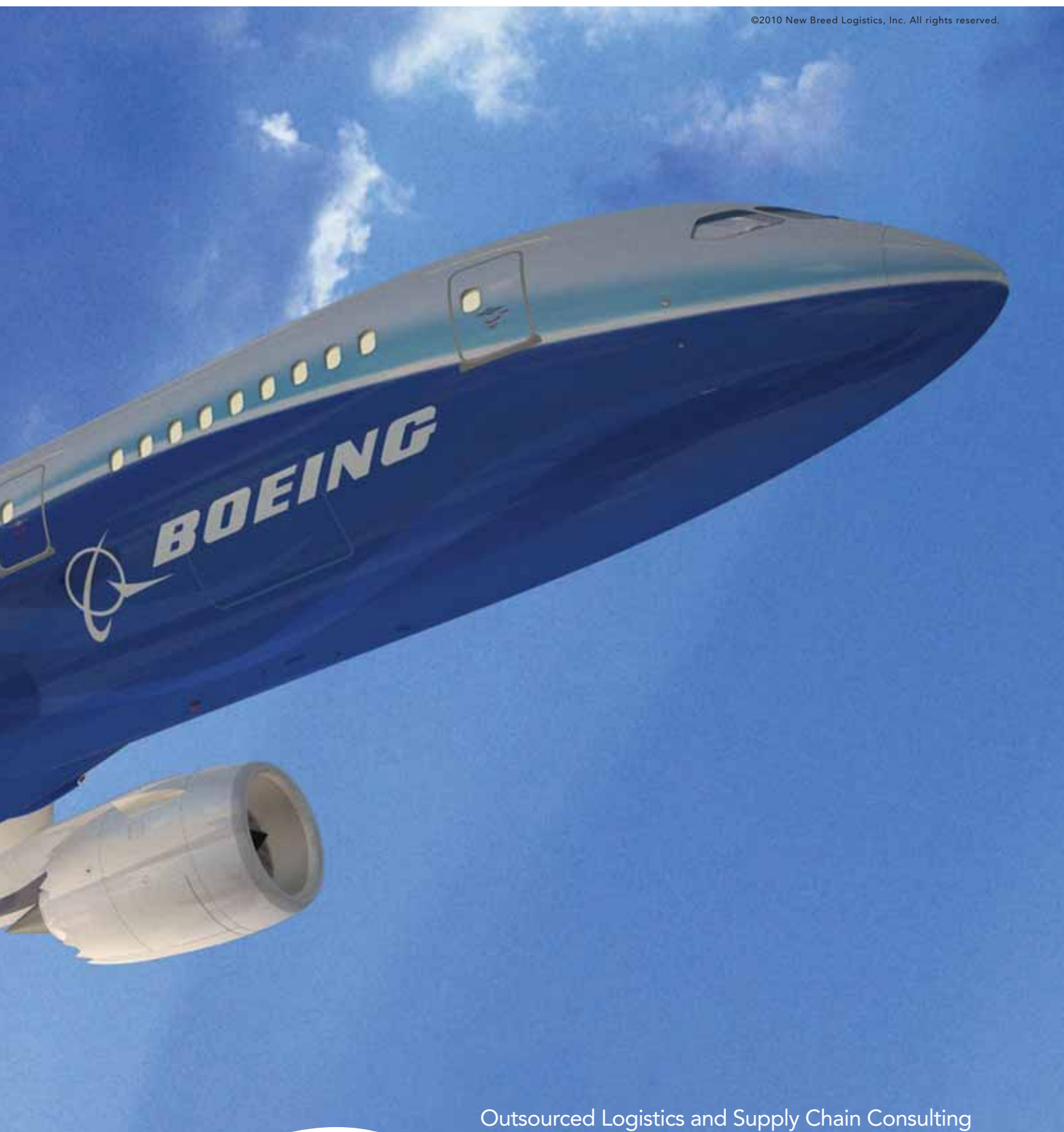
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THE MAGAZINE FOR DEMAND DRIVEN LOGISTICS

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# CHECKING IN

*Keith Biondo*

by Keith Biondo | **Publisher**



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## Deere Customer

**A**ny devoted demand-driven logistics practitioner might take issue with the catchy headline on a recent *Bloomberg BusinessWeek* article: "Low Inventory Angers John Deere Customers." The article quotes unhappy dealers who can't get equipment from Deere as quickly as they want. One reports losing "half a dozen deals a month." Farmers aren't happy, either.

The culprit, according to the article, is Deere running lean. As *BW* relates, Deere "had been focusing on becoming a build-to-order company," which bolstered profits because "keeping lower stock on hand reduces the amount of materials and working capital a company needs." Deere had a 12.3-percent inventory-to-sales ratio in the past 12 months, significantly lower than competitors CAT and New Holland, and a dozen other farm equipment makers.

That "intense focus" on managing inventory is causing a greater lag in order fulfillment now that farmers' demand for new equipment has picked up, the article reports.

Fair enough. Nobody wants to tick off customers or lose sales. But a few questions come to mind.

With complex products such as farm equipment, more lead time is required to ramp production back up. There were few orders in 2009, and with manufacturers worried about survival (think GM), production naturally slowed down.

Few were optimistic about short-term economic prospects. Fewer still had the intestinal fortitude to counter-intuitively buy when everyone was selling, or build stock when everyone was digging deep, hoping to find the cash to cover inventory already on hand. The only one giving out cash was Uncle Sam (think GM again). Is bloating inventories, running out of cash, and emitting the smell of death a wise alternative to running a lean operation?

In good times or bad, under a lean manufacturing process or not, dealers are the demand signals that drive the manufacturing process. Dealers know this. Could they have stocked more inventory themselves to prepare for an uptick in demand? I am sure Deere would have loved to take orders during the lean months of 2009.

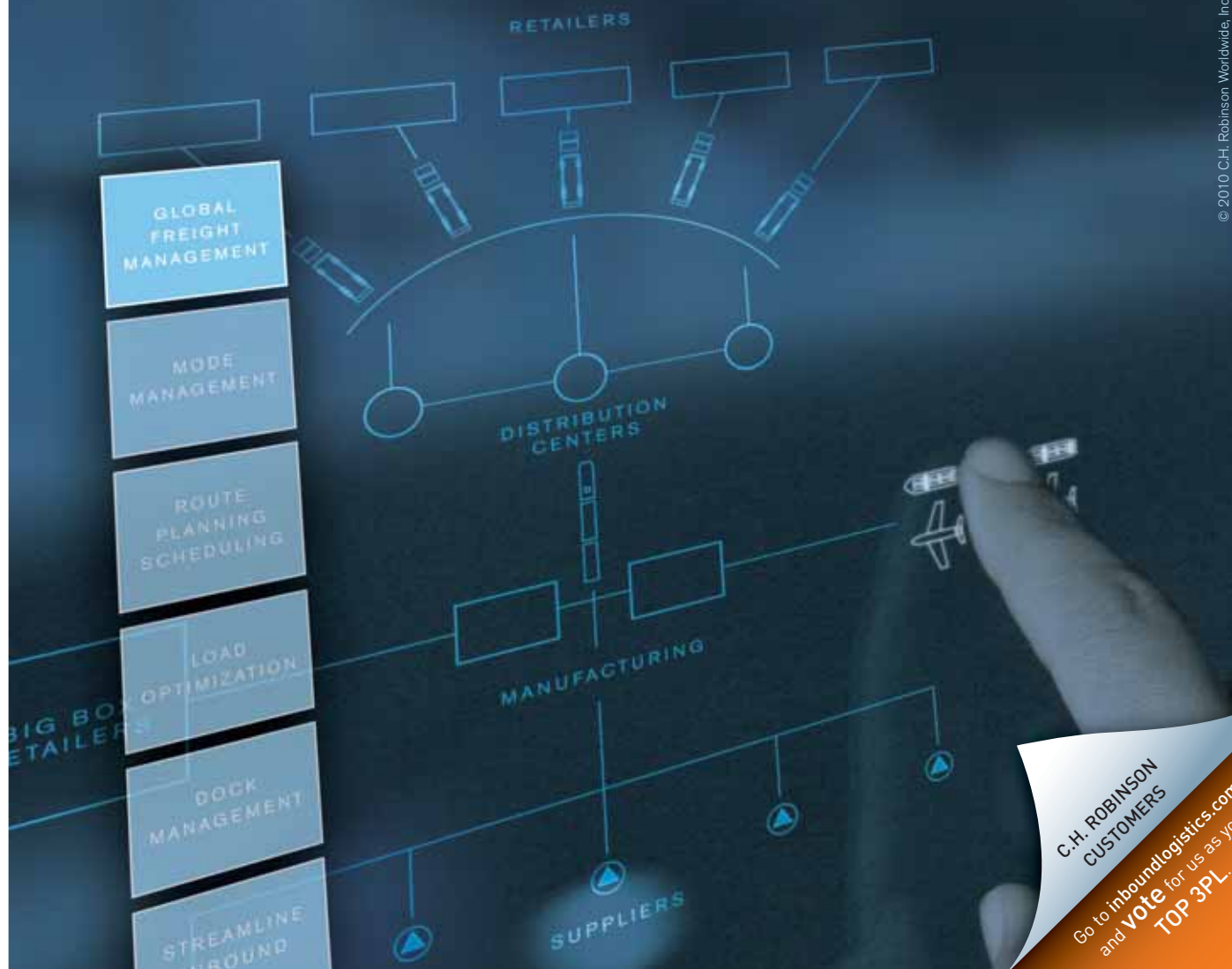
Could better communication in a lean manufacturing value chain that requires long lead times have helped? Did Deere dealers understand what the commitment to low inventory meant to them? Could dealers, along with Deere, have done some research to get closer to what farmers were really thinking? Could setting up a social network site to continuously take the pulse of that primary demand signal have helped? What about a network of devoted farmers giving a real-time sense of their buying attitudes?

Angry dealers and lost sales notwithstanding, a commitment to lower inventory was not the culprit here. In the global competitive environment Deere plays in, the alternative would have been worse.

I am going out to mow my grass. Whether lean or lawns, nothing runs like a Deere. ■



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# DIALOG

## LETTERS TO THE EDITO



### NJ Has SC Talent

I'm writing to comment on your February 2010 "Checking In" column, *America's Got Supply Chain Talent*. I was happy to read about the program in Florida.

As the Secretary of the Council of Supply Chain Management Professionals' (CSCMP) New Jersey Roundtable, I'd like to make you aware of a similar initiative in the Garden State—The Transportation, Logistics, and Distribution Talent Network organized through North Jersey Partners. You may find out more information about our program at: [www.northjerseypartners.org](http://www.northjerseypartners.org)

—**Mario Lopez**, director tender management, Damco/Maersk Logistics

### Global Guidance

After reading *IL's* March 2010 *Global Logistics Guide*, I am curious how the United States compares to the other countries listed using your metrics? From both the perspective of domestic companies and foreign firms, how does the United States match up with the rest of the world?

—**Elizabeth Winborne**, marketing manager, Trinity Operations

**Editor's Note:** Because *IL* readers are predominantly U.S.-based shippers, we don't include the domestic market in the *Global Logistics Guide*. Comparatively speaking, the United States would rank

high in terms of transportation infrastructure, IT readiness, and business culture.

But there would be considerable X-factors at play—notably labor cost and flexibility, and transportation policy/leadership—that would bring the score down.

U.S. shippers and consignees value the proximity of manufacturing to demand, but they also have to weigh that against labor cost and flexibility. Global shippers would likely favor Mexico and Brazil as manufacturing/sourcing stepping stones into the United States, leveraging both proximity and less expensive labor.

### Lean vs. Green

It occurred to me while reading Deborah Ruriani's *10 Tips: Growing a Greener Warehouse* (March 2010) that we must be aware of the total cost instead of looking at inventory from a pure ordering and carrying cost basis. Our attention must include carbon footprints and other environmental issues.

To give this idea some tangibility, I dreamed up a scenario to demonstrate my point. Let's assume we run manufacturing company X and one of our main

raw materials is available 20 miles from our plant. We have no quality issues with the supplier and demand is stable. The rate of usage is 10 units a day (no waste or scrap), and the company operates five days a week.

Additionally, we release material from a blanket order and pay against a monthly statement. The material costs \$10/unit and our carrying cost is 20 percent of our average inventory. We pick up the raw material with our truck, which costs \$.50/mile to operate.

Our big decision is how much and how frequently we pick up this material. If you compare the total cost of moving smaller units five times a week versus moving more units once a week the spend is the same. Of course, I have left out the flexibility and visibility of lower inventory and a few other qualitative factors that would support the daily pickup suggested by lean operations. But I would counter that my daily delivery truck may introduce serious carbon footprint issues over time.

I had my "evaluation horizon" expanded by reading this article.

—**Ron Althaus**,  
Althaus Educational Services

### What's Your Wildest Shipment?

*Inbound Logistics* is taking a walk on the 3PL wild side in our July 2010 issue, exploring unique project logistics shipments.

**Does your company have a tale worth chasing? We'd like to know.**

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# 10TIPS

## STEP-BY-STEP SOLUTIONS

by Deborah Catalano Ruriani



## Advance Your Career Through Online Learning

**T**raditional classroom education is a viable option for some logistics professionals seeking new skills. But for many, online learning presents a better alternative for acquiring additional training, degrees, or certifications. Irvin Varkonyi, adjunct professor and marketing manager of transportation and logistics management at American Public University, provides tips for advancing your career through online learning.

**1 Understand online learning.** Online courses use the Internet to deliver material through multiple models, including real-time interactive video conferencing and Webcasts, non-interactive Web-enabled content, and asynchronous courses, which are not held in real time but provide many traditional classroom features, such as interaction between faculty and students.

**2 Determine which type of learning suits you best.** The main differences between online and traditional courses are student-instructor interaction and scheduling. Online learning interaction is virtual through real-time or asynchronous conversations such as discussion boards, where instructors provide assignment questions and students

respond with original posts and comment on other responses. Some online learning offers students scheduling flexibility, while other courses mimic traditional classrooms with fixed meeting times.

**3 Decide if you want a degree, certification, or just education.** Online institutions offer students the option of taking individual courses without committing to an entire degree.

**4 Look for a legitimate accredited institution.** Universities that award undergraduate and graduate degrees and certificates should be accredited by the regional Higher Learning Commission, the same institution that accredits traditional institutions, and the Sloan Consortium, a group of institutions and organizations committed to quality online education.

**5 Ask the experts.** Contact program alumni or current students to gather opinions about the course you're considering.

**6 Check your company's requirements for advancement.** Some companies consider advanced degrees in logistics and supply chain management a requirement for promotion beyond a

certain level. Some do not. Make sure you understand the rules of promotion within your organization.

**7 Learn the total cost of the program.** Always check all the costs, including tuition and fees. A university should be able to quote you the entire cost of your education.

**8 Seek financial aid.** Federal government and military tuition assistance plans apply equally to accredited online learning and brick-and-mortar schools. Scholarships may also be available through the institution and external sources.

**9 Make sure you have the proper tools.** You don't have to be a technology wizard, but you do need a computer with a high-speed Internet connection. Some online programs offer real-time video conferencing or Webcasts that use PowerPoint presentations and videos, but you should not need special software.

**10 Investigate the opportunities available to program graduates.** Make sure your online provider offers virtual career forums for recruiters to meet and interview prospective employees online. ■



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# [ INPERSPECTIVE ]

BY PERRY A. TRUNICK

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## Act of God or Act of Government?

International airlines expect to lose more than \$2 billion due to disruptions resulting from the recent volcanic eruption. And, they are setting the stage to ask for government support.

**A**irlines have been dealing with shifting fortunes since the Sept. 11, 2001, terror attacks. It seems like the minute they have a plan in place to deal with one adverse event, something else hits them. This time around, it's a volcanic eruption. Or is it the government's reaction to the volcanic eruption?

While most attention was focused on the thousands of passengers trying to find alternative transportation, there was plenty of cargo in distress as well. The UK government's uncommon response of sending naval vessels to retrieve stranded civilians drew cheers and criticism as the country faces a hotly contested national election. Sorry, cargo, you don't vote.

But that isn't the only political angle to emerge. The International Air Transport Association (IATA) was using airline results from test flights to argue that the flying ban should be lifted earlier than government safety officials deemed advisable. As the ban was finally lifted, IATA was setting expected lost revenues at \$2 billion.

The question IATA and others wanted to address was: "Act of God or act of government?" And much

hinges on the answer.

Integrators such as DHL and TNT were able to ramp up capacity on their road networks and reroute some international flights to European airports unaffected by the volcanic ash cloud.

Meanwhile, flowers and produce that would normally fly to markets across Europe were expiring on the tarmac in Africa. Purchasing in those markets slowed or stopped.

During natural disasters, act-of-God clauses in service contracts typically come into play to free the carrier from service guarantees it can't possibly meet. So, that overnight parcel or document envelope doesn't fly free when it is delivered on the third day or fourth day, and performance metrics don't register a service failure.

Act-of-God exclusions also affect claims on losses, which is also good

news for the carriers who may already be looking at revenue declines as a result of the disruption.

Perhaps the bigger question centers on the "act of government." Hostile actions of governments, such as war, are typically treated like acts of God. But a stand-down for safety isn't a hostile act. The legal eagles will have to work this one out, but if part of the disruption is attributed to an act of God and part to an act of government, does that change the carrier's liability for losses?

The airlines may be thinking that in light of financial bailouts, they have a compelling argument for their governments to offset at least some of their revenue losses for this act of government. But will shippers and consignees seize on this opportunity to overcome an act-of-God exclusion and prosecute their loss claim with their carriers?

Ensuring the safety of citizens is a government's primary role. So is protecting commerce. Let's hear from you on how well these two goals have been served. ■

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# READER PROFILE

by Merrill Douglas

## Local and Loving It

**A**lison Dennis got her supply chain education while working at Oregon Health and Science University in Portland. Then she found her vocation while observing local foodways, as she and her husband ate and drank their way through 27 countries on a year-long honeymoon.

"When I got back, I wanted to use my supply chain background to promote local foods and local food systems," Dennis says. "Then

Burgerville and I found each other."

Hired in 2006 as director of supply chain at Burgerville, a fast food company with 39 locations in Washington and Oregon, Dennis recently took on a broader challenge as director of sustainability programs.

Burgerville is far from your typical burger joint. Sure, it offers beef patties and fries, but the food is all fresh, and it comes from local ranchers, growers, processors, and bakers. Much of the trash—including the drinking cups—gets hauled to a composting facility.

In her previous position at Burgerville, Dennis

## FRESH FACTS

**NAME:** Alison Dennis

**TITLE:** Director of sustainability programs, since 2010

**COMPANY:** Burgerville, Vancouver, Wash.

**PREVIOUS EXPERIENCE:** Administrator, Portland Art Museum; ballroom dance teacher; various temp jobs; buyer, then purchasing manager, Oregon Health and Science University; director of supply chain, Burgerville.

**EDUCATION:** Bennington College, B.A. liberal arts, 1994

## The Big Questions

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

I go on long runs through the city, training for the Portland Marathon. I'm studying Spanish and flamenco dance. And I love cooking and eating food in season here in the Pacific Northwest.

### What technology is key to your job?

A new Web site I'm excited about, FoodHub.org, is a marketplace for buyers and sellers of Pacific Northwest food.

### What's in your laptop bag?

A Washington-grown pear; a book called *Righteous Pork Chop* by Nicolette Hahn Niman; and my passport.

### First Web site you look at in the morning?

Twitter. I host a Twitter feed for Burgerville, where we share stories about our sustainable supply chain and celebrate sustainability and local food system news.

### Most fascinating food system you observed on your trip around the world?

In parts of India, an amazing bike-powered distribution system delivers fresh lunches to people's offices from home, then returns the lunch pails to be refilled the next day. You see piles of lunch pails on carts being pulled through the streets.





was in charge of the entire supply chain, sourcing ingredients and building relationships with local vendors, moving those supplies to restaurants, and managing the company's composting and recycling programs.

Her new position focuses less on day-to-day supply chain operations and more on strategic sustainability initiatives. "I'm creating a large-scale food system and supply chain solutions that make it easier for our region and the country to bring sustainable food production to scale," Dennis says.

Sourcing food locally while keeping prices attractive for consumers can be

tricky. Burgerville meets that challenge by cultivating long-term relationships with suppliers.

"It enables them to focus on process improvements and ways to bring value to the chain, instead of spending all their energy searching for the next buyer," Dennis says. It also helps Burgerville keep operations lean, because managers don't need to spend every day watching commodity prices.

Recycling, composting, and smarter packaging have also realized savings for Burgerville. Packaging strategies—using fewer products for more purposes and buying larger quantities from fewer

packaging suppliers—have cut costs by more than \$120,000 a year.

The next item on Dennis's agenda is making Burgerville less petroleum-dependent. "We work with suppliers to fill trucks and use biofuels for as many fleet vehicles as possible," Dennis says.

It's all part of Dennis's mission not only to run a sustainable business, but to help Burgerville, its partners, and their neighbors make money while acting responsibly.

"I'm working toward a future where the most profitable companies are the ones that take the best care of people and the planet we share," she says. ■

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by Steven Shoemaker, Owner, RateLinx  
262-565-6150 x109 • [steven.shoemaker@ratelinx.com](mailto:steven.shoemaker@ratelinx.com)

## TMS Evolved: Intelligent Execution Tools That Add Context

**E**volution is inevitable, isn't it? It makes sense that transportation management systems should evolve as well. While the concept of Moore's Law does not necessarily apply to TMS advancements in its short lifespan, there are current improvements available that are making shippers stand up and take notice.

The newest improvement has been the ability to add *context* to a shipper's transportation data through a TMS that is *aware* of the various pieces that make up their supply chain solution.

Context allows the shipper to understand the actual circumstances that led to a particular event in their supply chain:

- **Incorrect invoice charge** from their carrier—was this caused by the carrier re-weighing their freight, re-classifying their freight, a particular accessorial charge, etc.?

- **Why was the shipment late?** Was this caused by inclement weather, did the carrier leave the shipment at their terminal, was the consignee not available for delivery, etc.?

- **Inbound freight**—when was the shipper's purchase order fulfilled by their vendor? Which carrier is going to be delivering it—and when? Which purchase orders have been fulfilled? Were they fulfilled completely?

Many consider a traditional TMS as simply expensive load planning software, when it can be so much more. While there are quite a few options from different TMS providers available today, it may be time to evaluate a TMS system by how "aware" it is of the *entire* supply chain. The following advancements in TMS are emerging, allowing TMS to become aware of the entire supply chain:

- **Freight Execution**—Utilization of a single system that can tender shipments via all modes, thus eliminating the need for bolt-on applications for modes (such as small parcel), allowing the shipper to integrate with their host system with one system, ensuring that the same information is being pulled from the host system and is available in the same format for each and every mode. Also, any and all additional documentation required to tender shipments, i.e. small parcel labels, less-than-truckload and/or truckload bills of lading, pallet labels, hazardous and international documentation, etc. should print at the point of shipment at this stage of the game.

- **Freight Payment and Pre-Audit**—Matching information from the execution tool above to the invoice from the carrier ensures

a more thorough audit—by auditing the characteristics of the invoice along with the corresponding charges of each shipment.

- **Visibility and Communication**—Providing the shipper's vendors with an execution tool that has the shipper's business rules, carriers, and their purchase orders pre-loaded. The shipper's vendors then can tender shipments to the shipper's carriers based on the PO number, which removes the shipper's dependency on the carrier to provide shipper with this critical information.

- **Dashboards**—Most importantly, there is now the capability of tying together all of the aforementioned data into an all-encompassing Dashboard to help shippers effectively manage their company's freight activity—real time—giving true context by providing visibility to the data that is flowing in from the TMS, the Freight Payment and Pre-audit, from all of their shipping locations. The best dashboards are real-time, and have each component listed above literally "aware" of all of these pieces, instantly supplying information that is compiled and incorporated into the shipper's Key Performance Indicators for logistics—specifically utilizing their own corporate KPI's and specific business rules. This also enables proper measurement and management of both the Freight Payment and Pre-Audit to match the data that is flowing into it, along with providing visibility to the characteristics of each freight transaction.

What do these advancements really mean to the shipper? This finally allows the shipper to determine the *meaning* of the events occurring in their supply chain in a real-time fashion. Two examples:

- A shipper provides a program for their customers where they receive free freight on orders for particular products. Until they had the proper context, they were unable to quantify exactly how much freight they were giving away, and were unable to leverage this in their marketing campaign to their customers.

- A shipper was having problems with their vendors fulfilling their PO's in a timely manner. The freight was being shipped directly to job sites, and the lack of visibility and coordination with the vendor was causing job sites to be shut down because the freight was not showing up when expected—only to find out that it arrived sometimes a few minutes after the job site was vacated.

The evolution of the TMS continues... Darwin maintained that all forms of life are interconnected and related, although nobody is certain that PO visibility, vendor compliancy, or freight auditing were on his mind when considering Natural Selection.

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# NOTED

THE SUPPLY CHAIN IN BRIEF



## UP THE CHAIN

**Suresh Krishna** recently joined **Polaris Industries**, an off-road vehicle manufacturer, as vice president supply chain and integration. Krishna will play a key role in developing the company's international footprint while overseeing global purchasing and logistics functions with a focus on reducing costs and lead times.

**SUPERVALU** has named **Wayne Shurts** as its new executive vice president and CIO, responsible for directing the grocer's IT strategy and project implementation. Shurts previously spent 20 years at Nabisco, where he served as vice president of North American supply chain process, sales operations, and e-business.

Defense contractor **Raytheon** named **David Wilkins** as its new vice president of contracts and supply chain. He previously served as vice president, contracts for the company's Network Centric Systems business. Before joining Raytheon, Wilkins worked in a number of areas in the aerospace and defense industries.

## soundbyte

"We're not going to give up on our roads... But as we develop our livable and sustainable communities program, biking and walking paths will be a major component of it. And they will get some significant dollars."

— U.S. Transportation Secretary Ray LaHood commenting to the *New York Times* about transportation infrastructure investment priorities.

# m&a

**Logility** recently purchased **Optiant**, a provider of supply chain optimization systems, and will incorporate its products into the *Logility Voyager Solutions* suite. The two companies complement each other with strong customer bases in consumer goods, life sciences, process and discrete manufacturing, wholesale distribution, and high-tech industries.

Service lifecycle management software (SLM) vendor **Servigistics** has acquired **Kaidara**, a provider of customer service software applications for knowledge management, intelligent search, complex diagnostics, analytics, and user experience. Kaidara's solutions will be brought to the market as the service knowledge management component of Servigistics' SLM solution suite.

**Pregis Corp.**, a leading supplier of protective packaging solutions, has acquired **IntelliPack**. Integrating IntelliPack's foam-in-place packaging technology and service platform into its portfolio allows Pregis to increase value to its customers through a more extensive offering.

**Overseas Group** and **Globe Express Services**, two privately held "mid-major" freight forwarders, are merging their operations. The newly combined company will expand their collective global capabilities, build economies of scale, and leverage best practices across both organizations.





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#### SEALED DEALS

**Saddle Creek** recently opened a West Coast distribution center for **Riviana Foods** and **New World Pasta Company**, the North American subsidiaries of Spanish food group Ebro Puleva. The distribution operation will initially occupy half of a 432,000-square-foot space in Ontario, Calif., and allow the companies to consolidate multiple statewide distribution operations into a single site.

**Neenah Paper** has selected **Schneider Logistics** to manage all transportation functions within the company. As part of the agreement, Neenah will use the 3PL's proprietary transportation management system to manage demand planning, load optimization, and reporting. With greater real-time visibility, the paper manufacturer hopes to engineer more optimal routes, reduce shipping times, and improve service.

**Good Health Natural Products**, which produces a line of healthy snacks, as well as soaps, lotions, and body wash, has partnered with **Kane is Able** to provide nationwide warehousing and transportation services. The 3PL will support the manufacturer's U.S. distribution out of its Scranton, Pa., warehouse.

**Elmer's Products** sealed a contract extension with **Weber Distribution** to handle deliveries of adhesives, arts and crafts, and educational/office products throughout the western United States. Under terms of the agreement, the 3PL will provide a variety of logistics services including storage, distribution, and pick-pack. Weber also provides Elmer's with inventory control through regular cycle counts, order processing, label creation, and retail compliance.

## recognition



**Andersen Corporation**, the largest window and door manufacturer in North America, has recognized **Southeastern Freight Lines** as its LTL Carrier of the Year. The motor freight company led all categories in Andersen's measurement, including on-time and claim-free deliveries and billing accuracy.

**CEVA Logistics** received **Verizon's** 2009 Supplier Recognition Award for outstanding effort and achievement in logistics warehousing. Criteria for recognition include: quality of service, year-over-year growth, a commitment to supplier diversity, meeting and exceeding performance metrics, providing cost management solutions, and customer service excellence.

#### GREEN SEED

► **FedEx** recently expanded its alternative-energy vehicle fleet with the first all-electric FedEx parcel delivery trucks in the United States. Four purpose-built electric trucks from Navistar – optimized for electric operation from the wheels up – are slated to hit the road in the Los Angeles area in June 2010, joining more than 1,800 alternative-energy vehicles already in service for FedEx around the world.

CN customers can calculate the carbon savings from switching shipments to rail when they secure a rate from the railroad's web interface. Shippers can use CN's Greenhouse Gas Calculator to identify specific emissions savings estimates for rail versus truck, or to measure carbon savings for shipments across multiple transportation modes.





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# TRENDS

SHAPING THE FUTURE OF LOGISTICS

## Despite Interruptions, European Integrators Express Themselves

by Joseph O'Reilly

**W**hen an ash cloud from Iceland's Eyjafjallajökull volcano forced the closure of most European airports and airspace in April 2010, express carriers TNT and DHL activated contingency plans and ramped up ground operations to cope with the service disruption.

"The ground network allowed TNT to keep delivering customers' goods in Europe when flying was impossible," says TNT spokesman Cyrille Gibot.

DHL responded in kind, setting up alternative ground routes across Europe, expanding its truck fleet, and increasing flight frequencies in other regions around the world.

In addition to TNT's regular road network (headquartered in Duiven, the Netherlands, and running 700 trucks on European roads every day), the carrier added extra line hauls to move shipments by road to and from its

air hub in Liege, Belgium. The Belgian airspace closed on April 15, but TNT's air hub remained open.

"We used it as a second European road hub and hired additional trucks and light vehicles to handle urgent demand for medical shipments, as an example," explains Gibot. "In countries such as France, where TNT is a large domestic player, we also hired extra road vehicles."

DHL routed additional flights from its U.S. international hub in Cincinnati to Europe through its Vitoria, Spain, facility to keep shipments moving through the network.



TNT's B747-400 from Asia landed in Liege and Frankfurt just before the complete closure of European skies, "so we were able to truck materials to Liege before feeding them into the road network," adds Gibot. Some deliveries were delayed, but TNT eliminated almost all backlogs in Europe five days following the eruption.

Additionally, TNT's priority agreement with Eurotunnel enabled it to transport freight between the United Kingdom and continental Europe.

—Perry A. Trunick

## Up in Smoke

# \$1,700,000,000

**Estimated lost airline revenue due to flight disruptions following Iceland volcano Eyjafjallajökull's eruption, according to the International Air Transport Association.**

**\$400**  
million

**Lost airline revenue per day following the eruption.**

**187**  
years

**Time since Eyjafjallajökull last erupted.**

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## LCD Suppliers Tune in to Cost Control Measures

**B**ig screen TVs come at a cost for both manufacturers and consumers. Despite the explosive popularity and growth of the global large-sized LCD market in recent years, panel suppliers are struggling to maintain profitability due to the volatile nature of consumer spending, according to iSuppli, an El Segundo, Calif.-based electronics market research company.

"As applications have shifted from a corporate to a consumer focus, conditions in the large-sized LCD market increasingly are dictated by seasonal factors, with slow demand in the first half of the year, followed by strong sales during the last six months of the year," explains Sweta Dash, senior director of LCD research for iSuppli. "Profitability also is oscillating roughly according to these seasonal trends, compelling panel suppliers to seek ways to reduce costs."

Panel materials and components can

contribute as much as 75 percent of total expense, which, combined with supply tightness, limits opportunities to reduce costs. So LCD television suppliers and manufacturers are looking to control



**LCD suppliers and manufacturers are streamlining their supply chains to reduce material and component costs.**

spend by bringing more assemblage and production in-house.

LED chips, by example, are a prime target for insourcing because LED-based panels generate higher revenue, prompting suppliers to routinely introduce new models. Many are developing internal sources for these components, allowing them to slash costs, control supply, and improve profitability.

Television brands and contract manufacturers are similarly striving to bring down the costs of LED-based panels by buying only the cell and partnering with other manufacturers, or even panel suppliers, to develop their own backlight and module assembly facilities.

Although this has created some tightness in the market because module production lags behind cell production, it also makes the supply chain more flexible and capable of reacting faster to changes in the market.

## Wholesale Change Sparks Inventory Debate

**S**ince the early 2000s, U.S. inventory levels have been steadily pushing downward, largely because of better supply chain processes. Companies became leaner and more responsive to demand, allowing them to scale supply accordingly. But beginning in 2008, the onset of a global recession triggered a sharp jump in inventory-to-sales ratios across the entire supply chain – among wholesalers, retailers, and manufacturers (see chart).

More recently, in January 2010, U.S. wholesale inventories unexpectedly dropped 0.2 percent according to the U.S. Department of Commerce, suggesting either consumerism is increasing again or suppliers are struggling to fill stock.

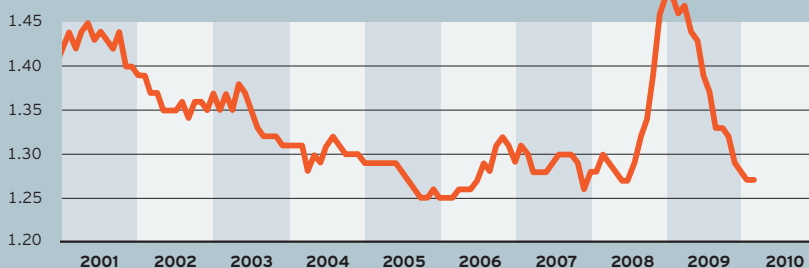
While some Wall Street analysts see this shift as a sign that demand is building in the wake of the recession, it may also indicate that wholesalers are not

managing inventory efficiently, letting old stock build up, and failing to replenish on demand. Slack consumer spending over the past few years has stifled production and kept inventory levels flush – perhaps propagating bad inventory management habits and neutralizing the efficacy of lean strategies.

If demand is indeed on the rebound, it may signal good news for the U.S. economy, ultimately stimulating more production and job growth.

### Total Business Inventory/Sales Ratios: 2001 to 2010

Over the past decade, inventory-to-sales ratios – a measurement of how many months it would take to deplete the backlog of goods at a specific sales rate – have been pushing downward until the recession stifled spending and left businesses holding more stock.



Source: U.S. Department of Commerce

## Arrow Electronics Comes Full Cycle

Product lifecycle management is a top priority for the high-tech industry, especially as new products flood the market and a great deal of time is allocated toward managing material and process spend—from design through manufacturing to end-user disposal. Tying back-end supply to demand-side variables is vital to successful product launches. It's also important when new SKUs don't sell, when companies need to scale production up and down, or when products are no longer usable and need to be safely scrapped or recycled.

That's why Arrow Electronics' recent M&A activity is noteworthy. The Melville, N.Y.-based wholesaler acquired Converge, a provider of reverse logistics services; and Verical, an e-commerce marketplace geared toward end-of-life parts sourcing.

The additions greatly expand the distributor's competencies pulling parts to demand, and pulling product from market for recycling and reuse. More strategically, the move places Arrow Electronics squarely in the 3PL space, managing reverse logistics for its customers, and providing an e-commerce channel for discounted parts supply. ■



Google's Product Search function allows users to identify whether items are in stock at stores such as Sears.

## Google's Stock Rises

It was only a matter of time before Google found a way to leverage its ubiquitous Web presence as a supply chain force equalizer—specifically helping consumers match demand to supply. The online search engine recently debuted new functionality that allows users of its Product Search service to check whether products that appear in query results are in stock at select nearby stores.

Using mobile devices such as the iPhone, Palm WebOS phones, or Android devices, online shoppers can check the availability of specific inventory at participating retailers including Best Buy, Sears, Williams-Sonoma, Pottery Barn, and West Elm.

Google hopes to lure more retailers to the program, creating yet another channel for companies to tap demand and consumers to find available inventory.

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# GLOBAL

THE WORLD AT A GLANCE

by Joseph O'Reilly



The Dutch flower industry is flourishing thanks to the country's GreenRail project.

## Netherlands Harvests Rail Efficiencies

Combining two of the country's national pastimes, flowers and trade, the Dutch are taking an innovative approach to exporting floriculture. Last year the GreenRail project—a partnership between flower auctioneer FloraHolland, the VGB (Association of Wholesalers in Floricultural Products), rail operator HUPAC, and 4PL e-Logistics Control—began arranging transportation for products along conventional railway lines in Europe. On average, two to three containers are transported to Italy, Hungary, and Romania weekly, and new routes are planned for Poland and Switzerland.

The GreenRail initiative demonstrates that rail transportation is a suitable method for moving flowers long distances. Also, as its name implies, the rail piece is more sustainable. Trips longer than 350 miles reduce CO<sub>2</sub> emissions by 50 percent and slash costs by almost 10 percent compared to road transport. It's also reliable, with 96 percent of containers shipping on time.

## Red Dragon Turns Green

Singapore investors have signed on to develop an Eco-Industrial Park (EIP) in Tianjin Eco-City, China, marking a landmark bilateral project between the two countries. With an estimated total investment of US \$585 million over the next six years, the EIP is expected to be the base for global eco-businesses in the Bohai Rim, serving as an important stimulus in China's progression toward clean technologies and sustainable urban growth.

Strategically located next to the major highways that link the Eco-City to Tianjin Port, Tianjin Airport, Tianjin City, and Beijing, the industrial park will be the first of its kind in China and comply with Eco-City's green building evaluation standards—a system that draws from best practices in both Singapore and China.

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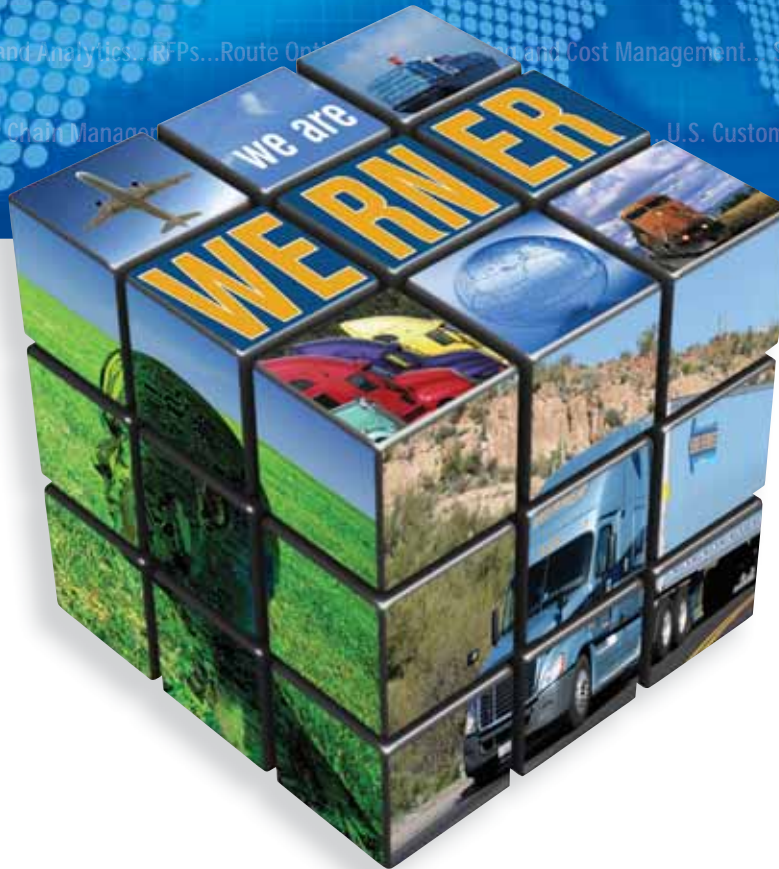
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## Hamburg Gets a KLU

The Kühne School of Logistics and Management is spinning off an independent institution in Hamburg, Germany, focused purely on logistics. The Kühne Logistics University (KLU) will become part of the city's cluster of logistics research institutes and develop two international non-consecutive Master's programs, a Bachelor's program, and a PhD fellowship over the next five years. Anchored in Hamburg, one of Europe's premier port cities, KLU's curriculum will focus on logistics and business management in the context of economic, technological, and international studies.

## Brightpoint Explores Asia-Pacific with RIM

As a further signal that mobile communication technologies in Indonesia are maturing, and discretionary consumption is building, Brightpoint and Research In Motion (RIM) are partnering to expand the distribution

of BlackBerry smartphones throughout the country. The 3PL will provide logistics and supply chain expertise, using its relationships with local distributors to help expand the company's footprint. RIM has already made a similar foray into the Indian market, where the country's dynamic workforce was an additional attraction as a location for manufacturing product.

## School's In for Singapore Shippers

The American Society of Transportation and Logistics (ASTL) is exporting its curriculum to Asia with the debut of the Singapore Shippers Academy. Developed in cooperation with the Singapore National Shippers' Council—a domestic body representing cargo owners—the new school plans to bridge the global gap in continuous education and training while raising industry standards. The academy has selected ASTL's Professional Designation in Logistics and Supply Chain Management and Certified in Transportation and Logistics programs as initial certification offerings. **[ ]**

## Nippon Cargo Targets Pharma

Nippon Cargo Airlines (NCA) is putting the deep freeze on some of its cargo operations—and that's a good thing. The Japanese carrier recently signed a lease agreement with Envirotainer to use its CLD containers for transporting pharma. The agreement supports NCA's Pharmacare product, a priority service that offers specialized handling based on specific customer temperature requirements. Japan is the world's second-largest pharma market, worth an estimated US \$80 billion per year. But this is the first time an airline in the country has developed a specific service using Envirotainer containers.





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# 3PLLINE

by John Patton

## Giving Intermodal the Green Light

**M**anufacturers and retailers know moving freight by rail and using trucks on the origin and destination ends—a combined service approach called door-to-door intermodal—can help cut logistics costs. What many shippers don't realize is that, in addition to being a more cost-effective method of transporting goods, intermodal offers significant environmental advantages as well.

### LAW OF AVERAGES

Why is intermodal less expensive than trucking? Most of the cost advantage comes from the law of averages. When you contract a trucking company to move a shipment, you pay all the fuel, fees, tolls, labor, and other costs associated with just that one trailerload. An intermodal service, however, moves approximately 200 containers on each train in the same corridors, lowering the average cost per load.

Additionally, trains move more freight using less fuel than trucks, and that savings is passed along to the shipper. An intermodal train can move one ton of freight approximately 830 miles on a single gallon of diesel fuel.

When considering this fuel advantage, along with the benefit of less frequent stops along the route, it is clear that trains are the more efficient machines.

The rail industry has dedicated impressive resources to enhancing equipment to reduce carbon emissions. In fact, the fuel efficiency of railroads is up 94 percent since 1980, according to the Association of American Railroads.

Thanks to decreased fuel consumption, greenhouse gas emissions are nearing all-time lows. An intermodal train emits only 6.8 pounds of carbon emissions for every 100 ton miles compared to a truck that emits 19.8 pounds. Most rail companies not only support but fully embrace the green initiative, having become members of the EPA SmartWay Transport Partnership, which is committed to reducing annual carbon footprints.

Truck capacity is getting tighter with each passing minute. Fifty-four percent more trucking companies failed in 2008 than in 2007, and, in the first half of 2009, 850 went out of business, according to Avondale Partners. The economic environment over the past several years has taken its toll on the pool of available

trucks, making rail an attractive supplemental transport mode. The intermodal industry continues to add new 53-foot containers and chassis to its fleets, offering shippers extra capacity so product won't have to sit on the dock for days waiting for an available truck.

### RELIABLE RAIL

Shippers also choose intermodal services because of rail's predictability and reliability. Rail providers typically operate through inclement weather conditions, whereas the highway infrastructure is often shut down and trucks come to a standstill. And intermodal providers are often able to provide real-time electronic tracking from origin to destination.

Intermodal services are gaining momentum as a reliable, affordable, and environmentally friendly alternative to standard trucking service. During the inevitable capacity crunch that occurs as seasons shift, and now with the compounding effects of the recent recession, intermodal providers can be a great source of knowledge and service, allowing your supply chain to keep humming without skipping a beat. ■

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# VIEWPOINT

by Kate Vitasek

## Why You Should Vest With Your Outsourcing Partners, Now!

**W**e hear and read constantly about the critical need for lean, green, transparent, collaborative, efficient, and cost-effective supply chains and logistics partners.

But how have your partnerships fared lately? How have things progressed over the past three or four years? Are your outsourcing and logistics contracts living up to their initial promises and premises? Do you often wish your suppliers were more proactive? Is a change necessary but a scary proposition?

If you don't like the answers to those questions, perhaps you should start asking if there is a better way to work with your service providers.

I have been studying outsourcing agreements as part of a research study funded by the United States Air Force and performed by the University of Tennessee. The lesson I've learned is simple yet powerful: If you aren't getting satisfying results from your partners, it's likely because you are not treating—or paying—them like true partners.

Put more bluntly, our research found that most companies are developing supplier and outsourcing agreements that simply pay for people in seats—not for

innovative partners who help solve real logistics and supply chain problems.

My mama always told me you get what you pay for. More outsourcing professionals should listen to their mamas!

### BEYOND PARTNERSHIP LIP SERVICE

Now, don't get me wrong. I am not advocating for shippers to go out and give their 3PLs, carriers, and service providers a raise and buy all their "value-added" services. What I am advocating is for companies to step up and move beyond mere partnership lip service and start to create business models and contracts that support real partnerships aimed at solving real problems—and not just choose any person to drive a truck, pick product, or count inventory.

I am an advocate for the kind of partnerships that have the power to solve real problems and deliver transformational results—such as reducing cycle time by 50 percent, increasing inventory turns by 50 percent, slashing retail compliance chargebacks, and increasing service levels to delight your customers.

If you don't have suppliers and providers who are helping you transform your supply chains, let me introduce

you to the concept of vested outsourcing, which is derived from proven performance-based philosophies. The goal is to create a true vested partnership whereby the economics of the deal structure drive—and reward—transformational behaviors and results.

Vested outsourcing takes the concept of partnership to new heights because it digs deep into fixing some fundamental flaws associated with how companies purchase outsourced services. It adds order through "rules" and follows a structured process to help companies achieve true partnerships with the power to deliver transformational results.

Sound too much like you are setting yourself up to sing *Kumbaya* with your suppliers (or customers)? Maybe it's time to send in the doctor—or to be more precise, Dr. Oliver Williamson.

Dr. Williamson received the 2009 Nobel Prize in economic sciences based on his seminal work on what he calls "transaction cost economics" in the contracting process as it applies to outsourcing and the supply chain. He warns about the "maladaptations" in the contract process that can develop if companies don't think cooperatively

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and proactively from the start of the contract relationship. He warns about the pain and cost associated with “unanticipated disturbances” from old-school approaches to crafting and negotiating outsourcing contracts.

Dr. Williamson also advocates—as I do—that companies use a “credible contracting” philosophy to craft mutually beneficial deals. Vested outsourcing is the credible approach that provides a roadmap for constructing transformational deals.

Need a real-world example of how conventional thinking works to create flawed supply chains? Look no further than the dysfunction of trade and logistics on Asia-Pacific trade lanes. Trans-Pacific liner operators lost at least \$15 billion last year, and 2008 wasn’t all that hot for them either.

Some of the damage was self-inflicted: They scrambled to preserve market share by slashing rates while handling an influx of huge new containerships they purchased, perhaps unwisely, during the boom times of the economic bubble.

## RAISE RATES, CUT CAPACITY

Of course when the recession hit, these carriers found themselves chasing too little cargo with too much available capacity at non-compensatory rates.

The carriers, desperate to recoup those losses as quickly as possible, have embarked on a highly muscular, unilateral strategy this year: Raise rates dramatically, cut vessel capacity sharply and, by the way, steam across the ocean at much slower speeds to save on fuel consumption and cut capacity even further. Shippers and freight forwarders,

especially in the small- to medium-size range, are, in effect, being held ransom by the carriers. They must pay more for less space and poorer, slower, service.

This kind of behavior is all too typical of the way ocean carriers and shippers operate. It’s almost a tradition. Some years the carriers have power, at other times the shippers do—a virtual ping-pong match of who can outsmart and whipsaw the other player.

There’s a better, and as Dr. Williamson might say, more rational way. Collaborate on mutually beneficial rate and service outcomes; move from the cutthroat me-first “win” mentality to the “win-win” by vesting in each other’s success through earned trust and loyalty with credible, vested contracts.

Vested outsourcing can be done. It’s time for a new tradition. ■

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# IT MATTERS

by David Phillips

## Crack the WIP for a Leaner Supply Chain

**A**s the nation begins to emerge from the economic downturn, companies are focusing efforts on reducing costs and streamlining work to prepare for the increased demand recovery will bring. Implementing a lean culture to eliminate waste in every area of the value stream will be a key focus for many operations.

At the core of this lean thinking is eliminating excess work-in-process (WIP) waste from the supply chain. WIP commonly refers to an unfinished product that is unable to provide a return on investment. In today's tough economy, WIP is a serious issue for manufacturers because it ties up capital that could be used to generate revenue.

When WIP is not managed properly, it can create waste in the form of idle production, added cost from expedited shipments, defects and quality issues, non-value-added processing, and excess motion resulting from additional inventory checkers.

Traditionally, WIP is tracked manually, which severely limits visibility into the project's status and increases operating costs. This dated system only makes documents readily accessible to a few employees, so gathering complete

and centralized data, and determining the real-time status of WIP, is almost impossible.

Despite the critical need to track WIP to identify and eliminate waste, it is commonly overlooked as a problem when assessing supply chain goals.

### MAKING A CHANGE

In order to transform their bottom lines, manufacturers need to make a change. Realizing the impact WIP can have on the entire supply chain, some companies are using real-time locating systems (RTLS) to support lean manufacturing processes and address WIP issues.

RTLS solutions that track and manage WIP combine three functions. They:

1. Provide locations for WIP and available work areas where WIP is to be processed.
2. Model the flow of manufacturing and/or business processes, determining—either by process or movement—what to work on next.
3. Create an executable output that helps workers understand what product needs to be moved, where it is located, and where to move it next—ensuring that the correct WIP is being moved

into an operational area where it can be worked on, and that work areas do not starve for product.

### COMMUNICATION TOOLS

These three functions also work to open lines of communication throughout entire supply chains, making teams more efficient. Through electronic messaging, automatic alerts, and shared real-time visibility, RTLS keeps data centralized and teams on the same page with WIP status, reducing communication delays and search time. By centralizing all asset information, RTLS also provides actionable data to decision makers throughout the manufacturing value chain.

Timely information aimed at delivering visibility of materials such as WIP is key to improving supply chain efficiencies and lean operations. Implementing RTLS can help position manufacturers to accommodate the growth spurred by an economic recovery.

With promises to reduce cost and streamline work, companies will continue to implement lean strategies supported by technology to prepare for increased demand in the coming years. ■

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**For more than 60 years, wooden pallets have been the workhorse of supply chains around the world. They've also been one of supply chains' greatest headaches.**

Intelligent Global Pooling Systems (iGPS) aims to change all that, with the world's first RFID-tagged all-plastic pallet pool. Manufactured to exacting standards, iGPS pallets are sanitary, impervious to infestation, 100% recyclable, 30% lighter than wooden pallets, durable, consistent in size and – thanks to embedded RFID tags – fully traceable. iGPS 48" x 40" pallets are also fire retardant and meet or exceed the Grocery Manufacturers of America (GMA) pallet standards.

Since its inception as a company in 2006, iGPS has always wanted to focus on just one thing – its pallets. "When Rex Lowe and I launched the business," recalls Bob Moore, chairman and CEO, "we asked ourselves, 'If we had a clean sheet of paper, what work would we want to do ourselves, and what would we want others to do?' The answer was easy. We knew we did not want to be

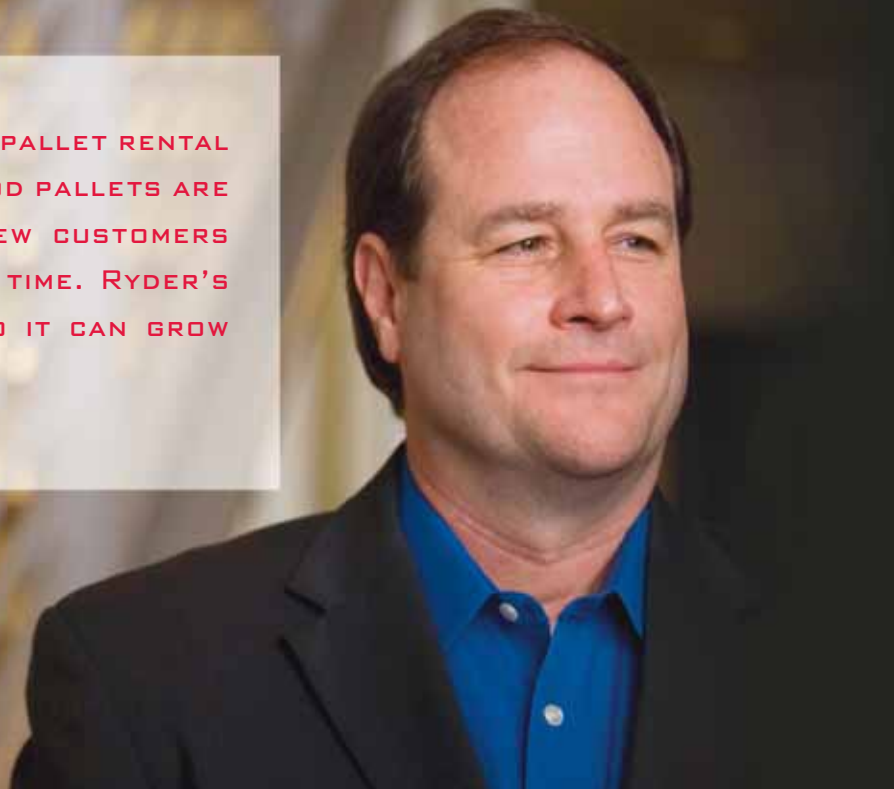
in the business of buying transportation, managing inventory, and optimizing shipments – we were very clear on that."

Moore and Lowe understood, however, that the quality of its logistics would make or break the company. "So we asked ourselves, 'Who are the top 10 third party logistics (3PL) companies in the country?'" Moore says. After visiting with a handful of these 3PLs, iGPS selected Ryder as its logistics partner in March 2006.

"We were very impressed with their technological capabilities," Moore indicates. "RyderTrac (Ryder's secure, Web-based global track-and-trace tool) wasn't perfectly suited to manage something as ubiquitous as pallets, but it was very close. And Ryder also was experimenting with RFID. We were confident that Ryder's solutions would ensure consistent customer service around the

**"OUR STRATEGY IS TO EXPAND THE PALLET RENTAL BUSINESS INTO AREAS WHERE WOOD PALLETS ARE NOT VIABLE. WE ARE ADDING NEW CUSTOMERS AND NEW DESTINATIONS ALL THE TIME. RYDER'S SOLUTION IS VERY SCALABLE, SO IT CAN GROW AND CHANGE AS WE DO."**

**REX LOWE - President, iGPS**



clock, everywhere that we operate. That's critical to our customers."

Today, Ryder provides a bundled solution that encompasses transportation, inventory management and reverse logistics. The solution supports the precise, continuous flow of iGPS pallets among the company's growing customer base of major manufacturers and retailers. iGPS and Ryder recently expanded that relationship in a new multi-year contract, under which Ryder provides pallet distribution, RFID tracking and efficient redeployment of 175 million iGPS pallets annually throughout North America.



### The Efficiency of Pooling

The concept of pallet pooling has been around for nearly two decades. With pallet pooling, companies only pay for the pallets they use. They can rent the exact number of pallets they need, rather than having to stock for peak seasons and keep idle pallets in storage.

The iGPS pallet pooling system is innovative; RFID technology enables pools of available pallets to be re-distributed anywhere in the network at any point in time.

### Ryder's Solution: Transportation, Inventory Management and Reverse Logistics

Ryder provides Web-enabled transportation management for iGPS – all inbound and outbound shipments from third-party transportation providers supporting iGPS North American operations. This includes:

- ▶ Transportation network engineering
- ▶ Shipment planning and execution
- ▶ Carrier performance management and compliance with iGPS customer requirements
- ▶ Freight bill audit and payment



## AT A GLANCE

### CHALLENGE

Implement a real-time, cost-effective transportation management and reverse logistics system for a rapidly growing RFID-enabled plastic pallet pooling network.

### SOLUTION

Dynamic, integrated supply chain solution capable of delivering and redeploying 175 million pallets annually.

### BENEFITS

Maximize iGPS pallet asset investment to enable unprecedented growth.

Todd Carter, vice president and general manager of global transportation management for Ryder, explains, “Our first job was to build an order entry system for iGPS, so when a customer places an order, the interface looks like the iGPS website, but in fact is Ryder’s system.”

“Ryder fulfills iGPS customer orders from three categories of locations,” Carter continues. “The first type is an iGPS customer location. These could be a mass merchant big box retail store or distribution center. iGPS calls these locations iDepots.”

When the retailer accumulates enough available pallets to fill a truckload, an iDepot appears in the Ryder system, and by definition, becomes a pallet fulfillment point.

That same iDepot then disappears after the location ships out the pallets. That iDepot location does not reappear until it collects a sufficient number of pallets to fill a truckload once again.

iGPS’ customers send in orders every day, seven days a week. Ryder continually bundles these orders, performs optimization processes and arranges for delivery. Load tendering to carriers is handled electronically as well.

Ryder tracks pallet deliveries through its electronic track-and-trace system. Once a delivery is made, the carrier sends an electronic confirmation to Ryder and iGPS, and the process starts over again.

In addition to delivery confirmation from carriers, iGPS and Ryder have complete visibility to individual pallet locations, thanks to RFID tags

## iGPS Pooled Pallet System



**1** The CPG manufacturer notifies iGPS of a required shipment.

**2** iGPS issues available pallets to the manufacturer’s warehouse in truckload quantities.

embedded in the pallets. When the pallets arrive at iGPS customer locations – CPG manufacturers, retailers and iDepots – the location information is automatically uploaded to Ryder.

“We know at all times where pallets are – those in use and those available,” explains Carter. “Every day we move empty pallets to the point of economical reuse in the optimal and most cost-efficient fashion. We cycle four to five million pallets a day.”

“Our system is unique because we ship pallets back and forth in a straight line from the retailer customer to a manufacturer, rather than in a triangle to a depot,” notes Lowe, who is president of iGPS.

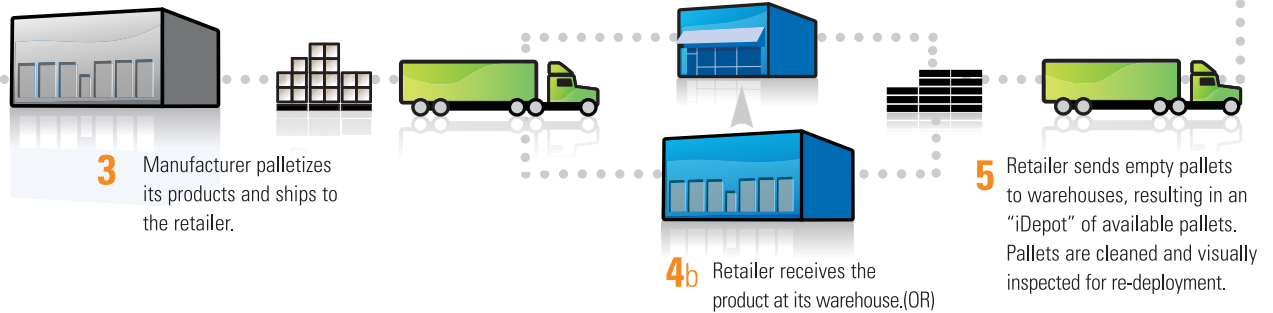
In this regard, the pallet deployment system is

JACK VAUGHN,  
iGPS DIRECTOR  
OF LOGISTICS,  
RICK SAN  
MARTIN, iGPS  
SVP OPERATIONS  
AND LOGISTICS,  
SHAUNDA DIXON,  
RYDER GROUP  
TRANSPORTATION  
MANAGER





The iGPS pooled pallet system – for the fast-moving consumer packaged goods (CPG) sector – works as follows:



also a reverse logistics system. As pallets become available, they are visually inspected, cleaned and “recycled” back into the system, typically being re-deployed directly to another iGPS customer.

### Tracking the Pallet Assets

iGPS installs RFID hardware and software at its customers’ factories, DCs and retail DCs. This infrastructure allows users to track and trace by reading the electronic signals RFID signals from each pallet.

Pallet tracking is continuous. When a pallet has not been scanned for a specific number of days, the system automatically sends an alert to iGPS’ asset protection team to investigate. This allows



## iDepots

Ryder fulfills iGPS customer orders from three categories of locations:

**1 iGPS’ customer locations become pallet depots.** Typically retailers, these locations are highly dynamic - appearing, disappearing and then reappearing as depots – because of the ebb and flow of product on pallets to and from the location.

**2 iGPS’ pallet depots.** These facilities – relatively few in number – are located in areas where there is not enough consuming density at a customer location.

**3 The pallet manufacturer’s factory.** Demand for iGPS pallets is so robust that pallets are sent to iGPS customers direct from production. Currently, the two U.S. manufacturers are operating at full capacity to supply iGPS demand.



## A Better Solution: iGPS Plastic Pallet

### Sanitary and Safe

- ▶ **Constructed of plastic.** Keeps salmonella, E.coli and other food-borne bacteria from penetrating, safe to use around raw ingredients like fish.
- ▶ **Non-porous.** Plastic pallets do not degrade once wet.
- ▶ **Impenetrable by insects.** Do not require fumigation or heat-treatment.
- ▶ **Certified for fire safety.** The pallets can be utilized in any warehouse with zero increase of fire risk.

### Environmentally Sound

- ▶ **100% Recyclable.** Saving solid waste disposal of approximately 50 million discarded wood pallets annually.
- ▶ **Weigh 30 percent less than wood pallets.** Saving billions of dollars in diesel fuel which reduces carbon emissions. It also allows shippers to load more freight per truck.
- ▶ **Pallets go direct from one use to the next.** Saving trips to pallet inspection and pooling depots that drastically decrease mileage and diesel fuel consumption.

### Increases Capital Effectiveness

- ▶ **Shared pallet pool system.** Freeing companies' capital by not having to own and maintain an inventory of pallets.
- ▶ **RFID-enabled Product Visibility.** Allows iGPS customers to "see" where their products are, at the pallet level, across the supply chain



iGPS to manage its asset base more effectively.

The company's logistics model is unusual in that origins and destinations are completely dynamic. "In a normal outsourced logistics model," notes Carter, "the 3PL would manage fixed origins to defined destinations. That's not the case with iGPS. Their model is constantly changing."

"Every day," Carter notes, "our inventory footprint is different. So we execute brand new national capacity assignments each day. We can't rely on yesterday's data."

The challenge for Ryder, therefore, was to design an optimization model to deal with the dynamic iGPS network, while managing complicated inventory levels and very rapid growth.

### Time for Change

Overall, iGPS' CEO believes that the supply chain world is ready for a change in how it approaches product handling. "Companies are eager for an alternative pallet solution," observes Moore. "As a result, we have more than doubled

**"WE ARE CONFIDENT THAT RYDER'S SOLUTIONS WOULD ENSURE CONSISTENT SERVICE AROUND THE CLOCK, EVERYWHERE THAT WE OPERATE. THAT'S CRITICAL TO OUR CUSTOMERS."**

BOB MOORE – Chairman and CEO, iGPS



our volume in the past year.”

That doesn’t worry iGPS, though. The company recently signed an agreement with a pallet provider to purchase between 30 and 40 million pallets over a five-year term, giving it sufficient capacity to meet current growth projections.

In fact, Moore is extraordinarily optimistic about the iGPS future. “There’s a lot of new geography to explore,” he says, noting that the company expects to expand into Canada and Mexico. “In the next few months, we plan to formalize a Canadian supply chain at the request of all of our customers who ship in and out of Canada. We also plan to launch in Europe in the near future.”

There are other industries besides fast-moving food and consumer packaged goods to consider – electronics and pharmaceuticals, for example. In

these sectors, wooden pallets ‘don’t play well’ Lowe notes. Electronics require an extremely durable, high quality pallet with tight tolerances. Pharmaceuticals on the other hand, are faced with the challenges of sanitation. Where until now, expensive one-way pallets were the answer; plastic provides a multiple-use, cost efficient solution for both.

“Our strategy is to expand the pallet rental business into areas where wood is not viable,” Lowe says. “We are adding new customers and new destinations all the time. Ryder’s solution is very scalable, so it can grow and change as we do.”

Both Moore and Lowe firmly believe that outsourcing its inventory management, logistics and transportation to Ryder was, and will continue to be, the best decision for the company. “Ryder Supply Chain Solutions employs 12,000 people globally and buys \$4 billion in transportation a year,” Moore observes. “They’re experts. That’s why we would not bring this in-house. We wouldn’t do as good a job as Ryder.”

“Ryder has been and is a terrific partner for us,” the CEO concludes. “It has world-class capabilities, and has given us a system that can grow right alongside us. That enables iGPS to succeed.”



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Warehousing risks can spring out at any moment. Some are meant to be shared, others avoided. Successful warehousing operations strike a balance

# KEEPING SURPRISES OUT OF THE WAREHOUSE

by Perry A. Trunick

Warehouses and third-party logistics providers (3PLs) continually evolve their service offerings to differentiate themselves in the market and meet rigorous customer demands. As they take on more responsibility, however, they also assume more risk. But the same is true for the organization that contracted for those services.

When it comes to the facility itself, and the technology and systems employed on behalf of a customer, 3PLs often look for some shared risk. "It comes down to the value proposition and the business case," says Gary Allen, vice president of innovation and product development for global contract logistics provider Exel. "Risks change with the service offering."

Unexpected surprises can pop up for both warehouse service providers and the companies using those services. But with a little planning and forethought you can mitigate their impact.

May 2010 • Inbound Logistics 47

# SURPRISE!

## LABOR MANAGEMENT ISSUES

With 100 million square feet of warehouse space around the world, Exel employs labor management systems in each facility it operates. Those

systems, with their goal of continuous improvement, are crucial to Exel and its customers, says Allen. Because they manage down to the task and person, they provide metrics that not only measure performance on a specific customer contract, but also allow Exel to benchmark against its other operations.

Warehouse labor management is an area where 3PLs are often ahead of their

customers on the technology curve, Allen says. But then, warehouse labor management is an opportunity for a warehouse operator the size of Exel to significantly boost efficiencies.

## PAY FOR PLAY

3PLs need to ensure they get paid for everything they do for a customer—whether it's a transaction-based

## PROMOTING AN INJURY-FREE ENVIRONMENT

# SUCCESS STORIES FROM TWO SAFE DCs

It might be an understatement to say APL Logistics cares about safety. The Scottsdale, Ariz., third-party logistics provider holds one of the best safety records in the industry, with an injury rate that's about 62 percent below the national average.

In July 2009, the company's Tracy, Calif., distribution center, which serves a major food customer, marked one-million man hours worked with no injuries and no other OSHA-recordable incidents. In September 2009, its Coloma, Mich., facility achieved three years of service without a single injury or other OSHA-recordable incident.

*Inbound Logistics* spoke with Bill Hayes, manager of the Tracy facility, Steve Mullins, manager of the Coloma facility, and Dixie Brock, APL's national warehouse safety manager, about the company's safety initiatives—and what you can learn from its example.

### Q How does APL communicate and support safety goals?

**BROCK:** Safety has to start from the top. If local facility managers and their supervisors make safety a primary goal, then avoiding accidents and injuries at that facility is more likely to happen. When managers and supervisors educate employees about safety, and involve them in creating and maintaining safe processes, a major shift occurs and every employee at every level accepts responsibility and accountability.

**MULLINS:** Safety certainly starts with attitude, but it has to be followed up with action.

Our focus has been finding ways to keep safety top-of-mind, which has meant coming up with incentives and other initiatives—and using a mix of communications techniques.

### Q What safety strategies helped the Tracy facility achieve one million man hours with no injuries?

**HAYES:** It's all about training, retraining, and accountability. It only takes one injury to mar an otherwise perfect safety record, so all employees have to be held responsible for any unsafe behavior they engage in that could lead to an accident. But we also give every employee the chance to be

recognized and rewarded for engaging in safe practices, because a positive safety mindset is a huge part of the equation.

### Q How have your employees managed to avoid incidents involving forklifts and other industrial equipment?

**HAYES:** Many visitors to our facility comment on the bicycle flags that are attached to each of our forklifts. They help make forklifts more visible. Now when drivers are backing out of deep bays, other drivers and workers on the floor can see the flags coming long before they see the actual forklifts.

We've also helped drivers reduce collisions with our facility's uprights by selecting a color scheme a lot of people might find surprising—pink. The eye picks up that color a lot more easily in peripheral vision than it does red or yellow.

We also posted stop signs in congested areas with foot traffic, painted red lines at the end of cross aisles, and strategically positioned overhead mirrors at low-visibility areas throughout the facility.

### Q What behavioral measures are in place at your facility?

**HAYES:** We've adopted a zero-tolerance policy regarding driving forklifts without seat belts. Our full-time employees know that the first offense is automatic cause for suspension; the second violation results in immediate termination.

We also have a no-excuses approach to many other unsafe behaviors, such as improper lifting. The policies are strict, but they need



task, time spent, or even storage, notes Roger Falkenstein, senior sales representative for HighJump Software, an Eden Prairie, Minn.-based global provider of supply chain management solutions. 3PLs need to accurately capture every activity as it occurs, and ensure that information remains intact through the billing and auditing cycles.

Those key billing and audit trail systems not only provide opportunities to improve efficiency, they also ensure a 3PL doesn't lose track of all the activities and transactions it performs for a customer. Any outsourcing business

to be. Forklifts and other industrial equipment cause about 20,000 injuries and 100 fatalities in the United States each year, and many could be avoided or minimized if drivers wore their seat belts consistently.

Not all behavioral measures are negative ones. It's important for employees to view safety in a positive light and to see the strong connection between safety and productivity. For example, our weekly gainsharing program has a safety component built in. Payouts are available only to employees with no near-misses or safety violations during the previous seven days.

### Q What safety programs has the Coloma facility developed?

**MULLINS:** We created a game called "Are You Smarter Than Your Safety Committee?" It pitted several employees against members of our facility safety committee to answer 10 safety-related questions. Everyone enjoyed it, and the employees won.

We play a safety bingo game based solely on staying injury-free. Each month, we put a certain

amount of money into a pot, which can reach as high as \$575. At the end of each accident-free month, we hold employee drawings to give away the money. It's good incentive because the drawing is only held for accident-free months. In addition, if there's an injury, the pot goes down to zero, and the amount in the pot for the next month is only \$125.

We also throw a popular annual safety picnic that features a variety of safety exhibits and activities, many of which involve local safety officials and organizations.

And, the facility safety committee developed a safety police program, which issues citations for especially safe behavior.

These programs are fun, and can help get tough messages across in a more palatable fashion.

**BROCK:** All Coloma employees attend a mandatory monthly safety training session. In addition, this location takes true ownership of its safety program. Last year, it challenged employees to put together a PowerPoint training presentation on forklift safety. The results were so impressive I shared the presentation with other facilities.

# Be Narrow-Minded

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# SAFETY ON THE LOADING DOCK

## PROPER FORKLIFT PROCEDURES ARE NO ACCIDENT

Nearly 100 workers are killed and another 20,000 are seriously injured in forklift-related incidents each year in the United States—about one every three days, according to a 2001 report from the National Institute for Occupational Safety and Health. One of the most common causes of forklift-related fatalities is when a forklift strikes a worker on foot.

Good communication at the loading dock can help prevent many of these accidents. Forklift drivers need to be aware of what's happening at all times as they move around the dock area, and in and out of trailers. But pedestrians also need to be cautious because they are often out of the forklift driver's view.

### FOCUSING ON THE DOCK

The shipping/receiving/staging area is one of the most difficult places to operate a forklift. It typically only occupies around 20 percent of the facility, but that is where approximately 80 percent of the activity takes place. The job of servicing trailers is even more challenging when restricted vision is considered.

The vision issue is a twofold problem. First, a driver's ability to watch for pedestrians is impaired when the forklift moves into the trailer, where it is essentially operating inside a tunnel. The result is a dangerous blind spot that is only diminished when the forklift is fully backed out of the trailer. The problem is compounded with multiple dock positions because a pedestrian would then potentially be in the blind spot of multiple forklift drivers.

The other issue is the inability of pedestrians and other forklifts in the dock area to see a forklift operating inside a trailer, which is even more difficult when the trailer is approached from the side.

A wide range of operating conditions is another major factor. One example is when pedestrians and visitors enter the dock area without the forklift operator's knowledge. It's also not uncommon for pedestrians and visitors to step outside

of zones designated for pedestrian travel. Other challenges range from difficulty hearing audible warning devices to the amount of stopping distance needed for a traveling forklift.

### KEEPING COMMUNICATION OPEN

The solution to these loading dock issues can be simple—improved operator training and clear, status-at-a-glance communication to loading dock personnel.

Start with mandatory forklift operator training that includes clear rules of the road—and put some policing and enforcement behind them. There's also a great deal of value in basic safety devices, such as forklift-mounted mirrors, convex mirrors, and traffic control signs.

Next, take advantage of forklift-pedestrian safety technologies, some of which are designed specifically for loading dock environments. One system, for example, uses lights and an alarm to communicate the status of forklifts inside the trailer. It lets forklift drivers and pedestrians know when a forklift is working inside the trailer so they can exercise proper caution against that forklift backing out.

Lights can also be used to communicate vehicle restraint status to the forklift operator, adding another level of protection against potentially catastrophic trailer-separation accidents.

A variety of other technologies also provide a broad level of safety. An example is proximity laser scanners that create forklift-safe zones throughout the plant or warehouse. Another is the use of motion sensors or infrared systems that alert pedestrians to approaching forklifts.

The bottom line is to ensure everyone working in and around the dock is on the same page—especially when trailers are being serviced. The best advice is to develop and maintain open lines of communication.

—Joe Manone, vice president, Rite-Hite



**Moving forklifts in and out of trailers can be a safety hotspot. Good communication is crucial.**

posting thin or non-existent profit margins indicates a 3PL has won a contract and brought on a new customer without fully understanding the cost of the service it is providing, Falkenstein says.

Supply chains change continuously, giving rise to the term “scope creep.” Nearly every 3PL has a story about how the scope of work it performed for a customer changed over time without being documented or billed. Sometimes the shift is not the 3PL customer’s fault; it can be the result of requirements the customer’s customer places on the 3PL.

## SURPRISE!

### WHO PAYS FOR THE TECHNOLOGY?

3PL contracts covering conventional distribution facilities are often straightforward. But, if specialized materials handling and automation systems are part of the facility, a common approach is for the customer to pay a portion of the automation cost as part of its regular fees, or amortize the cost over the life of the service contract, explains Jim Handoush, co-chief operating officer for Landstar, a supply chain solutions provider based in Jacksonville, Fla.

Another way to ensure specialized materials handling systems don’t become a cost burden is to install scalable systems, according to Tony Barr, vice president of marketing and business development for Beumer Corp., which specializes in high-capacity conveying applications. Scaling can be as simple as adding more trays to a core conveying system to increase throughput.

Systems are often specified to solve an immediate problem and provide some short-term gains, says Barr, but they should not impede the ability for future expansion or they could, in fact, constrain growth. Scalable systems drive volume growth and margins.

For the 3PL, scalable service may mean keeping pace with a customer’s growth or adding customers to a multi-use facility. But scalability may also be a condition of the contract or an unspoken value that can tip the decision.

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# 10 STEPS TO A SAFER WAREHOUSE

**Injury prevention starts with leadership, training, communication, risk assessments, and metrics.**

## 1 START AT THE TOP

While everyone is responsible for their individual safe behavior, the company's leadership team must own, lead, and participate in safety management. It's not enough for leadership to merely support safety; they must exhibit behavior that clearly demonstrates to all associates that safety is critical to the success of the organization.

## 2 TRAINING IS PARAMOUNT

From the first day of an employee's tenure with a company, training is key to safer warehouse operations. Educate all associates on safety-related practices, requirements, and responsibilities. Once the organization's vision and safety requirements are explained, the groundwork has been laid for continuous training.

## 3 OBSERVE ASSOCIATES IN ACTION

After associates receive basic safety training, reinforcing workplace safety behavior is ongoing. Managers should observe, for example, how an employee drives a forklift during the first few days following forklift training, and be prepared to offer immediate and meaningful feedback. Good managers point out the positives of safe behavior, and coach areas that need improvement, often on an ongoing basis.

## 4 GET EMPLOYEES INVOLVED

Create cross-functional, in-house safety teams that meet at least monthly to focus on preventing accidents and injuries by identifying hazards and unsafe conditions in the warehouse, and ensuring proper controls are in place to bring all hazards within acceptable levels of risk. Teams should include warehouse workers, forklift drivers, supervisors, vendors, and customer liaisons.

## 5 WORK SCHEDULES TO MATCH DUTIES

It is important for employees to be safe, and for employers to create a reasonable workday and safe workplace to facilitate their duties. To avoid unsafe behaviors caused by fatigue, consider implementing ergonomic improvements; rotating job assignments; supplementing shifts with temporary or part-time employees; adding a shift; and providing adequate rest and beverage breaks, especially in hot and humid conditions.

## 6 ASSESS RISK

Identify individual job activities, the potential hazards associated with each activity, and their existing controls. Then assign a risk rating to each activity by using a numeric formula that considers the probability of loss, the severity of loss, and the frequency of each activity. The risk rating will determine if additional controls are needed.

## 7 PERFORM SITE ASSESSMENTS

A group of health and safety professionals should work hand-in-hand with site management to seek out unsafe conditions and hazards, and create action plans to bring risk within acceptable levels before employees are injured or property is damaged.

## 8 INVESTIGATE ACCIDENTS

After an incident, identify immediate and upstream root causes, and implement better controls to prevent a repeat occurrence.

## 9 COMMUNICATE

Frequent and consistent communication between all levels of management and associates regarding safety processes, performance, and expectations is critical to building an effective safety culture and successful safety performance.

## 10 GATHER MEANINGFUL AND TIMELY METRICS

Create metrics that reflect the presence of safety (leading indicators), not just the absence of safety (trailing indicators). Metrics must also be designed based on their intended audience. For example, metrics for safety managers will need to be very detailed and facilitate analysis of correlations and trends. Metrics for operating managers need to be at a higher level and help identify deficiencies the team can address.

— **Stanley Stone**, vice president, safety, Penske Logistics

## SURPRISE!

### WHO'S LIABLE FOR THE INVENTORY?

Exel has expanded its services into areas such as demand planning, which includes actually setting inventory levels for customers. Exel handles some procurement tasks, but doesn't acquire or take title to the goods.

The issue of inventory ownership occasionally comes up, admits Allen, but usually in a supply chain where the customer is seeking to replace a distributor or part of a distributor network. In those cases, the distributor sells goods on behalf of the supplier, which is not a standard role for a 3PL.

Trade situations also occur when a 3PL handling international transportation and warehousing may provide customs brokerage and other services

that include assistance with letters of credit or temporary financing on inventory, but these services do not typically include a transfer of title.

When you store goods with an outside entity, such as a warehouse, the agreement falls under bailment law, explains Ann Christopher, vice president and general counsel for third-party logistics provider Kenco Logistic Services, Chattanooga, Tenn. The customer, who owns the goods, surrenders

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them to the 3PL for a period of time, after which the goods are to be returned to the customer.

Legal liability is one of the most important issues warehouse customers should understand, says Christopher. Under Article 7 of the Uniform Commercial Code (UCC), the warehouse operator is held to a reasonable care standard. "It's often called the negligence standard because warehouse liability is tied to the negligence of the warehouse operator," she explains.

That is an important point because a customer storing \$1 million worth of

the warehouse.

It is also important to note whether the standard set in the policy is "conviction" or "reasonable evidence of a crime." An inventory shortage is not likely to be considered reasonable evidence of a crime unless documents, photos, or video can link the shortage to a criminal act—even in the absence of a conviction.

Inventory management systems can be helpful in going back and tracing who had access to the system and who could manipulate the inventory data.

But about 80 percent of loss claims

**Supply chains change continuously, giving rise to the term "scope creep." Nearly every 3PL or warehouse has a story about how the scope of work it performed for a customer changed over time without being documented or billed.**

inventory with a 3PL warehouse may be subject to some limitations in the event of a loss. The warehouseman's liability is tied to negligence, notes Christopher, and the contract can specify a limit on the amount per occurrence, per pallet, or per unit.

In the event of a catastrophic loss, the warehouseman's policy typically covers building and equipment losses, not the contents that are stored on behalf of a customer, unless the warehouse can be shown to be negligent.

An example of negligence is a warehouse that is not maintained to building and safety codes, or is located in an area subject to weather extremes and does not take appropriate actions to avoid damage to the property and its contents. The language of the warehouseman's insurance policy will be important in examining which risks are covered.

Additional areas of loss include crime and a category called "mysterious disappearance." Under a crime policy, explains Christopher, it is important to verify whether the loss of goods stored on behalf of a customer is covered, or if the policy only covers the property of

in a warehouse environment are mysterious disappearance, says Christopher. Mysterious disappearance is separate from crime coverage and may also have sub-limits.

Warehouse operators don't insure the goods they store; they insure their negligent acts, says Christopher. The warehouse has no insurable interest in the goods.

Another gray area is when goods are cross-docked—only handled in the facility and not stored. Are losses subject to cargo liability or the warehouse policy? Warehouse legal liability typically covers the goods within a specified distance from the facility, says Christopher. Again, it is important to examine the policy language.

The proximity issue raises questions about drop trailers. Are the goods considered to be in storage in the facility? Is the drop trailer waiting to be unloaded or picked up, or is it being used for overflow storage? Many warehouse policies cover overflow facilities for a specified period, but some require that the facility have a fixed address. Such nuances in language can make the difference in the event of a loss.

# SURPRISE!

**YOUR 3PL CLOSES ITS DOORS...OR YOU DO**

In the current economy, another area of risk has garnered attention: What happens when a company is unable to pay its warehouse bill or files for bankruptcy? A warehouse lien is a powerful tool that allows the warehouse to hold or dispose of the goods to satisfy what it is owed. But in some cases, the customer may have used the goods as collateral with a lender. The 3PL should ensure those collateral agreements are contingent on paying the warehouse's fees.

If the warehouse files for bankruptcy, the owner of the goods should be able to claim them because the warehouse has no ownership interest. The owner of the goods may still be subject to a warehouseman's lien, however, and will be required to pay all fees owed to the warehouse before being allowed to claim the goods.

It's important to note, explains Christopher, that a warehouseman's lien is much broader than a carrier's lien. A carrier can hold goods for payment subject to a limit on payment of charges and fees for that load.

A warehouse working as an intermediary needs to exercise reasonable custody, care, and control to ensure the entity actually storing the goods is doing an adequate job. This brings up another area of increasing interest as multiple logistics service providers may be involved under a lead logistics provider arrangement or through sub-contracting for overflow storage.

The list of real and potential risks for a 3PL warehouse or its customer is nearly endless. With some due diligence, many major areas can be addressed at the beginning of the relationship and during frequent reviews and renewals.

Ensuring everyone understands the risks is only one part of the process. There should also be agreement on how all parties will share or mitigate those risks. That can help eliminate unwelcome surprises in the warehouse. ■



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**Can you really model best practices from the military?**

**After all, they invented the acronym SNAFU.**

**But companies are finding veterans'**







# FROM THE SERVICE

experience and skills help promote ship-shape supply chains.

# TO THE SUPPLY CHAIN

By  
Perry A.  
Trunick

May 2010 • Inbound Logistics 57



**T**he phrase, “Your best bet, hire a vet” still resonates with many hiring managers and human resources departments. Today, momentum is positive in the overall job market for military veterans.

Fifty-six percent of employers surveyed by Atlanta-based recruiter Lucas Group in early 2010 said they plan to hire new employees during the next six months. That is good news for the military veterans in Lucas’ talent pool, who are increasingly in demand.

“March 2010 was the first month since September 2008 when we placed more military veterans than the same month in the previous year,” says Bryan Zawikowski, vice president of Lucas’ military transition division.

“When companies hire a veteran, they get one of the brightest minds in the country, someone who has received the best leadership training available and applied that knowledge in severe environments and stressful situations,” says Mike

Katzorke, principal of Phoenix-based Bryce Consulting Group, which has hired or placed a number of former military personnel in logistics and supply chain jobs.

The scope and scale of military operations provide its officers with logistics experiences not found anywhere else. For example, Mike McAllister, Indiana National Guard veteran and driver sales representative for Con-way Freight, has been deployed with infantry units setting up contingency operations bases. These military facilities comprise municipal solid waste operations and water systems, and maintain a police department. “It’s like running a city of 7,500 people,” McAllister says.

Through this type of intense and unique military experience, veterans gain leadership skills and knowledge that help them excel in their civilian roles. Here’s a look at some of the military tactics veterans can bring to their private sector logistics jobs.

## Thank You – Times Two

**M**any companies are increasing their support for service member employees and their families during deployments and after their return to civilian life, benefiting active-duty service members who choose to serve in the military full-time.

One such company is LTL carrier Con-way Freight. One employee, driver sales representative Mike McAllister, chose to recognize his company’s effort by nominating it for a Department of Defense Employer Support Freedom Award. When not working at Con-way, McAllister serves as a sergeant major in the Indiana National Guard. An active-duty Army veteran, McAllister returned to civilian life, then joined the National Guard, giving him a perspective on all three sides.

It isn’t just what Con-way does that impressed McAllister and led him to nominate his employer for the award; it was the change he saw take place at the company. During

his first deployment in 2003, McAllister and his family received a two-week extension of his benefits. By 2004, the company had reviewed its policy and the needs of its citizen soldiers and extended benefits to one year.

“When you are deployed, your partner becomes a single parent,” McAllister says. “The impact on the family is dramatic.” Simple things become more complex, so it helps to retain company benefits and, for example, be able to continue seeing the family doctor.

Another Con-way effort McAllister found helpful during his deployment was the company’s ongoing communication. Corporate newsletters and other types of information kept him current on company happenings, such as new policies or changes that would affect him when he returned to his job. This helped smooth his transition to the corporate world.

McAllister also appreciates Con-way’s efforts in helping service members connect by

notifying them when a new active-duty service member or veteran is joining the company or returning from deployment. Talking to someone with a similar background helps new employees acclimate and feel like part of the team.

When McAllister returned from duty, he received a welcome-home packet from Con-way and a phone call from the company president thanking him for his service. By nominating Con-way for

the Department of Defense Employer Support Freedom Award, he was able to return the thanks.

Con-way is just one company that has recognized and adjusted to the needs of its service members and veterans to show its appreciation for their service. Service members and veterans from other companies share their stories at the Department of Defense Freedom Award Web site: [www.freedomaward.mil](http://www.freedomaward.mil)

**Con-way President and CEO Douglas Stotlar (left) and Senior Vice President David Miller (right) with Mike McAllister, who nominated the carrier for the Employer Support Freedom Award.**





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Carrying out tasks in extreme settings and circumstances prepares military veterans for the pressures of private sector jobs in logistics.

## MILITARY TACTIC: ADAPTABILITY

In our grandfathers' day, the military famously put mechanics to work as cooks and cooks as mechanics. Adaptability and creativity are still essential traits for enlisted men and women serving as logisticians.

"Military logisticians accomplish the same five R's of supply chain management—getting the right product to the right place, at the right time, at the right price, and at the right cost—but in an environment where supply chain failure can literally cost lives," notes Stephen Gould of Gould and Associates Global Services, a Beachwood, Ohio-based project management group handling corporate and government contracts.

Military logisticians are often better at thinking outside the box than their civilian counterparts, who may be forced to adhere to accepted business methods, adds Gould, a former automotive logistics executive, Marine reservist, and Iraq War veteran. "If it accomplishes the mission, an unorthodox approach in the military is tolerated—and, in some cases, rewarded," he says.

Military logisticians are highly trained at doing whatever it takes to accumulate the data necessary to set an effective strategy for a specific assignment, then executing that plan—even in extreme settings and circumstances.

"Military logisticians need to be 'Semper Gumby'—always flexible," says Gould.

## MILITARY TACTIC: UNITY OF PURPOSE

Best practices in military logistics aren't about warehouse management systems or load optimization processes, according to Roger Kallock, a private sector executive who was tapped to become the U.S. government's Deputy Undersecretary of Defense for Logistics. The key to success in the military, he says, is "a passion for getting things done."

Kallock has witnessed military logistics in action—from the most senior and strategic levels down to serving individual

**A shared sense of mission helps military personnel work together—an ability that serves them well in corporate jobs, too.**







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soldiers in battle. Despite the differences between career active-duty military and junior officers, they all share a core value: a sense of mission.

Because a mission's success depends on joint effort, military leaders and individual service members are trained to work together, resulting in less parochialism by function, says Kallock. This is reflected in the private sector when strategic goals are clearly defined and widely communicated.

The private sector may have an advantage because it is an environment that carries less risk than the armed forces, but military officers are accustomed to a sense of urgency that drives action—and they are trained to act.

## MILITARY TACTIC: CUSTOMER ORIENTATION

Focusing on the needs of the customer isn't a foreign concept to military logistics leaders. It comes not only from a sense of mission, but also a clear vision of strategic goals. Recent military missions have been in battle or disaster

**Delivering shipments despite all obstacles is a strategic goal for military and corporate logisticians alike.**

## SVA Logistics: Putting Veterans to Work

A strategic decision to tap military veterans for tactical-level logistics jobs can prove beneficial to private-sector companies. A number of government incentives reward companies for hiring veterans, especially those who are service-disabled.

One example is Houston-based third-party logistics provider Big Dog Logistics, which has partnered with non-profit corporation the Southeast Vocational Alliance (SVA), Houston, to help veterans get their civilian careers on track by training them for various logistics jobs.

"This program is a prime example of moving beyond the rhetoric and actually giving back to veterans and veterans with disabilities," says Kirk Lane, president of Big Dog Group.

With support from Big Dog, SVA formed SVA Logistics, a full-service transportation brokerage. The company sub-contracts with San Mateo, Calif.-based Menlo Worldwide Logistics under the Defense Transportation Cooperative Initiative to arrange freight movement throughout the contiguous United States. SVA Logistics is also an approved carrier of the Surface Deployment Distribution Command; contracts with the Department of Veterans Affairs to provide logistics services and training; performs courier services for the Department of Homeland Security; and handles oversized shipments for the 842nd Battle Command through the Port of Beaumont, Texas.

SVA has been providing training to veterans in other areas for eight years and added logistics training a few years ago, explains

Nathaniel Rido, CEO of SVA. Recently, the organization received an American Recovery and Revitalization grant to train veterans for logistics jobs. Big Dog provides the logistics knowledge base and the technology, which most non-profit groups training veterans and disabled workers can't afford on their own.

While some veterans bring logistics knowledge to the SVA Logistics program, others haven't worked in an office and need to be trained in "Business 101," Lane says. In addition to computer basics, veterans enrolled in the program learn how to use Big Dog's *ShipTech* transportation software solution, which provides experience they can adapt to other software systems in other companies. "But most of the real training is on the job," notes Rido.

Among the strengths veteran trainees bring to the workplace are a strong work ethic, the ability to stay on task, and "a willingness to commit to an assignment and not give up," says Rido. Veterans receive disability pensions to supplement their earnings, not replace the need to work.

For Big Dog, the commitment to train and hire service-disabled veterans has paid off—helping expand its business and thus maintaining jobs for the veterans it hires. One of Big Dog's goals is to set up veterans as franchisees with Big Dog knowledge and tools, and have them handle private sector business from Big Dog while developing local, state, and federal contracts specifically targeted for veteran-owned and service-disabled-veteran-owned businesses.

relief and, in both cases, the “customers”—individuals at the end of the supply chain—are at risk if the system fails.

“The penalty for failure in the civilian world is typically cost,” says Gould. But cost is secondary when lives are at stake.

This attention to customer needs translates to a service orientation in the corporate world.

## MILITARY TACTIC: TEAM BUILDING

There’s a misconception that military leaders are strictly authoritarian, but, in fact, they are excellent at collaborative team building in the face of a future threat, says Katzorke. Both leadership and collaborative skills are needed, he explains, because service members will only follow a leader they respect.

“Good leadership is not about management style,” says Katzorke. “It’s about adapting that style to fit the current situation.”

An authoritative style of leadership can be appropriate in a corporate environment where situations are constantly changing and quick action is needed. But a leader in the private sector also has to employ collaborative team building to keep the organization focused on reaching its long-term strategic and financial goals.

“Military-trained leaders can develop a vision for meeting big-picture goals, and help their subordinates learn to

manage near-term issues,” says Katzorke. “Once they are trained, these workers will adapt to solving immediate issues almost autonomously.”

Veterans also excel at establishing

training military officers receive may rely too heavily on higher-ups to make decisions or, conversely, be too inclined to act without their superiors’ approval.

Maintaining the big-picture focus helps former military officers lead effectively and get the organization to work together as a team.

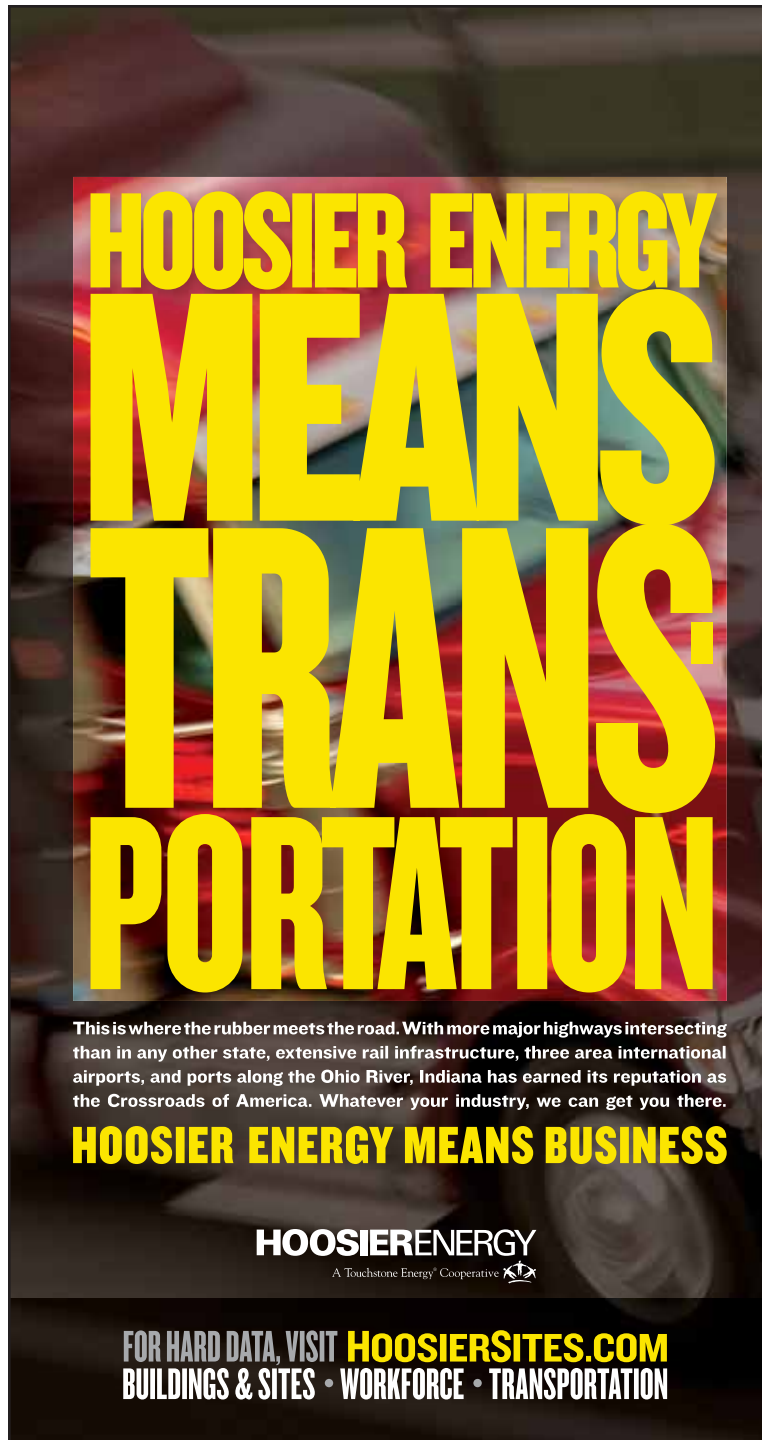
“Leaders should be able to let shop floor employees know how their work affects customer concerns,” Katzorke says.

Kallock helped engineer a similarly focused change management initiative at the Department of Defense, designed to get people thinking about how their work affects and supports individual soldiers.

## MILITARY TACTIC: CORE VALUES

As a full-time active duty officer and career member of the National Guard, Mike McAllister, a driver sales representative for Con-way Freight, learned the discipline and leadership qualities involved in taking charge. He developed skills in various specialties over the years, but, in the end, he returns to the core Army values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage.

It is these character traits that best equip veterans to succeed and inspire excellence in corporate supply chain management. ■



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a feedback loop to stay linked to and communicate with corporate management. By contrast, Katzorke says, managers who don’t have the type of



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# BUYER'S GUIDE

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**L** Licensed to the user

	VENDOR	PRODUCT	DESCRIPTION
<b>L</b>	<b>Applan Logistics Software</b> Oklahoma City, Okla. applanlogistics.com	<b>Direct Route</b>	Automates routing and scheduling using shippers' data and work rules. Features customer importing, route printing, and route exporting capabilities. Users can view and modify routes on a full-color detailed map or through spreadsheet updates.
<b>H</b>	<b>BestTransport.com</b> Columbus, Ohio besttransport.com	<b>BestShippers TMS</b>	Enables shippers to optimize loads, execute advanced tendering rules (both inbound and outbound), track shipments, pay freight bills, and have immediate and accurate visibility into every transaction. Users can also view available carrier capacity in real time to optimize carrier selection.
<b>H</b>	<b>Cheetah Software</b> Westlake Village, Calif. cheetah.com	<b>Cheetah Freight</b>	Delivers real-time wireless solutions to automate and optimize pickup, delivery, dispatch, and customer service for private fleet and LTL carriers of any size.
<b>H</b>	<b>ClearTrack</b> Brentwood, Tenn. cleartrack.com	<b>Global Logistics Management</b>	Provides automated shipment visibility, real-time status information, distribution center appointment management, key performance indicator dashboards, flexible analysis reports, and email notifications.
<b>H</b> <b>L</b>	<b>Codeworks</b> Columbus, Ohio ctcodeworks.com	<b>Traffic</b>	Allows shippers to identify loads and consolidate freight to minimize costs, review shipment savings before consolidation, find carriers with the lowest shipping costs or best margin, and use stored route histories to choose the most fuel-efficient routes.
<b>H</b> <b>L</b>	<b>CT Logistics</b> Cleveland, Ohio ctlogistics.com	<b>FreitRater</b>	Gives ratings and reporting for audit or quotes from multiple carriers in all modes. Provides global freight payment for all modes.
<b>H</b> <b>L</b>	<b>CTSI</b> Memphis, Tenn. ctsi-global.com	<b>CTSI TMS</b>	Manages orders; optimizes loads; selects best carriers; tenders, executes, and tracks shipments; manages claims; and audits/pays freight bills.
<b>H</b> <b>L</b>	<b>Descartes Systems Group</b> Waterloo, Ont. descartes.com	<b>Descartes Transportation Management</b>	Helps logistics managers, shippers, and third parties simultaneously evaluate transportation alternatives to find the most efficient shipping method. Manages contract carriers from shipment planning through execution and settlement.
<b>H</b> <b>L</b>	<b>eShipGlobal</b> Irving, Texas eshipglobal.com	<b>eShipGlobal TMS</b>	Handles every aspect of the transportation lifecycle, including strategic sourcing, rate quotes, transportation execution, freight audit, and payment settlement.
<b>H</b>	<b>Flow Logistics</b> Bend, Ore. flowlogistics.com	<b>eFlow</b>	Provides a real-time application to accurately build, route, optimize, assign, track, and bill shipments. Manages the entire shipment process, regardless of mode—truckload, LTL, intermodal, rail, air, small parcel, or ocean.



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	VENDOR	PRODUCT	DESCRIPTION
<b>H</b>	<b>Foxfire Software</b> Greenville, S.C. foxfiresoftware.com	<b>Foxfire Transportation Management System</b>	Allows instant visibility to all shipments in a single-source platform across locations; helps obtain real-time rate quotes from an approved carrier pool (small package, LTL, TL); and enforces smart routes for better on-time delivery and cost savings.
<b>H</b> <b>L</b>	<b>HighJump Software</b> Eden Prairie, Minn. highjump.com	<b>HighJump Transportation Management</b>	Provides rate quotes from multiple carriers in all modes; automated shipment execution; real-time status information; and reporting, searching, and data mining.
<b>H</b> <b>L</b>	<b>Infor</b> Alpharetta, Ga. infor.com	<b>Infor SCM Transportation Management</b>	Manages inbound and outbound product transportation from order inception to delivery.
<b>H</b>	<b>InMotion Global TMS</b> St. Petersburg, Fla. inmotionglobal.com	<b>InMotion Global TMS</b>	Provides a Web-based collaboration portal, electronic carrier tendering, and real-time access to a private freight capacity network.
<b>H</b> <b>L</b>	<b>JDA Software</b> Scottsdale, Ariz. jda.com	<b>JDA Transportation and Logistics Management</b>	Helps shippers, carriers, and transportation service providers manage multi-modal logistics networks. Covers the entire closed-loop transportation process—from strategic transportation sourcing, planning, and optimization to shipment visibility, payment, and performance analysis.
<b>H</b> <b>L</b>	<b>Kewill</b> Chelmsford, Mass. kewill.com	<b>Kewill Flagship</b>	Supports high-volume, international origin and destination, global trade compliance, unlimited locations, wave planning, and complex business processes.
<b>H</b>	<b>LeanLogistics</b> Holland, Mich. leanlogistics.com	<b>On-Demand TMS</b>	Features daily planning, execution, settlement, and procurement functions. SaaS network functionality includes supplier inbound management, appointment scheduling, benchmarking, network-wide reporting, and total supply chain visibility.
<b>H</b> <b>L</b>	<b>Logility</b> Atlanta, Ga. logility.com	<b>Voyager Transportation Planning and Management</b>	Balances logistics strategies with customer required policies; improves carrier effectiveness and inventory management; analyzes productivity; and utilizes KPIs to provide daily, weekly, and monthly snapshots.
<b>H</b> <b>L</b>	<b>Management Dynamics</b> East Rutherford, N.J. managementdynamics.com	<b>International Transportation Management</b>	Manages ocean contracts and air rates; calculates rates with all assessorial fees; evaluates routing decisions and transit times; performs end-to-end freight bill audits; and optimizes carrier selection.
<b>L</b>	<b>Manhattan Associates</b> Atlanta, Ga. manh.com	<b>Transportation Lifecycle Management</b>	Provides tools to reduce transportation costs, reroute around trouble spots, and coordinate deliveries.



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VENDOR		PRODUCT	DESCRIPTION
<b>H</b> <b>L</b>	<b>MercuryGate</b> Cary, N.C. mercurygate.com	<b>MercuryGate TMS</b>	Plans and executes domestic and international shipments in all modes, including parcel. Provides comprehensive route optimization, collaborative dock scheduling, settlement, and ad-hoc reporting.
<b>H</b> <b>L</b>	<b>Next Generation Logistics</b> Inverness, Ill. nextgeneration.com	<b>FreightMaster TMS</b>	Offers needs analysis, ROI calculation, system configuration, implementation, user training, and support programs structured to fit specific requirements and corporate cultures. Reduces freight spend, improves visibility, and enables users to make better transportation decisions.
<b>H</b>	<b>NTE</b> Chicago, Ill. nte.com	<b>NTE Transportation Management</b>	Provides shipment planning, optimization, routing guide execution, financial settlement, track-and-trace capabilities, and alerting and reporting options.
<b>H</b>	<b>Nulogx</b> Mississauga, Ont. nulogx.com	<b>TMS Online (TMSO)</b>	Supports activities necessary to manage and execute the full lifecycle of the transportation process, including order management, financial settlement, and shipment optimization.
<b>H</b> <b>L</b>	<b>Oracle</b> Redwood Shores, Calif. oracle.com	<b>Oracle Transportation Management</b>	Offers global service provider sourcing and optimization, planning, execution, visibility, payment and claims, and analytics and reporting.
<b>H</b> <b>L</b>	<b>Precision Software</b> Chicago, Ill. precisionsoftware.com	<b>Precision Transportation Management</b>	Streamlines transportation planning and execution, manages asset utilization, automates business processes, and processes freight payments. Users can rate, route, produce labels, and manage service levels for any shipment mode.
<b>H</b> <b>L</b>	<b>RedPrairie</b> Waukesha, Wisc. redprairie.com	<b>Transportation Management</b>	Supports global planning and execution for all modes, including parcel and fleet. Features freight settlement, client invoicing, event management, and trading partner Web portals.
<b>H</b> <b>L</b>	<b>Retalix</b> Plano, Texas retalix.com	<b>Retalix Transportation Optimization (RTO)</b>	Integrates and manages all aspects of the transportation process, including inbound/outbound optimization, yard management, and dock scheduling.
<b>H</b>	<b>RMI</b> Atlanta, Ga. railcarmgmt.com	<b>ShipperConnect MTM</b>	Handles multimodal transportation planning, execution, terminal operations, carrier settlement, and exception alerts while providing shipment visibility across all carriers and modes.
<b>L</b>	<b>Royal 4 Systems</b> Long Beach, Calif. royal4.com	<b>Royal 4 TMS Suite</b>	Automates carrier communications, including contract negotiation, load tendering, invoice processing, and payment approvals. Allows users to build loads, group orders, and plan routes to maximize asset utilization, manage carrier compliance, and identify the lowest-cost carriers.

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	VENDOR	PRODUCT	DESCRIPTION
<b>L</b>	<b>SAP</b> Walldorf, Germany sap.com	<b>mySAP Supply Chain Management</b>	Offers transportation planning and shipment completion capabilities, shipment cost calculation and settlement, customer freight billing, and service agent selection.
<b>H</b>	<b>ShipXpress</b> Jacksonville Beach, Fla. shipxpress.com	<b>RailSync</b>	Tracks rail shipments across multiple carriers, handles local and interline rail activity, manages and reports freight revenue, provides accurate car hire expense summaries, and synchronizes communication among train crews, office staff, and customers.
<b>H</b> <b>L</b>	<b>Shippers Commonwealth</b> Charleston, S.C. shipperscommonwealth.com	<b>Transportation Management System</b>	Manages transportation automation, optimization, implementation packages, and rapid deployment – with complete analysis and execution.
<b>H</b>	<b>Sterling Commerce</b> Dublin, Ohio sterlingcommerce.com	<b>Sterling Transportation Management System</b>	Provides shippers with efficient planning and execution of inbound and outbound transportation processes. The solution delivers transportation planning, shipment execution, financial settlement, reporting, and analytics.
<b>L</b>	<b>TECSYS</b> New York, N.Y. tecsys.com	<b>TECSYS TMS</b>	Integrates into a company's business flow, and is ready for complete shipping automation, featuring optimized rating, routing, manifesting, tracking, and post-shipment analysis for all small package and LTL shipments.
<b>H</b> <b>L</b>	<b>TMW Systems</b> Beachwood, Ohio tmwsystems.com	<b>Transportation Management Software</b>	Automates contract rating for least-cost carrier assignments across multiple shipping locations. Includes carrier management, cost tracking and allocation, shipment visibility, national rating index, and load optimization tools.
<b>H</b> <b>L</b>	<b>Transite Technology</b> Raleigh, N.C. transite.com	<b>Jaguar Transportation Management Suite</b>	Manages LTL, TL, small package, ocean, and air shipments. Administers pricing contract changes and additions.
<b>H</b>	<b>TransWorks</b> Fort Wayne, Ind. trnswrks.com	<b>Transportation Management Solution</b>	Provides rating, tendering, exception management, scheduling, trailer pooling, freight pay, tracking, and reporting functionalities for truckload, intermodal, and rail shippers.
<b>H</b>	<b>UltraShipTMS</b> Wilmington, Del. ultrashiptms.com	<b>UltraShipTMS</b>	Gives logistics managers network visibility and control over all modes of inbound and outbound transportation, ensuring proper coordination, optimal planning, and consistent execution.
<b>L</b>	<b>USTC Live Logistics</b> Baltimore, Md. ustclive.com	<b>On-Demand TMS</b>	Provides all available carrier rates and terminal information, creates and stores bills of lading, and maintains carrier invoice records. Reports can be scheduled to run at pre-determined times.



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# 2010 LOGISTICS HOTSPOTS

Attractive locations to consider as you build  
your site selection shortlist. By Merrill Douglas

**A**s the economy continues to recover, business leaders who spent the past two years simply protecting their companies' assets are once again thinking about growth. As their strategies develop, they're starting to fine-tune logistics networks to handle greater volumes and provide improved service to more customers. The goal is to make sure materials reach production lines, and products reach customers, as efficiently and cost-effectively as possible.

For companies deciding where to site manufacturing and distribution facilities, geographic location is a prime concern. The features that define a truly sweet spot vary greatly, depending on your business.

Companies that manufacture overseas want to be in easy reach of well-equipped ocean ports and airports, with highway networks and rail lines to speed products to market. For some, the East or West Coast is the only place to be. But for a facility that distributes broadly across the continent, a location in the center of the map might offer a better advantage. For companies conducting a good deal of cross-border trade, a site close to Canada or Mexico—or inside one of those

countries—might be the best spot of all.

Whatever the region, multiple service options are always a plus. Competition among carriers drives prices down, and it's easier to find the right equipment to handle a shipment.

While some companies seek a spot that's served by many transportation providers, others look for areas with uncongested intermodal terminals and highways, or quick access to interstate highways with direct routes to major cities.

Other factors are equally important. A large, hardworking labor pool, with local colleges and universities ready to provide training and supply chain expertise, might be a major draw. So might a friendly business climate, with a variety of tax incentives and other forms of government assistance. A portfolio of affordable industrial sites close to major transportation routes also might prove a powerful magnet.

Whatever attractions your company considers most compelling, you're likely to find them among the locations that *Inbound Logistics* has chosen for its list of logistics hotspots for 2010.



A well-established transportation network and dense concentration of consumer markets are among this region’s major draws.

## BOSTON, MASSACHUSETTS

Boston has been a hub for international cargo trade since 1630. Today, the city anchors the seventh-largest metropolitan area in the country, and it’s still a vital center for trade and transportation.

Each year, the Port of Boston handles 1.3 million tons of general cargo, 1.5 million tons of non-fuel bulk cargo, and 12.8 million tons of bulk fuel. Facilities at the port include Conley Terminal, devoted to containerized cargo, and Boston Autoport at Moran Terminal.

AIRPORT: Boston Logan International
PORT: Port of Boston
ROAD ACCESS: I-90, I-93, I-95
RAIL CARRIER: CSX
WORKFORCE: 2.5 million
PER-CAPITA INCOME*: 3
STATE BUSINESS TAX CLIMATE RANK: 36

Boston’s Logan Airport is the 19th-busiest in the United States in terms of passenger volume and the 16th in terms of flight movements. Fifty airfreight companies operate at Logan. For movements by truck, Interstate 95 provides highway access to the entire East Coast, and I-90 offers a direct route across the continent.

Boston is the largest center of health research in the United States, and its health-care facilities are world-renowned. The area also has become a magnet for companies in financial services and information technology; manufacturers of instruments, industrial machinery, and electronics; and printers and publishers.



The Port of Philadelphia

## PHILADELPHIA, PENNSYLVANIA

Positioned on the densely populated Northeast Corridor, Philadelphia offers outstanding access to much of the U.S. population as well as overseas markets.

The city’s transportation infrastructure includes service via three Class I railroads, including Norfolk Southern, which announced last year that it will add 15 acres to its Navy Yard rail terminal in South Philadelphia. This terminal will connect with the Crescent Corridor, a high-speed rail facility of more than 2,000 miles that will run from metropolitan New York to New Orleans.

The Paulsboro Marine Terminal under development in nearby Gloucester County, N.J., also will offer exciting opportunities to Philadelphia region shippers. The facility will include three 40-foot deep berths and one 20-foot deep barge berth, plus an access overpass and warehouse space.

More than 50 major warehouses and DCs are located within 75 miles of the Port of Philadelphia, making the region a big draw for companies that distribute goods in the United States.

AIRPORT: Philadelphia International
PORT: Philadelphia Regional Port Authority
ROAD ACCESS: I-76, I-95
RAIL CARRIERS: Norfolk Southern, CSX, Canadian Pacific
WORKFORCE: 2 million
PER-CAPITA INCOME*: 19
STATE BUSINESS TAX CLIMATE RANK: 27

\*2007 STATE RANK

The Port of Boston





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A central location and abundance of transportation choices make the Midwest a logistics magnet.

## COLUMBUS, OHIO

Central enough to reach half the U.S. and Canadian populations by truck in 10 hours, and eastern enough to move freight quickly to and from coastal ports, Columbus boasts a variety of attractions.

Much of the logistics excitement in the area stems from the Columbus Region Logistics Council, a consortium of shippers and service providers working to cultivate a strong business environment, further develop the local infrastructure, take advantage of new technologies, and foster a highly skilled workforce.

**AIRPORTS:** Port Columbus International, Rickenbacker International

**ROAD ACCESS:** I-70, I-71

**RAIL CARRIERS:** CSX, Norfolk Southern

**WORKFORCE:** 950,000

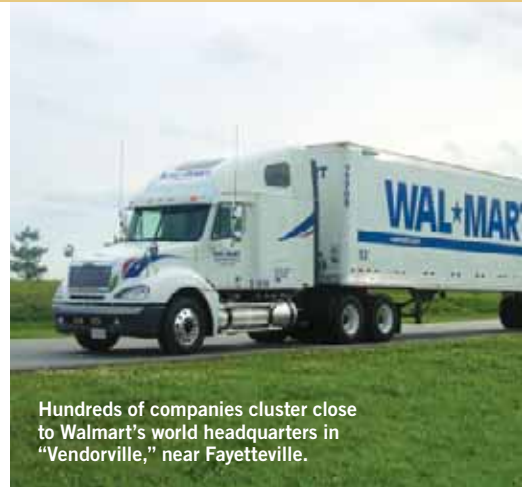
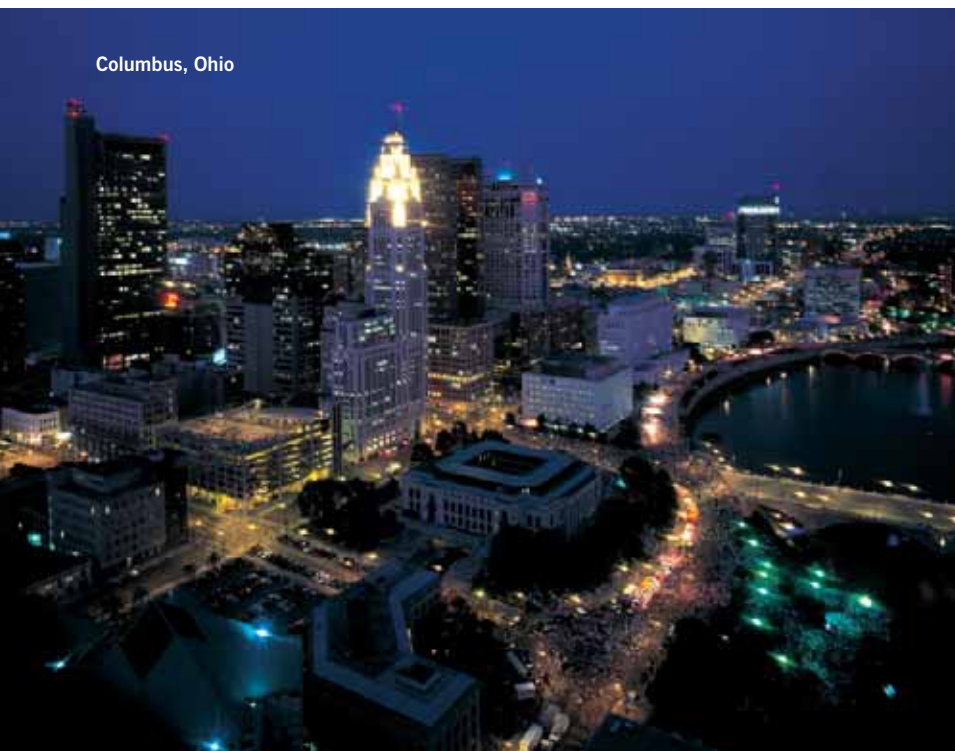
**PER-CAPITA INCOME\*:** 28

**STATE BUSINESS TAX CLIMATE RANK:** 47

That workforce initiative gets a boost from the region's 25 colleges and universities, which graduate some 20,000 students each year. The area's educational assets include the Fisher College of Business at Ohio State University, offering undergraduate, graduate, and executive education programs in logistics and supply chain management.

While the Logistics Council looks toward the future, companies conducting logistics operations in Columbus today already have much to celebrate. Bright spots include the area's three intermodal facilities, including Norfolk Southern's Rickenbacker Intermodal Terminal, located next to Rickenbacker International Airport. The 175-acre terminal handles more than 250,000 containers and trailers per year, and offers daily service to Chicago and Norfolk, Va.

Columbus, Ohio



Hundreds of companies cluster close to Walmart's world headquarters in "Vendorville," near Fayetteville.

## FAYETTEVILLE, ARKANSAS

Tired of the economic doldrums? Try your luck in northwestern Arkansas. Last June, *Forbes* ranked the Fayetteville region second on its list of "Best Cities for Recession Recovery."

Located on I-540, just 30 miles from Walmart's world headquarters, Fayetteville sits at the southern end of the corridor known as "Vendorville," where hundreds of companies cluster close to the retail giant.

A central location in the American Heartland and easy access to I-40 help make Fayetteville a smart choice for logistics operations. Although the city has no direct Class I rail access, service is available via the Kansas City Southern Railway in Siloam Springs, about 40 minutes away.

The city also is a hotbed of logistics research, thanks to the Supply Chain Management Research Center, the Center for Engineering Logistics and Distribution, and the Mack Blackwell Transportation Center at the University of Arkansas.

**AIRPORT:** Northwest Arkansas Regional

**ROAD ACCESS:** I-40

**RAIL CARRIER:** Kansas City Southern

**WORKFORCE:** 225,000

**PER-CAPITA INCOME\*:** 48

**STATE BUSINESS TAX CLIMATE RANK:** 40

\*2007 STATE RANK





Gateway Arch, St. Louis

## ST. LOUIS, MISSOURI

A wealth of interstate highways, six Class I railroads, two airports, and the second-largest inland water port in the country all converge to make St. Louis a stellar logistics hub.

One-third of the U.S. population lives within about 500 miles of St. Louis, according to the St. Louis Regional Chamber and Growth Association. The Avenue of the Saints, a 550-mile, four-lane expressway completed in 2008, provides a direct route between the city and St. Paul, Minn.

The Tri-City Regional Port Authority, which serves about 2,500 barges each year, offers economical cargo transport via the Mississippi, Missouri, and Illinois Rivers. Burlington Northern Santa Fe, CSX, Norfolk Southern, the Tri-City Regional Port District, Triple Crown Services, and Union Pacific all operate inter-modal yards in the region.

**AIRPORTS:** Lambert-St. Louis International, MidAmerica

**PORT:** Tri-City Regional Port District

**ROAD ACCESS:** I-44, I-55, I-64, I-70

**RAIL CARRIERS:** BNSF, Canadian National, CSX, Kansas City Southern, Norfolk Southern, Union Pacific

**WORKFORCE:** 1.42 million

**PER-CAPITA INCOME\*:** 32

**STATE BUSINESS TAX CLIMATE RANK:** 16

To attract more cargo business, the St. Louis Airport Authority is developing 80 acres north of St. Louis-Lambert International Airport, a location served by several highways as well as rail. Area leaders also have been making a big push to attract air freight from China into the region.

St. Louis benefits as well from Missouri's corporate-friendly climate: Missouri is the nation's eighth least-expensive state in which to do business. The Bureau of Business Research at Ball State University in Indiana ranked Missouri top among the 50 states for manufacturing and logistics in 2008.

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"The Sweet Spot"



✱ Isle of Wight  
✱ Franklin  
✱ Southampton



## How sweet it is!

This region’s logistics hubs are perfectly positioned for trade with the Pacific Rim and Canada.

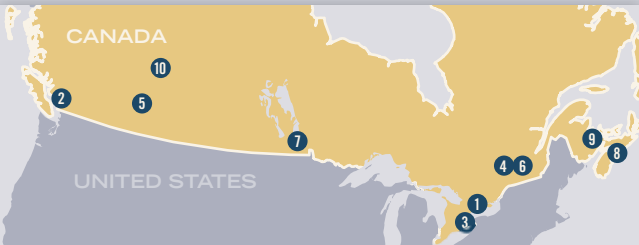
NEIGHBOR TO THE NORTH:

CANADA

Movements of oil and natural gas, paper and forest products, machinery and consumer goods, and more show off the advantages of Canada’s transportation infrastructure. Canada boasts one of the largest rail networks in the world, with approximately 30,000 miles of track. More than 23,600 miles of national and regional highways carry freight across the country and to U.S. border crossings.

Canada’s top container port, the Port of Montreal, offers connections to more than 100 countries. It also provides quick access to midwestern Canadian and American markets, with approximately 100 million consumers. At the Port of Halifax, facilities include the deepest container berths on the eastern coast of North America.

On the Pacific Coast, the Port of Vancouver—the country’s largest—serves as an important gateway for Pacific Rim trade. In 2009, it handled 102 million tons of cargo.



10 BUSIEST AIRPORTS BY FREIGHT VOLUME:

- |  |  |
|--|--|
| 1. Toronto Pearson International                 | 6. Montréal-Mirabel Int’l.                           |
| 2. Vancouver International                       | 7. Winnipeg James Armstrong Richardson International |
| 3. John C. Munro Hamilton Int’l.                 | 8. Halifax Stanfield Int’l.                          |
| 4. Montréal-Pierre Elliott Trudeau International | 9. Greater Moncton International                     |
| 5. Calgary International                         | 10. Edmonton International                           |

**PORTS:** Fraser River Port, Halifax, Hamilton, Montreal, Port-Cartier, Prince Rupert, Quebec City, Saint John (New Brunswick), Sept-Isles, Vancouver

**ROAD ACCESS:** Major highway systems include the Trans-Canada Highway, Yellowhead Highway, Highway 401 in Ontario, and Highway 20 in Quebec

**RAIL CARRIERS:** Canadian National Railway, Canadian Pacific Railway

**WORKFORCE:** 18.4 million (2009 estimate)

**PER-CAPITA INCOME (2008):** U.S.\$31,639



Spokane, Wash.

SPOKANE, WASHINGTON

Known as the logistics hub of the Inland Northwest, Spokane offers a friendly business climate, low-cost real estate, and speedy access to numerous major markets.

Just a few hours by truck from the Ports of Portland and Seattle, Spokane also stands only 110 miles from the Canadian border. I-90 runs through the center of town, and traffic recently started flowing on the North Spokane Corridor, a new limited-access route connecting I-90 with U.S. 2 and U.S. 395. Two railroads and the state’s second-largest airport round out the transportation picture.

Spokane’s logistics advantages are bound to shine even brighter as members of the Inland Pacific Hub partnership develop their plans to establish the region as a multi-modal global freight gateway.

<b>AIRPORT:</b> Spokane International
<b>ROAD ACCESS:</b> I-90
<b>RAIL CARRIERS:</b> BNSF, Union Pacific
<b>WORKFORCE:</b> 240,000
<b>PER-CAPITA INCOME*:</b> 14
<b>STATE BUSINESS TAX CLIMATE RANK:</b> 9

PORTLAND, OREGON

Portland offers an excellent alternative to more crowded port cities on the West Coast. With service on two Class I railroads, it’s positioned for efficient intermodal transport to major markets such as Salt Lake City, Denver, Minneapolis, St. Louis, and Chicago. An abundance of carriers looking to fill equipment with backhauls means lower costs for shippers moving goods to the rest of the continent. And less traffic congestion means quicker turnaround times: trucks move in and out of the Port of Portland in about 30 minutes.

To support more shippers with better service, the Port of Portland is working on several improvement projects: deepening its channels, extending a berth, adding new cranes, and expanding rail infrastructure with facilities such as integrated intermediate staging yards.

Industrial parks near the port and the airport include Cascade Station, Portland International Center, and Rivergate Industrial District.

<b>AIRPORT:</b> Portland International
<b>PORT:</b> Port of Portland
<b>ROAD ACCESS:</b> I-5, I-84
<b>RAIL CARRIERS:</b> Burlington Northern Santa Fe, Union Pacific
<b>WORKFORCE:</b> 1.2 million
<b>PER-CAPITA INCOME*:</b> 30
<b>STATE BUSINESS TAX CLIMATE RANK:</b> 14

\*2007 STATE RANK

More than 35,000 miles of  
highways and interstates are in

# NEW JERSEY



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**Heidi Manheimer, CEO**  
**Shiseido Cosmetics America**

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

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

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



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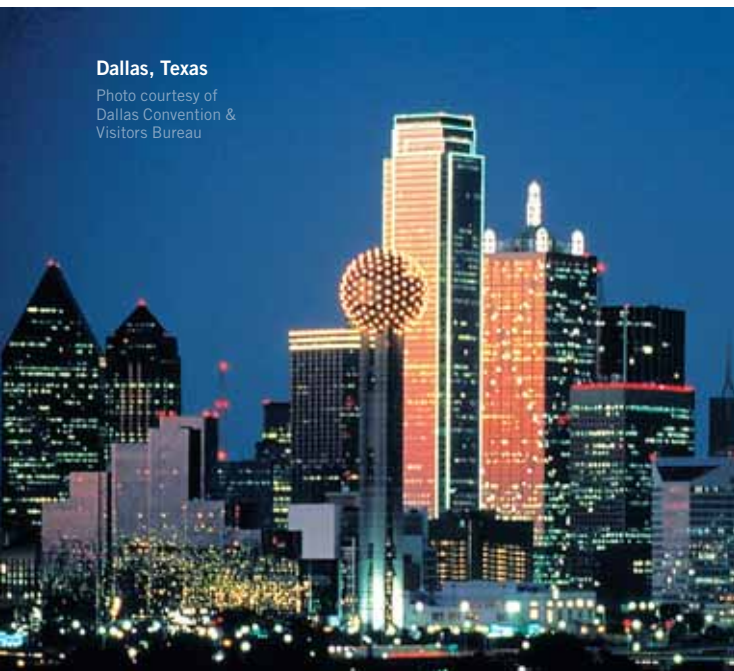
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\* Expansion Management Magazine

IL/0510



Trade with Mexico is a powerful draw for logistics operations in the Lone Star State.



Dallas, Texas

Photo courtesy of  
Dallas Convention &  
Visitors Bureau

## DALLAS, TEXAS

A hub for U.S. trade with Mexico, Dallas stands at the confluence of four interstate highways and three rail lines. It also boasts three significant airports.

Several logistics initiatives are cranking up in the Dallas region. One is the Alliance Global Logistics Hub, which includes rail service via BNSF and UP, and easy access to the Alliance Airport. The Alliance Hub features an FTZ, the

FedEx Southwest Regional Sort Hub, and numerous 3PL facilities.

In southern Dallas County, a public-private partnership is developing the 234,000-acre International Inland Port of Dallas. The U.S. Maritime Administration, the City of Dallas, and the Port of Houston Authority have signed a Memorandum of Understanding to develop

**AIRPORTS:** Dallas Fort Worth International, Dallas Love Field, Fort Worth Alliance

**ROAD ACCESS:** I-20, I-30, I-35, I-45

**RAIL CARRIERS:** Burlington Northern Santa Fe, Kansas City Southern, Union Pacific

**WORKFORCE:** 3.2 million

**PER-CAPITA INCOME\*:** 21

**STATE BUSINESS TAX CLIMATE RANK:** 11

\*2007 STATE RANK

## NEIGHBOR TO THE SOUTH:

## MEXICO

Trade between the United States and Mexico amounted to approximately \$306 billion in 2009, according to the U.S. Census Bureau. Mexico's maquiladoras, which manufacture goods for re-export to the United States and elsewhere, keep transport humming at ports such as Manzanillo and Lázaro Cárdenas, and at border crossings including Ciudad Juárez and Nuevo Laredo. Much of that traffic serves the auto and electronics industries, which enjoy an abundance of skilled workers available at much lower costs than in the United States.

This year, Mexico's government described plans to enhance the nation's already extensive transportation infrastructure, hoping to transform the country into a major logistics hub for North America. Juan Francisco Molinar Horcasitas, head of the Secretariat of Communications and Transport, called on Mexico to invest in modernizing and expanding its ports, especially the Port of Lázaro Cárdenas. He also spoke of plans to invest in highway and railway improvement projects.

Another improvement in the works is a plan to develop Punta Colonet, a new seaport in Baja Mexico. The facility is designed to handle container traffic from Asia as an alternative to the crowded Los Angeles and Long Beach ports.

**PORTS:** Altamira, Ensenada, Lázaro Cárdenas, Manzanillo, Mazatlan, Tampico, Veracruz

**ROAD ACCESS:** 3,900 miles of expressways, including the Federal Highway System

**RAIL CARRIERS:** Ferrocarril Mexicano, Kansas City Southern de México

**WORKFORCE:** 47 million

**PER-CAPITA INCOME (2008):** U.S.\$14,400



## TOP 10 AIRPORTS:

1. Mexico City International
2. Cancun International
3. Mariano Escobedo-Monterrey
4. Toluca International
5. Guadalajara International
6. Acapulco International
7. Huatulco International
8. Queretaro Intercontinental
9. Cuernavaca National
10. Minatitlan National

the Dallas Agile Port System, a facility that will speed cargo processing from the Port of Houston through the Dallas facility.

Dallas also is striving to become an inland DC for the Ports of Los Angeles and Long Beach, and for the Ports of Lázaro Cárdenas, Manzanillo, Topolobampo, and Guayma in Mexico.

## EL PASO, TEXAS

In its list of “Top 10 Large Cities of the Future” for 2007-2008, *Foreign Direct Investments* magazine ranked El Paso number two, bested only by its sister across the Rio Grande, Ciudad Juarez. El Paso’s location on the border makes it a natural spot for trade with partners throughout Mexico.

More than 70 Fortune 500 companies operate in the El Paso/Juarez region, many of them maintaining facilities on both sides of the border. Five border crossings, 40 industrial parks, and a skilled, largely bilingual workforce are available to support these enterprises. The city is making a particular effort to attract companies in the defense, life sciences, alternative and renewable energy, automotive, and water technology

industries, as well as data centers, high-end white collar operations, and suppliers to the maquila industry.

Highway transportation via Interstate 10 gives El Paso quick access to West Coast and Gulf Coast ports, and a nearby connection to Interstate 25 links the city to New Mexico, Chicago, and Wyoming. Two Class I railroads offer service to Chicago, Los Angeles, San Francisco, New Orleans, Dallas, Austin, Midland, Kansas City, Denver, Salt Lake City, and Albuquerque.



El Paso, Texas



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## NORFOLK/ HAMPTON ROADS, VIRGINIA

Transportation infrastructure is a major draw in the 10 cities and five counties that make up the Hampton Roads region of Virginia. The Port of Virginia boasts an ice-free harbor with 50-foot-deep channels and the world's largest, fastest container cranes.

Twenty shipping lines provide service from three marine terminals operated by the Virginia Port Authority (VPA). The VPA is developing a fourth terminal and is currently expanding its Norfolk International Terminals facility. Hampton Roads also is home to APM Terminals, the first privately developed U.S. container terminal.

Rail also plays a big role in Hampton Roads. The region is home to Norfolk Southern, and it stands at one end of NS's "Heartland Corridor," a recently upgraded rail route designed to speed containerized freight between the East Coast and Chicago.

Among the companies maintaining DCs in Hampton Roads are Dollar Tree, Ferguson Enterprises, QVC, Sysco Food Services, Target, and Walmart.

Another attraction is Virginia's business climate. In 2009, Forbes.com ranked Virginia the "Best State for Business," and *U.S. News and World Report* named it one of the "Five Best Places to Start a Business."

**AIRPORT:** Norfolk International, Newport News/Williamsburg

**PORT:** Port of Virginia

**ROAD ACCESS:** I-64

**RAIL CARRIERS:** CSX, Norfolk Southern

**WORKFORCE:** 817,000

**PER-CAPITA INCOME\*:** 9

**STATE BUSINESS TAX CLIMATE RANK:** 15

\*2007 STATE RANK

## TAMPA/CENTRAL FLORIDA

Three airports, two ocean ports, a friendly tax climate, and sunshine have enticed medical device and microelectronics manufacturers, defense contractors, and many other industries to put down roots in the Tampa Bay area.

Tampa International Airport moved more than 175 million pounds of cargo in 2009; cargo service also is available at the Sarasota-Bradenton and St. Petersburg-Clearwater airports. The Port of Tampa is the largest in Florida, handling half the state's cargo. Port Manatee boasts more refrigerated dock space than any other port on the Gulf Coast.

Florida has no personal income tax, and the state gasoline tax is one of the lowest in the nation. Also, there is no sales or use tax on goods manufactured in the state for export outside its borders, or on inventory or goods in transit.

**AIRPORTS:** Tampa Int'l., Sarasota-Bradenton Int'l., St. Petersburg-Clearwater International

**PORTS:** Port of Tampa, Port Manatee

**ROAD ACCESS:** I-4, I-75

**RAIL CARRIERS:** CSX

**WORKFORCE:** 1.3 million

**PER-CAPITA INCOME (2007 STATE RANK):** 20

**STATE BUSINESS TAX CLIMATE RANK:** 5



Tampa International Airport

## LOUISIANA

Louisiana's rich logistics infrastructure is a boon to companies in the energy, petrochemicals, paper, forest products, and agricultural industries and in numerous manufacturing sectors. The state is home to four of the country's 15 largest ports by tonnage.

Their location in the middle of the Gulf Coast makes Louisiana's ports a prime spot for transporting cargo to and from regional and international markets. The state's six deepwater ports are connected to eight other coastal ports and 13 inland ports by 2,300 miles of inland waterways.

All six Class I railroads operate in the state, and six interstates provide access to water and rail facilities. Louisiana also is home to more than 3,000 warehousing companies.

Louisiana offers companies in the state a hand with workforce development through its FastStart program, which provides customized recruitment, screening, and training to companies in targeted industries that commit to creating new, permanent manufacturing or service jobs.

**AIRPORTS:** Louis Armstrong Int'l. (New Orleans), Alexandria Int'l., Baton Rouge Metropolitan, Lafayette Regional, Lake Charles Regional, Monroe Regional, Shreveport Regional

**DEEP DRAFT PORTS:** Ports of South Louisiana, New Orleans, St. Bernard, Plaquemines, Lake Charles

**ROAD ACCESS:** I-10, I-12, I-20, I-49, I-55, I-59

**RAIL CARRIERS:** BNSF, CSX, Grand Trunk, Kansas City Southern, Norfolk Southern, UP

**WORKFORCE:** 2 million

**PER-CAPITA INCOME\*:** 31

**STATE BUSINESS TAX CLIMATE RANK:** 35



## PIEDMONT TRIAD AREA, N.C. GREENSBORO, HIGH POINT, WINSTON-SALEM

Logistics and distribution are a big deal in the Piedmont Triad; one out of every 10 employees in the 12-county region works in that industry. Served by five interstate highways and two Class I railroads, the Triad stands within easy reach of both the East Coast and the Midwest.

More than 100 trucking companies serve the region. Among the many companies operating DCs in the Triad are Kmart, Polo Ralph Lauren, Dell, Procter & Gamble, UPS, and CEVA Logistics.

The Piedmont Triad Inland Terminal supports intermodal freight bound to and from East Coast ports such as Wilmington, Charleston, Norfolk, and Savannah. Carriers including FedEx, UPS, DHL, Tradewinds, and Mountain Air Cargo handled more than 178 million pounds of cargo at Piedmont Triad International Airport in 2009. FedEx recently completed a new hub at the airport.

Keeping an eye on the future, members of the Global Logistics Task Force, part of the Piedmont Triad Leadership Group, are working on a strategy to develop the Piedmont Triad Aerotropolis, further enhancing the region's capacity as an East Coast center for logistics and distribution.



The Port of Morehead City, N.C.

**AIRPORT:** Piedmont Triad International

**PORTS:** Port of Morehead City, Port of Wilmington

**ROAD ACCESS:** I-40, I-74, I-77, I-85

**RAIL CARRIERS:** CSX, Norfolk Southern

**WORKFORCE:** 597,000

**PER-CAPITA INCOME\*:** 36

**STATE BUSINESS TAX CLIMATE RANK:** 39

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**BRIGHT LIGHTS, BIG CITY:** Four interstate highways run through metropolitan Atlanta, making it a crossroads for the Southeastern region.

## A mild climate. Southern hospitality. The birthplace of Martin Luther King Jr. The 1996 Summer Olympics. The Home Depot, Delta Airlines, UPS, and Coca-Cola.

These are just some of the many things Georgia is known for, and that keep tourists and businesspeople flocking to the state each year. Georgia is also turning heads in the business world, thanks in part to its flourishing transportation, distribution, warehousing, and logistics sector. And why not? With the world's busiest airport, the nation's fourth-largest and fastest-growing container port, some of the best road conditions in the United States, and the most extensive railroad network in the Southeast, it is no surprise that Georgia has become a logistics hotspot.

"Georgia has it all," says Andy Smith, president and COO of Kenco Logistic Services, a third-party logistics provider (3PL) that operates two warehouse loca-

tions in Georgia. "The state is strategically located to large population areas, so shippers can maintain competitive costs."

### DEVOTED TO LOGISTICS

Georgia has designated logistics a strategic growth area for the state. To support this effort, the Georgia Department of Economic Development created the Georgia Center of Innovation for Logistics as a resource to help fuel logistics competitiveness. The Center helps attract and expand businesses within the logistics, transportation, and distribution sector, and also helps companies connect to industry leaders, logistics technology providers, and academic experts, explains Page Siplon, the Center's executive director.

"We help companies involved in logistics become more competitive and grow their businesses, whether they are already located in Georgia or they want to locate here," Siplon says.

The state possesses a variety of natural assets that make it a logistics leader. "One of Georgia's advantages is its geographic location at the crossroads of north-south and east-west travel in North America," Siplon explains. "We are within a two-hour plane ride, or a two-day truck trip, to deliver cargo to 80 percent of the U.S. market. We're also a national gateway for international cargo coming in through the deep-water ports of Savannah and Brunswick."

This location, coupled with Georgia's position in the rapidly growing Southeast U.S. consumer market, has gone a long way toward boosting the state's logistics competitiveness. But the state is not resting on its laurels – for example, the Center is working to examine how the overall logistics ecosystem, and all of its industry sectors, can increase competitiveness.

That question was the focal point of the Center's 2010 Georgia Logistics Summit, which took place in Atlanta in April 2010. The Summit drew more than 800 people from across the state's and region's business sectors to discuss the theme of "Fueling Logistics Competitiveness." This summit and the associated 2010 Georgia Logistics Report followed a framework the Center calls the "Five Factors of Logistics Competitiveness." These elements were identified as having the greatest influence on competitiveness in the logistics industry. They are: policy, infrastructure, operations, technology, and workforce.

Considering that Georgia's logistics users and providers employ roughly one million workers statewide, and the state's logistics sector generated sales of \$16.1 billion in 2009, it is easy to see the need to understand these five factors and keep logistics booming in the Peach State.

Photo: Georgia Department of Economic Development

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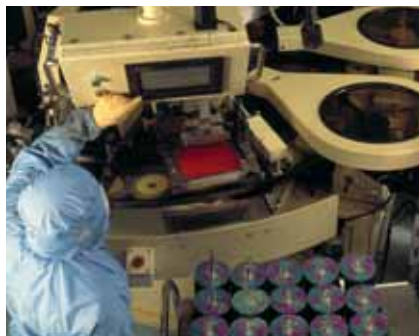
## 1 POLICY

Georgia has been working hard to craft an environment in which businesses can be innovative and competitive, and its pro-business culture is an oft-cited competitive advantage for the logistics sector. In April 2010, Georgia released its first state-wide strategic transportation plan, which outlines a business case for funding transportation priorities. A companion sub-plan focused exclusively on the freight and logistics industry is currently in the works.

“We asked, ‘What can the state do to be a better partner to private industry?’ and one of the many answers was creating a business plan focused directly on freight and logistics,” Siplon explains. “Now we are working to help make that happen.”

The state also provides favorable job tax credits – ranging from \$750 to \$4,000

per job created – to businesses in a variety of categories, including manufacturing and warehouse distribution. In addition, companies that show large increases in shipments out of Georgia’s ports are eligi-



**PARTNERS IN PROGRESS:** Georgia provides job tax credits to encourage manufacturing growth.

ble for an additional \$1,250 per job bonus as part of a port tax credit program. And, under Georgia’s local option “freeport” law, many counties can exempt up to 100 percent of inventory from property tax. Raw material, work-in-process, and finished goods inventory can all be exempted in these counties.

These tax laws have helped keep logistics and distribution activity strong in northwest Georgia, says Keith Barclift, project manager for the Northwest Georgia Joint Development Authority, an economic development group serving Dade, Walker, Catoosa, and Chattooga counties. “Dade, Walker, and Catoosa counties all have 100-percent inventory exemption, and Chattooga County is increasing to 100 percent over the next five years,” Barclift says.

Photo: Georgia Department of Economic Development

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That tax boost, coupled with the automotive production facility Volkswagen is building just across the Georgia border in Chattanooga, Tenn., has Barclift feeling optimistic about the region's logistics prospects. "We hope this area will become a draw for warehousing and DCs," he says.

Northwest Georgia boasts three interstate highways – I-59 and I-24, which connect in Dade County; and I-75, which crosses Catoosa County – plus the benefit of being "on the good side of traffic."

"We're south of Chattanooga, so businesses shipping goods from northwest Georgia to a large market such as Atlanta don't have to focus on getting out of the city at any particular time," Barclift explains.

## 2 INFRASTRUCTURE

With 21,200 miles of highways, used by more than one million trucks per week, and 5,000 miles of railroad track to deliver cargo valued at \$200 billion all over the country, it is no surprise that Georgia's infrastructure is one of its biggest selling points.

On the road, Georgia hosts Interstates 75, 85 and 20, which all run through Atlanta; as well as I-95, which is the major north-south route for the entire East Coast. The state also connects easily to I-10 to the south in Florida, and going north, to I-40 in Tennessee. And, it is home to six of the top 50 cargo carriers, including UPS.

Georgia also boasts the Southeast's largest rail network, with service provided by Norfolk-Southern and CSX; as well as Hartsfield-Jackson Atlanta International Airport, which is the world's busiest passenger airport and is a top-ranking airport in the country for airfreight volumes, handling more than 700,000 tons annually. The airport's total air cargo warehouse space measures two million square feet and includes a USDA-approved perishables complex and an adjoining 250-acre foreign trade zone (FTZ).

The state also houses 234 million cubic feet of refrigerated cargo storage space. "Our export market includes a lot of poultry and other refrigerated goods, so a significant volume of refrigerated cargo flows into and out of the state," explains Siplon. One Atlanta-

## Putting Logistics on the Map

Taking full advantage of its geographic location at the crossroads of north-south and east-west travel in North America, Georgia provides shippers easy access to a wealth of major interstates, rail networks, airports, and seaports. Abundant warehousing space rounds out the offerings, which add up to a convenient and efficient logistics sector.



**AIR TRANSIT.** Air freight can reach 80 percent of the U.S. market within two hours of leaving Atlanta.



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based company, AmeriCold, is the largest provider of temperature-controlled food distribution services in North America, according to the International Association of Refrigerated Warehouses (IARW). The firm, which maintains 10 different facilities throughout Georgia, operates 591 million cubic feet of warehouse space in North America. In fact, four of the IARW's top 10 businesses have multiple facilities in the state.

### THE IMPORTANCE OF THE PORTS

Georgia's ports provide another strong infrastructure asset, helping the state facilitate the growing global trade volume that now comes to the East Coast. The Georgia Ports Authority (GPA) operates the ports of Savannah, Brunswick, Bainbridge, and Columbus, which together handled more than 2.4 million TEUs in 2009 and contributed \$55.8 billion in revenue to the state.

The Port of Savannah currently ranks as the country's fourth-busiest container port and is a hub of activity for warehousing and distribution in Georgia. Seventy percent of the U.S. population, or 215 million consumers, are less than five days

from Savannah; more than 20 distribution centers are located within 100 miles of Savannah's Garden City Terminal, and more than 200 additional DCs lie within five hours of Savannah. "As a strategic gateway, virtually all of the fastest-growing U.S. population centers are effectively served via Savannah," says GPA Executive Director Curtis Foltz.

Savannah operates in an enviable environment, according to Stacy Watson, GPA's general manager of economic and industrial development.

"What separates Savannah from our competitors is the overwhelming number of port-dependent sites within close proximity of the terminal," Watson explains. "Beyond Savannah, Georgia as a whole has earned a reputation as a magnet for distribution center development. Communities and leadership across Georgia understand the economic impact of port-dependent investment and are extremely proactive in targeting this business."

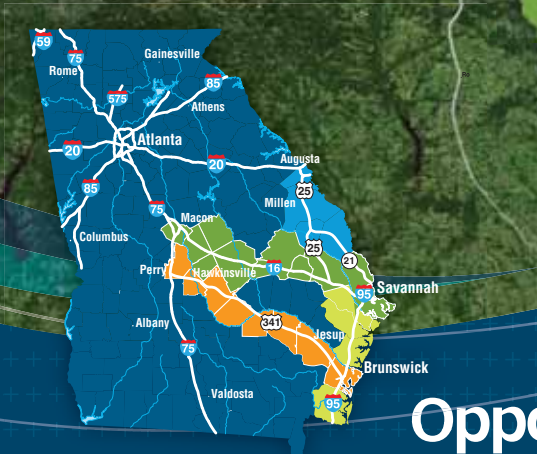
"The Port of Savannah's ability to expand infrastructure, increase freight velocity,



Air and Ocean Photos: Georgia Department of Economic Development

**MULTIMODAL ASSETS:** Warehousing and distribution operations such as NFI's facilities (*top right*) handle shipments moving through Georgia's ports at Brunswick and Savannah (*right*) and airports, such as Atlanta's Hartsfield-Jackson International (*above*).





- I-16 Corridor
- I-95 Corridor
- Savannah River Corridor
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decrease delivered cost, provide seamless market access, and offer a global carrier portfolio unmatched in the U.S. Southeast, has combined to place the port at the top of site selectors' lists," says Foltz.

The abundance of state-of-the-art distribution facilities at reasonable lease rates in close proximity to the port is a great lure

I-95; it also connects directly to I-16, the major artery west to Macon, where it intersects I-75 north to Atlanta, providing a junction with I-85 and I-20."

Savannah also offers plenty of available land for development and a well-trained workforce. "The area is home to a lot of skilled labor with forklift experience, and

the East Coast and is the site of Mercedes Benz's new 70,000-square-foot vehicle processing center. Some 15 different automakers, including Jaguar, Porsche, Kia, Volkswagen, Mercedes, and BMW, currently ship product into or out of the Port of Brunswick, says Nathan Sparks, executive director of the Brunswick and Glynn County Development Authority.

But the port is not the only asset the Glynn County area offers to companies in need of logistics and distribution efficiency. "We are a total modal community," explains Sparks. "In addition to the port, we have Brunswick Golden Isles Airport on the site of the former Glynnco Naval Air Station. And two Class I railroads – CSX and Norfolk Southern – and the shortline railroad RailLink offer service into the Port of Brunswick."

Glynn County is just three hours from Charleston, S.C., and Orlando, Fla., and only one hour from Savannah and the Port of Jacksonville in Florida.

"Because we are equidistant between two of the larger container ports on the East Coast, we are an obvious location for businesses that wish to have redundancy of service," Sparks explains. "If there were a natural disaster or some type of labor issue, businesses with distribution facilities here would have the option to utilize either port."

One place companies can take advantage of this flexibility is the Coastal Logistics Park at Tradewinds, a 687-acre property located off I-95 in Glynn County that is currently being developed by Lincoln Property Company. The site is zoned for distribution, light manufacturing and assembly, and warehouse facilities; offers 8,000 feet of frontage on I-95; and is part of Foreign Trade Zone 144, one of three FTZs in Georgia.

Sparks believes the FTZ benefits are key for attracting tenants to the build-to-suit location. "When companies are looking to cut costs in this challenging environment, the opportunity to defer customs duties when importing material to the United States is significant," he explains.



**TERMINAL VELOCITY:** Bulk, breakbulk, and RoRo cargo zips through the Port of Brunswick, thanks to its four terminals and vehicle processing facilities.

for retailers and manufacturers importing and exporting products through the Port of Savannah, says Pat Byrnes, a regional vice president for NFI, a New Jersey-based 3PL with four facilities in Georgia.

At its new 400,000-square-foot distribution center in Savannah, NFI offers services such as bulk storage for consumer products, paper, and mass merchant distributors. The Port Wentworth DC is among the newest in Savannah, and one of only a few facilities that boast rail access.

"We locate the right building and provide the 3PL functions – co-packing, warehousing, container unloading, cross-docking, and many others – for shippers that want to utilize the Port of Savannah," says Byrnes.

What drew NFI – which grossed more than \$810 million last year and employs some 5,500 people – to Savannah? "The infrastructure here is very good," Byrnes explains. "The port is only five miles from

labor costs are competitive," Byrnes notes.

NFI's customers also benefit from the ongoing improvements the port is making to its cranes, unloading facilities, and gantries. In addition, the state plans to deepen and widen the Savannah River in order to accommodate the post-Panamax ships that will be sailing to the East Coast once the Panama Canal expansion is complete in 2014, which bodes well for the port, its shippers, and 3PLs that service them.

"There is demand here, it will continue to increase, and we are in a good competitive position to meet that demand," Byrnes says.

#### BRUNSWICK'S BUSINESS BOOM

Specializing in bulk, breakbulk, and RoRo cargo, the Port of Brunswick is Georgia's second-largest port, comprising four terminals. The port ranks as the fourth-largest vehicle processing port on



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### 3 OPERATIONS

Logistics firms and businesses using logistics services must look closely at their operations to find ways to gain competitive advantage.

“Operational efficiency begins with how businesses compete on basic cost and rates, then sustain that with accessing new markets and customers, then being flexible and incorporating new technology and innovation into their operations,” says Siplon.

Helping Georgia’s logistics industry find ways to do that is part of the Center’s mission. “Whether it is new regulations or changing market climates, companies that understand the operational challenges and situations they have to deal with are going to be more competitive – both in the short and long term,” Siplon explains.

One major factor that impacts operational competitiveness is the cost of doing business – and in that category, Georgia

shines. “Land is reasonably priced, taxes are favorable, and incentives are abundant,” notes Siplon.

“When companies decide where to locate or expand their businesses, they look at all kinds of costs, and Georgia stacks up favorably, especially when it comes to power costs,” adds Joe Riley, manager of economic development for the Georgia Electric Membership Corporation (Georgia EMC), a trade association representing 42 private utility cooperatives throughout the state.

Georgia’s unique set-up for electrical service helps to keep power costs low for area businesses. “Georgia has three statewide electric utilities – the private cooperatives; an investor-owned utility; and 48 municipalities that supply electricity,” Riley explains. “And while we are competitors, we are also partners.”

The three utilities jointly own the state’s

transmission system as well as several power plants, which gives them all equal access and promotes healthy competition. “When you jointly own the transmission and some of the generation, it takes out costly duplication of services and infrastructure, and helps us all keep our costs lower,” Riley adds.

As a result, Georgia’s industrial costs are less than in many other parts of the country. The average cost per kilowatthour for Georgia’s industrial sector in January 2010 was 6.25 cents – less than the South Atlantic region’s average of 6.49, and much less than areas such as New England, which averaged 13.18, according to the U.S. Energy Information Administration.

“Power and energy costs in Georgia are very attractive, which helps reduce overall business costs and improve competitiveness,” Riley says.

### 4 TECHNOLOGY

Companies in Georgia – and across the globe – use technology to improve efficiency and service, reduce costs, and remain competitive. “For the logistics sector in our state to thrive, we must have a good understanding of, and good access to, technology, both off-the-shelf and off the academic lab bench,” Siplon notes.

That’s where companies such as RMI come in. “Having the right technology is key to maintaining control of logistics and transportation activities at any organization,” says Dan Vertachnik, executive vice president and CCO of RMI, an Atlanta-based technology company that offers a global, multimodal transportation management system called MTM.

Using MTM, supply chain managers get real-time visibility of cost measures and key performance indicators such as shipment velocity and transportation costs vs. costs of goods sold. RMI’s solution also provides warehouse management, order management, and financial settlements; and can help supply chain managers dynamically plan and re-optimize shipments in transit.

In the industries the company serves – which include chemicals, paper products, building materials, agriculture, and heavy manufacturing – the global visibility that RMI’s technology provides can be a make-or-break factor. “For companies that sell commodities in these industries, sales are usually determined by the cost of goods

sold and terms of delivery,” Vertachnik says. “Having global visibility, rail visibility, and greater cost visibility can give them access to customers and markets that may have limited them before.”

When it comes to serving the Georgia market, RMI’s technologies combine with the area’s logistics prowess to offer a one-two punch. “Our rail and industrial shipper customers in Georgia enjoy access to experienced talent, great universities, easy travel options, and proximity to the Southeast’s largest logistics hub,” says Vertachnik.



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## 5 WORKFORCE

“Georgia provides us with a well-skilled workforce at competitive wages,” says Andy Smith of Kenco Logistic Services. For Kenco and the nearly 11,000 other companies in the state’s logistics sector, access to skilled workers is a key benefit of locating in Georgia.

The state’s strong manufacturing base—in industries from food to paper products, plastics, automotive, and heavy equipment—means an ample supply of workers with warehousing and forklift experience.

In addition, Georgia is home to a robust number of logistics education programs. Offerings range from executive training to the statewide university and technical college system, which boasts more than 100 programs with logistics-related classes, certificates, and degrees. University highlights include Georgia Southern’s Ph.D. in logistics and Georgia Tech’s Industrial System Engineering program, which has held the nation’s top-ranked spot for many years.

“Over the past few years, the number of logistics education programs available has increased significantly,” Siplon explains.



**THE HALLS OF EDUCATION:** Georgia Southern University, located in Statesboro, recently created a Ph.D. program in logistics.

“It’s key to our workforce training strategy.”

This strong workforce has been one of the secrets to Kenco Logistic’s success. Sixty years after its founding, the company is one of the nation’s leading third-party logistics providers, operating more than 100 facilities and more than 25 million square feet of warehouse space in 31 states and

Canada. The Kenco family of companies also includes Kenco Transportation, Kenco Toyota-Lift, Kenco Management Services, and JDK Real Estate. Kenco also recently formed a joint venture with Schnellecke of America called Team 3 Logistics to offer logistics solutions to support automotive production in the Southeast.

The company currently maintains two warehouse locations in Georgia that total 1.8 million square feet of space. One facility is dedicated to a major appliance manufacturer, and the other is a multi-client facility that stores products for customers in the food and beverage, perfume, textile, and furniture industries.

In addition to its workforce, Kenco values its Georgia facilities for their strategic location. “Georgia is a large distribution market and is strategically positioned for Southeast distribution,” Smith says. “And its infrastructure supports all transportation modes.”

### A CAPITAL COMBO

This workforce-location combo has proven potent for another company, Capital Transportation Systems (CTS), a non-asset-based 3PL located just outside Atlanta in Kennesaw, Ga. The firm was founded in September 1997 and now employs 126 people. The company’s freight management



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services solutions include strategic sourcing applications; Web-based rating, bill of lading, order execution, and tracking software; freight audit and payment services; and Web-based management reporting and savings opportunity analysis.

Why does Georgia suit CTS? "This state offers us a diverse and highly skilled workforce and easy access to the rest of the United States," explains John Pas, president and CEO.

Those assets are helping CTS thrive. The company recently launched a full-service brokerage, SROD Express, which leverages equipment availability in the spot market for all transportation types. And this year CTS ramped up its service offering as a 4PL provider of technology with its *ShipRite* on-demand tool.

"Using our Web-based technology and aggregated buying power, CTS offers a robust, hands-free shipping and order execution service," Pas explains. "This service gives shippers a way to consolidate their shipment execution process and gain internal productivity."

### IT'S PLAIN AND SIMPLE

As home to 13 companies on last year's Fortune 500 list, including The Home Depot, Coca-Cola, Delta, and Newell Rubbermaid; a key distribution hub for big-name retailers such as Target and IKEA; and the headquarters for UPS, one of the supply chain sector's largest operators, Georgia is the place to be for logistics.

Why? It's plain and simple, says Siplon: "Georgia has one of the best stories to tell for both logistics providers and users alike. Just as you think of Silicon Valley for computer chips, Georgia is becoming the first thought for companies that rely on a first-class logistics ecosystem to grow their business. Georgia is fueling logistics competitiveness, and it shows." ■

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## Capital Transportation Solutions • [www.shipwithcts.com](http://www.shipwithcts.com)

Kennesaw, Ga.-based Capital Transportation Solutions (CTS) is a transportation consulting business that helps companies choose the most cost-efficient transportation provider, then writes contracts for them, and manages freight bill payment. CTS believes the decisions you make in moving your product are important to your business strategy, and wants to be a partner in your business by providing a competitive advantage for your company.

## Georgia Department of Economic Development • [www.georgia.org/logistics](http://www.georgia.org/logistics)

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## Georgia Electric Membership Corp. • [www.georgiaemc.com](http://www.georgiaemc.com)

Georgia Electric Membership Corp. (EMC) is a statewide trade association providing member-focused leadership and a unified voice through advocacy, education, and communication. The association enables Georgia's electric membership corporations to pool resources to gain strength and efficiency on issues common to EMCs. Georgia EMC's Community & Economic Development team offers a one-stop shop for free, confidential site selection assistance to corporate site seekers considering Georgia for new or expanding facilities.

## Georgia Ports Authority • [www.gaports.com](http://www.gaports.com)

The Georgia Ports Authority (GPA) includes the Port of Savannah, the Port of Brunswick, the Bainbridge Inland Barge Terminal, and the Columbus Inland Barge Terminal. Its home page offers history and background about the Ports Authority, a port directory, shipping directory, GPA statistics, maps, photos, and more.







## Georgia Railroad Association • [www.georgiarailroad.org](http://www.georgiarailroad.org)

The Georgia Railroad Association, Inc., is a member-driven association with 20 railroad companies and more than 30 associate members. GRA is a voluntary organization dedicated to delivering its industry message to public officials, participating in public debate of public policy issues affecting the industry, and providing information to state and public officials. Railroad companies in Georgia operate and maintain more than 4,920 miles of track and have invested more than \$200 million to maintain and upgrade infrastructure in the past two years. These railroads provide service to nearly 2,000 customers and, through active economic development programs, work with many state agencies to help bring businesses and jobs to Georgia.

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**SUMMARY:** The current economy has served as a reminder that there are no guarantees in business. Many companies are finding themselves struggling to stay afloat – and many are sinking. In better economic days, a company could survive with a moderate profit margin achieved through dedicated attention to its bottom line. Focusing on values increases performance levels, improves service, reduces employee variability, and supports sustainability.

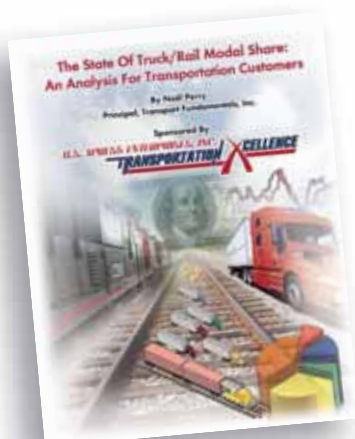
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**SUMMARY:** This whitepaper, written by Noël Perry, the principal for Transportation Fundamentals, Inc., and a 30-year veteran of both the rail and trucking industries, offers transport buyers an opportunity to look beyond marketing slogans and industry rhetoric and to examine in-depth the strengths of both truck and rail. Download this free whitepaper so you can study the facts on modal share and explore how each can complement the other and work within a more efficient, cost-effective, and greener supply chain.

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**SUMMARY:** Constantly finding new ways to optimize supply chain processes is a challenge facing all businesses today. Taking a close look at transportation and TMS is an important step toward driving measurable cost reductions. A robust, adaptable TMS helps ensure customer shipments leave your facility on time and on a path optimized with the lowest cost in mind. Ultimately, as you'll discover in this whitepaper, finding the right system and vendor will help you address your needs today and accommodate change quickly and cost-effectively tomorrow.





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**TITLE:** *10+2 Vital Facts about the Importer Security Filing*

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**SUMMARY:** With Importer Security Filing (ISF) regulations now in effect, importers are still struggling to understand where their responsibilities lay and how to comply while staying inside their budget. This eBook covers 12 vital facts that importers must be aware of to successfully comply with the ISF, including answers to frequently asked questions.

## ChemLogix

**TITLE:** *Must Chemical Companies Outsource Logistics to Save Money?*

**LENGTH:** 5 pages

**DOWNLOAD:** [www.chemlogix.com/c-3plus/thought-leadership](http://www.chemlogix.com/c-3plus/thought-leadership)

**SUMMARY:** As chemical companies look for ways to reduce logistics costs, many are increasingly considering outsourcing as a means to save money. Other organizations, however, are realizing equivalent and even greater freight savings by utilizing technology-based tools and professional services that leverage the expertise of their internal logistics professionals rather than replace them. Chemical shippers—and businesses in other industries—are already heavily invested in internal logistics expertise. Don't lose that expertise; leverage it by providing those individuals with the tools needed to drive cost reductions that go beyond freight rates and people cuts and provide continuous, not one-time, results. This whitepaper shows you how.

## 3PL Central

**TITLE:** *7 "Must-Have" WMS Features for Today's 3PL*

**LENGTH:** 5 pages

**DOWNLOAD:** [www.3plcentral.com/7musthave](http://www.3plcentral.com/7musthave)

**SUMMARY:** Running a 3PL warehouse has very unique requirements—and ensuring your Warehouse Manager System (WMS) supports this demanding multi-customer, multi-user environment is crucial. *7 "Must-Have" WMS Features for Today's 3PL* details the key elements of a 3PL-focused WMS. Learn about the special features that will help you run your operation more efficiently and profitably.



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- Forklifts, clamps, & slip sheets
- Offsite office & leasing space
- Record/ Document storage
- Computerized Inventory Services (FIFO LIFO)
- Bar Coding & Scanning Systems
- Palletizing & Stretch Wrap/ Pallet Re-Configuration/ Pallet Inversion
- Logistics Strategic Planning/ Freights
- Full logistics services: forwarding, drayage, LTL, intermodal, rail (BNSF/UP)
- Cross-Docking/ Over Axle Weight & Shift Loads
- Fulfillment Projects/Lumper & Assembling services



Outside Storage



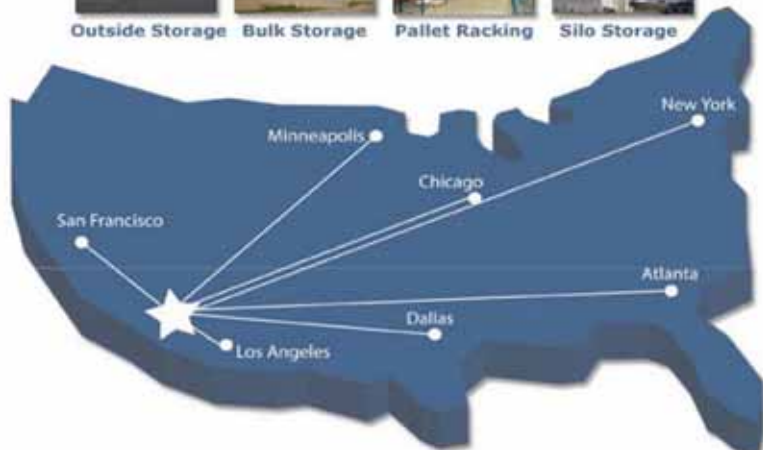
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Pallet Racking



Silo Storage



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### OCEAN

#### Wallenius Wilhelmsen Logistics (WWL)

Enhancements to WWL's North America-Middle East ocean service include increasing sailing frequency from North America to the Middle East from one voyage per month to two or three per month. The service vessels can accommodate high and heavy as well as breakbulk cargo and boats, in addition to cars. The addition of direct calls to ports in Umm Qasr, Iraq, and Karachi, Pakistan, enhance the service's current stops in Beirut, Lebanon; Aqaba, Jordan; Jeddah and Dammam, Saudi Arabia; Jebel Ali, United Arab Emirates; and Kuwait.

[www.2wgloba.com](http://www.2wgloba.com)

201-307-1300

### PRINTING SOLUTIONS

#### SATO

The CG series compact, multi-purpose desktop printers are suitable for on-demand, low- to mid-range volume label printing applications. The printers are available in 203- and 305-dpi print resolutions and feature updated linear and two-dimensional bar-code formats.

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

704-644-1650

### 3PLs

#### Choice Logistics

More than 100 new strategic stocking location sites opened throughout Europe and the Middle East. In addition, Choice has the capacity to activate an additional 200 markets as needed. The expansion complements efforts to broaden service and support to shippers throughout the region.

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

800-861-6900



#### ▲ Materials Handling: Hyster

The new E30-40HSD2 series of three-wheel electric stand-up lift trucks delivers capacities of 3,000 to 4,000 pounds, making them suitable for a variety of materials handling operations. The series' three-wheel configuration provides a tighter turning radius than four-wheel trucks. This maneuverability makes stacking in limited space and congested loading bays easier.

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

800-HYSTER-1

#### Kerry Logistics

A new 97,000-square-foot facility in Danang, scheduled for completion in the second half of 2010, will provide logistics and distribution service in Central Vietnam, complementing Kerry Logistics' existing facilities in Ho Chi Minh City and Hanoi.

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

424-218-3010

#### Navarre Distribution Services

Located in the greater Toronto area, Navarre's new Canadian logistics and distribution facility offers North American shippers complete inventory and returns management, fulfillment, shipping, and third-party logistics services.

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

763-535-8333

◀ CONTINUED FROM PAGE 115

### RWI Transportation

Handling both dry and refrigerated cargo, a new Denver office provides truckload, LTL, expedited, and warehousing services to the western United States.

[www.rwitrans.com](http://www.rwitrans.com) 800-669-6765

### Trinity Transport

A newly launched division, Trinity Customized Logistics, serves shippers' freight management needs using customized support and Web-based transportation management software.

[www.trinitycustomized.com](http://www.trinitycustomized.com) 800-846-3400

### ATC Logistics & Electronics (ATCLE)

A new FTZ service streamlines electronics equipment and component importing and exporting. Import duties are not applied until items are removed from the FTZ and remain in the United States for ultimate



### ▲ Materials Handling: Paylode

Reusable plastic Bulkhead Spacers reduce freight damage by filling the void in the nose end of trailers or containers to properly balance axle weight. In addition, when used in both ends of intermodal containers, they better brace the load to eliminate longitudinal shifting and load damage. Engineered to withstand 20,000 pounds of force, Bulkhead Spacers are CFR 49-compliant and have passed the Association of American Railroads' impact tests.

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

877-421-2914

distribution, and no fees or business property taxes apply to exports. Within the FTZ, ATCLE provides logistics, kitting, and packaging services to help shippers avoid customs penalties for mismarked products.

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

800-466-4202

### PARTNERSHIPS

#### Freight Watchers Inc. and UniGroup Worldwide

Transportation company UniGroup Worldwide signed an agreement with Freight Watchers Inc., an advanced freight management system, allowing Freight Watchers to negotiate low rates on behalf of UniGroup Worldwide's subsidiaries' brokerage operations.

[www.freightwatchers.net](http://www.freightwatchers.net) 877-729-2026

[www.unigroupworldwide.com](http://www.unigroupworldwide.com) 800-374-9635

#### TNT and Con-way Freight

TNT and Con-way Freight announced a new export service as an expansion of their existing relationship. The intercontinental accelerated service features a day-definite, road/air/road United States-to-Europe solution for heavy freight shipments. The new offering complements the intercontinental import service the two

companies launched in April 2009 as part of their commercial alliance.

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

800-558-5555

[www.con-way.com/freight](http://www.con-way.com/freight)

800-755-2728

#### Hyundai Intermodal Inc. and CSX Intermodal

Hyundai Intermodal Inc., a wholly owned subsidiary of Hyundai Merchant Marine, has partnered with CSX Intermodal to provide competitive service to all major East Coast ports and key intermodal markets.

[www.hmm.co.kr](http://www.hmm.co.kr)

877-7-HYUNDAI

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


800-288-8620

### WIRELESS PCS Software

Two iPhone applications target specific trucking industry needs. *iLoadFinder* reads the iPhone's GPS location and retrieves available loads within a driver-specified radius. The driver can then touch the screen to either phone or email the shipper. Thousands of loads post daily and updates occur every five minutes. *iBOL* frees drivers from handling bill of lading documents, allowing them to collect consignee signatures on their iPhones. *iBOL* emails a signed receipt image file to

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[www.yardview.com](http://www.yardview.com)  
[info@yardview.com](mailto:info@yardview.com)





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[www.inboundlogistics.com/3pl](http://www.inboundlogistics.com/3pl)



◀ CONTINUED FROM PAGE 116

the driver so it can be printed or included with the company's electronic billing.

**www.pcssoft.com** **281-419-9500**

### UPS

Developed exclusively for use on Android, the UPS Mobile app enables Android users to track shipments, create shipments using the My UPS address book, calculate shipping rates and time in transit, and find the nearest UPS location. Similar apps already exist for iPhone and BlackBerry.

**www.ups.com** **800-PICK-UPS**

### WEB

#### Dematic

An online parts purchasing Web site allows customers to buy parts and controls from Dematic and other original equipment manufacturers for package and pallet conveyors, diverters, sorters, pick-to-light, voice devices, AS/RS, and other automated system technologies. Typical parts offered include motors,

rollers, load sensors, scanners, drive controllers, and timing belts. A Quick Links tool directs users to frequently requested items, Quick Order allows immediate order entry, and Order History gives users access to their parts-ordering history to check previous parts usage, quantities, dates, and part numbers.

**www.dematicparts.com** **800-530-9153**

### SOFTWARE

#### Telogis

Telogis *Route*, a Software as a Service solution for multi-vehicle optimization and planning, combines routing and scheduling capabilities from Telogis products into a single offering and incorporates relevant constraints and cost factors to optimize fleet schedules. Business rules such as delivery windows, driver skill set, and specialty vehicle equipment are modeled along with costing factors such as fuel economy, driver rate, and job revenue to calculate optimal schedules.

**www.telogis.com** **866-TELOGIS**

### HARDWARE

#### Reddwerks Corporation

Generation 3 pick-to-light hardware includes a variety of usability, performance, and durability enhancements. The devices are two to three times brighter, using the same or less power than earlier releases. Updated power conditioning circuitry protects the devices from external threats such as static discharge, brown power, and other common power issues.

**www.reddwerks.com** **512-257-3031**

### TRUCKING

#### Averitt Express

Averitt Express improved service in 14,000 lanes to provide faster transit times. About 86 million pounds of freight moving throughout Averitt's network now receive less handling, allowing the carrier to deliver better service. In addition, network reengineering is expected to reduce the company's total operating miles by 576,000 annually, leading to the conservation of approximately 100,000 gallons of diesel fuel.

**www.averittexpress.com** **800-AVERITT**

#### Estes

Reengineering its freight routing network, including the conversion of its Des Moines, Iowa, terminal into a hub, helped Estes improve operational efficiencies and reduce transit times. The carrier reduced standard transit times in its less-than-truckload network by a full day from 15 terminals in the upper Midwest to 47,491 destinations in the United States.

**www.estes-express.com** **800-645-3953**

### MATERIALS HANDLING

#### Crown

The SP 3500 Four-Point series stockpicker handles non-standard loads at heights exceeding 30 feet. The stockpicker provides stability by holding the load on four wheels instead of three.

**www.crown.com** **419-629-2311**



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**CVS Pharmacy**

**Marshalls**

**Meijer**

**AmericourceBergen**

**Ulta Beauty Supply**

**Brooks**

**Tropical Vendors**

**TBC**

### 3PLs



#### Nexus • [www.nexusdistribution.com](http://www.nexusdistribution.com)

The most demanding customers will find solutions that meet their needs with Nexus Distribution, a third-party logistics provider specializing in full-service, client-specific solutions. Nexus' dedication to teamwork, technological advancement, and customer satisfaction – combined with a collaborative effort among its people, technology, and location – has made the company a trusted provider of third-party logistics worldwide for more than 25 years. Details are available on the Web site.

#### Port Jersey Logistics • [www.portjersey.com](http://www.portjersey.com)

For more than 50 years, Port Jersey Logistics has been the number one choice for transportation, warehousing, and distribution on the East Coast. Port Jersey operates modern, state-of-the-art warehousing space, as well as in-house trucking and logistics services. Along with our wide array of value-added services and first-class customer service team, Port Jersey Logistics is your one-stop shop for all of your supply chain needs.



#### SRC Logistics, Inc. • [www.encore-inc.com](http://www.encore-inc.com)

SRC Logistics, Inc. is the premier provider of third-party logistics services in Southwest Missouri. Our service offering includes public warehousing, contract warehousing, fulfillment services, distribution, reverse logistics, and custom software services to manufacturers, distributors, and retailers in a variety of industries. As a subsidiary of Springfield Remanufacturing Corporation, SRC Logistics is an employee-owned company.

### CONSULTANTS

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

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





## IN THIS SECTION:

## DC Mgmt. – Economic Development

### DISTRIBUTION CENTER MANAGEMENT



#### TLC-Total Logistic Control

[www.totallogistic.com/services/warehousing-distribution](http://www.totallogistic.com/services/warehousing-distribution)

TLC has been recognized as one of the best distribution center (DCs) operators in the entire industry since 1998. When it comes to upstream/downstream experience, fulfillment centers, national DC networks, ambient and temperature-controlled DCs, fully automated DCs, or multi-customer environments, we operate superior quality centers. Whether you have a greenfield startup or an existing facility conversion, we can help.

### ECONOMIC DEVELOPMENT

#### Ameren Corporation • [www.ameren.com](http://www.ameren.com)

St. Louis-based Ameren Corporation is a Fortune 500 company dedicated to generating electricity, delivering electricity, and distributing natural gas to 3.2 million customers throughout Illinois, mid-Missouri, and the St. Louis metropolitan area. Ameren's professional development team serves as a complete source for business assistance services. For more information, visit Ameren's Web site: [www.ameren.com](http://www.ameren.com).



#### Hoosier Energy • [www.hepn.com](http://www.hepn.com)

Hoosier Energy is a generation and transmission cooperative providing electric power to 17 member electric distribution cooperatives in central and southern Indiana and one member cooperative in Illinois. Based in Bloomington, Ind., Hoosier Energy operates coal, natural gas, and renewable energy power plants and delivers power through a 1,450-mile transmission network. Hoosier Energy is a Touchstone Energy Cooperative, one member of a nationwide alliance of electric co-ops providing high standards of service according to four core values: integrity, accountability, innovation, and commitment to community.



#### Virginia Economic Development Partnership • [www.yesvirginia.org](http://www.yesvirginia.org)

Only a few locations can guarantee the right combination of resources that are crucial to your business's success. Virginia is one of them, offering a unique combination of assets that have encouraged businesses to prosper here for nearly 400 years. Virginia also provides one of the country's most advanced, online site selection search tools – VirginiaScan. VirginiaScan allows you to search for the best location for your business based on workforce needs, sites and buildings specifications, and business locations. Log on today.



### EDUCATION



**University of Florida • [www.warrington.ufl.edu/isom/cscm](http://www.warrington.ufl.edu/isom/cscm)**

The primary mission of the Center for Supply Chain Management at the University of Florida (UF) is to bring together executives, UF faculty, and students in order to pursue excellence in SCM practice, education, and research. The major focus of this center is to deliver an online Professional Master of Science degree with a concentration in SCM; collaborate with a set of industry partners to develop an internship program for UF students interested in SCM; and identify issues of practical relevance in SCM that can be addressed through innovative research.

### FREIGHT PAYMENT/AUDIT SERVICES

**CT Logistics • [www.ctlogistics.com](http://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.



### FULFILLMENT

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

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



### LOGISTICS IT

**Magaya Logistics Software Solutions Inc. • [www.magaya.com](http://www.magaya.com)**

Magaya's software solutions cover the complete logistics process within the supply chain – from placing sales orders to delivering the merchandise at the final consignee. During this process, customers can follow their orders' status online using Magaya's tracking tools. Designed for the global marketplace, Magaya's multi-currency, multi-language solutions automate your entire organization and provide award-winning communication features.





## IN THIS SECTION:

## Logistics IT – Materials Handling



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

New Breed provides application hosting and information services that power supply chain networks. Our Internet-based solutions enable our clients to integrate operating facilities, Web sites, customers, suppliers, carriers, and existing systems to streamline and optimize their network. Collaborating with the best technology providers in the world, we offer application-hosting services utilizing a configurable, pre-integrated technology infrastructure that supports supply chain networks from end to end.

### RMI • [www.rmiondemand.com](http://www.rmiondemand.com)

RMI is a leading independent provider of Transportation Management Software for carriers and shippers. Founded in 1979, RMI is recognized as the most successful Software as a Service (SaaS) provider in the transportation industry, with an in-depth knowledge of rail operations, intermodal terminal operating systems, and multi-modal transportation management.

RMI's software is used to manage rail and intermodal operations, signal and communications maintenance, and end-to-end multi-modal planning and execution for shippers and 3PLs. RMI is a portfolio company of The Carlyle Group and is based in Atlanta.



### TMW Systems Inc. • [www.tmwsystems.com](http://www.tmwsystems.com)

TMS solutions from the company that drives ground transportation in North America. Extensible, enterprise-ready software for companies that manage or provide transportation services—from shippers and logistics service providers to private and dedicated fleets to bulk carriers, LTLs, truckload carriers and pure, non-asset-based freight brokerage. It's not dispatch software, it's Enterprise Transportation Software, from TMW Systems.

## MATERIALS HANDLING

### Dematic • [www.dematic.com](http://www.dematic.com)

Dematic strives to create benefit you can see—from shorter throughput times to greater service to lower capital lockup in warehouses and distribution centers. That's why "Creating Logistics Results" is our motto. Dematic fulfills this motto through a lean structure that is close to the customer. Dematic's worldwide business is managed by independent regional units that react quickly to your needs, with simultaneous access to our interdisciplinary know-how about integrated solutions, logistics IT, and service. Additional manufacturing sites in Australia and China substantiate the fact that wherever you are, we are.





### PALLETS



#### iGPS • www.igps.net

iGPS is revolutionizing the world's supply chain by providing manufacturers, suppliers, and shippers of unitized loads with the world's first pallet rental service offering all-plastic pallets with embedded RFID tags. Manufactured to exacting standards, iGPS's pallets are edge-rackable, lightweight, extremely durable, consistent in size, hygienic, and – thanks to embedded RFID tags – fully traceable. Find out more by visiting the Web site.

### RAPID RESPONSE LOGISTICS

#### New Breed • www.newbreed.com

New Breed service parts management solution enables rapid delivery of critical parts. We have been managing large, complex service parts management solutions since 1980. We have the existing parts depot network, processes, and systems to quickly implement cost-saving solutions. New Breed provides service parts management in the medical equipment, electronics, and aerospace industries.



### REVERSE LOGISTICS

#### New Breed • www.newbreed.com

Reverse logistics is a complex, often overlooked, function that can eat into company profits in a hurry. New Breed drives reverse logistics efficiency through proven process disciplines and information systems that automate the disposition of returned goods. New Breed excels at reverse logistics processes that involve inspection, repair, and remanufacturing. Experience includes B2B and consumer returns. Clients of New Breed reverse logistics services and repair and refurbishment services include Boeing, Verizon Wireless, Siemens Medical Solutions, Avaya, and Sony Electronics.



### SITE SELECTION

#### Intramerica Real Estate Group • www.intramerica.com.mx

Intramerica Real Estate Group, a wholly-owned subsidiary of GE Commercial Finance Real Estate and leading real estate investor in Mexico, provides strategic locations and excellent working environments in Mexico for more than 200 blue-chip tenants. By leveraging a long-standing partnership with one of Mexico's leading park management and construction firms, Intramerica is ideally positioned to offer the best alternative to manufacturing and logistics businesses looking to establish or expand operations in Mexico. Member of NASCO.



## IN THIS SECTION:

## SC Mgmt./Optimization – Trucking

### SUPPLY CHAIN MGMT./OPTIMIZATION



**New Breed • www.newbreed.com**

In logistics management, simpler is usually better. Fewer, more automated steps cut time and costs out of your supply chain. But getting to simple takes work. Our experienced professionals work closely with your team to understand your process flows—either across the supply chain or within specific operations—using the most sophisticated analysis tools available, including the full i2™ and Logility™ suites.

### TMS

**MercuryGate International • www.mercurygate.com**

MercuryGate International's mission is to create transportation management system (TMS) solutions that are the perfect marriage of new technology and real-world dynamics. MercuryGate believes in speed to market, speed to implement, and speed to integrate. Its commitment is to deliver a system to support your transportation management needs—a solution for today and tomorrow! Come see the future. Request an online demo now.



### TRANSPORTATION MGMT/FREIGHT MGMT



**New Breed • www.newbreed.com**

To meet today's challenges in transportation management, New Breed has invested in world-class technologies and intellectual resources to offer unsurpassed performance levels. Our job is more than optimizing your transportation service levels, our job is helping you outpace your competitors.

### TRUCKING

**Bulk Connection Inc. • www.bulkconnection.com**

Bulk Connection Inc. (BCI) specializes in providing transportation services for liquid/dry bulk, truckload, and LTL shippers nationwide. Recognizing the transportation needs of its customers, BCI has also established strategic alliances with airfreight, intermodal, and international freight organizations. Through its network of carrier partners, BCI has used its ability to mobilize and coordinate large volumes of equipment in emergency situations to help customers get the job done on time and in budget.







**Ryder • www.ryderscs.com**

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



**U.S. Xpress • www.usxpress.com**

U.S. Xpress/U.S. Xpress Enterprises Inc. is a service leader in the transportation industry, providing customized transportation and information services that position the company as a preferred provider to a diversified group of high-quality customers. Services include time-definite and regional truckload services and expedited truckload service comparable to second-day and deferred airfreight services at much lower cost. Check out the Web site for freight tracking, load tendering, and electronic data exchange information.



### TRUCKING-HEAVY SPECIALIZED



**Sammons Trucking • www.sammonstrucking.com**

Sammons Trucking is a publicly held flatbed/specialized trucking company owned by UTI Worldwide, a \$3.2-billion 3PL firm operating in the United States with services to/from Canada and Mexico. Since the mid-1950s, shipper/clients have received our benefit of on-time service with a dependable fleet. Sammons Trucking specializes in open equipment from one- to 150,000-pound shipments, plant/construction machinery, building products and steel, as well as project management and import/export through various company terminals located at many U.S. ports.

### WAREHOUSING



**ADS Logistic Services • www.adslp.com**

ADS is an award-winning, full-service 3PL provider offering public and contract warehousing, distribution, and fulfillment services designed to move your product with maximum speed, accuracy, and cost efficiency. ADS proudly received *Inbound Logistics*' prestigious Top 100 3PL Providers award for many years. With more than 15 years of experience, ADS has the cutting-edge technology, extreme cost containment strategies, and high level of expertise required to solve any logistics challenge. Visit [www.adslp.com](http://www.adslp.com) or contact Bruce Mantz at [sales@adslp.com](mailto:sales@adslp.com).





## IN THIS SECTION:

## Warehousing



### Bilkays Express Co. & Distribution Warehouse • [www.bilkays.com](http://www.bilkays.com)

In today's world, modern equipment is needed to handle the warehousing needs of the vast variety of businesses in the Northeast. So, Bilkays has all the systems and equipment you would expect to provide warehousing for whatever your needs may be. And you can be sure our specialized RF Management System and equipment can handle the toughest jobs. Our services include contract warehousing, custom packaging, customer pickup, dedicated contract service, EDI, innovative pricing, logistics, and much more. Find out more by visiting our Web site.

### Branch Warehouse Corporation • [www.branchwarehouse.com](http://www.branchwarehouse.com)

Let Branch Warehouse custom-design a specific storage and logistics plan for your company like it has for customers such as Pepsi, Clorox, and Dollar Tree Stores. With three facilities totaling more than 700,000 square feet of secure storage; truck and rail facilities; and a proprietary computerized warehouse inventory and shipping system, Branch Warehouse excels at serving individual customer requirements, maintaining product quality, and meeting shipping schedules.



### Greatwide Logistics Services [www.greatwide.com/English/Pages/Warehousing.aspx](http://www.greatwide.com/English/Pages/Warehousing.aspx)

Greatwide has the people, processes and technology to make freight transportation more efficient and cost-effective. Greatwide offers customers an integrated service platform including dedicated, irregular route truckload, full-service truckload brokerage, warehouse-based logistics, and managed transportation services.

### Jacobson Companies • [www.jacobsonco.com](http://www.jacobsonco.com)

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





### Kenco Group • [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.



### Lynden • [www.lynden.com](http://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.



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

New Breed offers a complete distribution solution that integrates warehousing and transportation management, as well as value-added services such as sub-assembly and repackaging. Distribution Center Management—nationwide network of facilities to accommodate retail or direct-to-consumer distribution. Dedicated and multi-client facilities. Real-time Web access to inventory and order status. Full-featured WMS. Value-Added Services—kitting, sub-assembly, labeling, POP display assembly, price ticketing, repackaging, and other custom services. Transportation Management—network design and optimization, carrier selection, price negotiation and management, load tendering, shipment status and tracking, and freight audit and payment.



### Saddle Creek Corp. • [www.saddlecrk.com](http://www.saddlecrk.com)

Saddle Creek Corporation is a nationwide third-party logistics company providing integrated logistics services—dedicated and shared warehousing, transportation, and contract packaging. Our turnkey logistics solutions can help you increase supply chain efficiency, streamline business, and manage costs.





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### SEREC of California • www.serec.com

SEREC of California provides an exceptional array of fulfillment, retail compliance, import distribution, and warehousing services, thanks to our state-of-the-art facilities. But we're more than just a warehouse or fulfillment center. We partner with clients to help them maximize their customers' satisfaction. If your customers are happy, we're happy. Our customer relationships have always been—and always will be—our top priority. And while technology takes a predominate focus in regards to how we can accomplish what we do, our main focus has been the same for 40 years: To do our very best for every client, through honest and straightforward dealings, and good old-fashioned hard work.

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Shippers Warehouse is a well-established regional provider with strong knowledge and insight into the economic and political infrastructure of the Dallas/Fort Worth region. All the facilities operated in the Dallas/Fort Worth metroplex are food grade, and consistently rated excellent and superior by AIB. Let Shippers Warehouse help you match your requirements to the appropriate location, whether it be a new facility, an existing facility, or additional space that can be leased in the area. Details are available on the Web site.



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**June 14-15, 2010, Fundamentals of Supply Chain Management, Lombard, Ill.**

Sponsored by the Council of Supply Chain Management Professionals, this workshop examines key supply chain concepts, such as procurement, warehousing, information systems, and reverse logistics. Attendees learn time- and money-saving techniques from supply chain veterans, participate in group discussions about real-life scenarios, and network with professionals from other trades and industries.

**630-574-0989**  
[www.cscmp.org](http://www.cscmp.org)

**June 14-16, 2010, Interlog Summer, San Diego, Calif.**

Attendees at this service parts supply chain and reverse logistics conference, hosted by Worldwide Business Research, learn to optimize global service parts logistics operations; benchmark against peers and competitors to identify strengths and weaknesses, and gain upper management support for supply chain change initiatives; develop revenue-generating aftermarket opportunities; and achieve high customer satisfaction levels.

**646-200-7530**  
[www.interlogsummer.com](http://www.interlogsummer.com)

**June 22-24, 2010, Vested Outsourcing, Knoxville, Tenn.**

This class, at the University of Tennessee's Center for Executive Education, explores the differences between traditional outsourcing and performance-based approaches; explains how companies have adopted performance-based outsourcing to get better results from suppliers; and provides experience linking desired outcomes to performance work statements.

**865-974-5001**  
<http://vo.utk.edu>

**June 23-25, 2010, Fwd: Momentum, Palm Beach, Fla.**

At the SMC<sup>3</sup> 2010 Summer Conference, attendees discover new ways

to create operational efficiency; interface with peers at networking and social events; learn from panel presentations and supply chain management, process innovation, and technology implementation success stories; pose questions to expert speakers during numerous audience Q&A sessions; and get solid economic projections for business decisions and planning in the second half of 2010 and into 2011.

**800-845-8090**  
[www.smc3conference.com](http://www.smc3conference.com)

**July 8, 2010, Reverse Logistics Association Seminar, Salt Lake City, Utah.**

This event includes presentations on service level agreements and effective returns management; a keynote speech by Doug Pratt, global logistics manager at Iomega; and a returns and distribution facility tour.

**801-331-8949**  
[www.rltshows.com](http://www.rltshows.com)

**July 26-28, 2010, Performance-Based Logistics, Arlington, Va.**

This leading military logistics conference, suitable for both logistics-focused military personnel and military equipment manufacturers, provides an understanding of performance-based logistics and offers insights on next-generation

lifecycle product support assessment and implementation.

**888-482-6012**  
[www.wbresearch.com/pblusa](http://www.wbresearch.com/pblusa)

**September 13-17, 2010, Achieving Supply Chain Transformation, State College, Pa.**

Participants in this program at Penn State's Smeal College of Business learn how best-in-class companies adapt their supply chains to improve their competitive position and shareholder value. Discover how to optimize three critical metrics – profit margin, cash-to-cash cycle time, and customer response time – while identifying supply chain capabilities to take advantage of.

**814-865-3435**  
[www.smeal.psu.edu](http://www.smeal.psu.edu)

**October 13-15, 2010, Supply Chain Council Executive Summit, Houston, Texas.**

Topics covered at this event include lessons learned from the recent economic downturn, flu pandemic, and natural disasters; new strategies for improving efficiency and responsiveness; methods for keeping up with rapidly evolving technology; and the impact of sustainability on supply chains.

**202-962-0440**  
[www.scc-execsummit.org](http://www.scc-execsummit.org)

### WEBINARS



**Hazardous Materials**

**June 17, 2010**  
**10:30 a.m. – 5 p.m. EST**

*Mandatory rules and documentation for shipping hazmat by air. Presented by Lion Technology.*  
[www.lion.com](http://www.lion.com)

**Trade Compliance**

**June 21, 2010**

**2 p.m. – 3 p.m. EST**

*Compliance and global security best practices overview for senior managers. Presented by The World Academy.*

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

**Forklift Regulations**

**June 23, 2010**

**1 p.m. – 2 p.m. EST**

*An overview of OSHA's forklift requirements and answers to frequently asked questions. Presented by J. J. Keller.*

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# Need a Warehouse? Have a New Logistics Project?

## Inbound Logistics Can Help!

The screenshot shows the 'warehousing rfp' form on the Inbound Logistics website. The form is titled 'warehousing rfp' and includes a description of the service. It contains several sections: 'YOUR INFORMATION' with fields for Name, Title, Company, Address, City, State, Zip, Phone, FAX, and E-mail; 'DESCRIBE YOUR WAREHOUSING CHALLENGE' with a text area; and 'SELECT COMPANIES' with a list of logistics providers and checkboxes. A 'SEND TO ALL' checkbox is also present. The form ends with a 'Submit RFP' button.

**warehousing rfp**

**What is the Warehousing RFP?** It's your direct pipeline to solutions for your warehousing needs. It's your opportunity to have logistics experts look at your specific warehousing challenges and logistics network needs, and give you free, no-obligation advice, solutions, and information specific to your request.

Choosing the best warehouse for your project can be an time consuming. But if you use this Warehousing RFP! This free service from Inbound Logistics will simplify the task of creating a database of likely partners, building your knowledge base, and preparing your Warehousing Request for Proposal list.

These companies listed below have agreed to respond to your request for in-depth information and follow-up. Your request is totally confidential.

Ask your questions, you'll get answers.

**YOUR INFORMATION**

\* Address required fields

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\* Company:

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**DESCRIBE YOUR WAREHOUSING CHALLENGE:**

**SELECT COMPANIES:**

To make the request to all companies, just check the "SEND TO ALL" box at the bottom of the list.

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☐ **SEND TO ALL** (do not check any other boxes if sending to all)

Click here to complete. Thank you.

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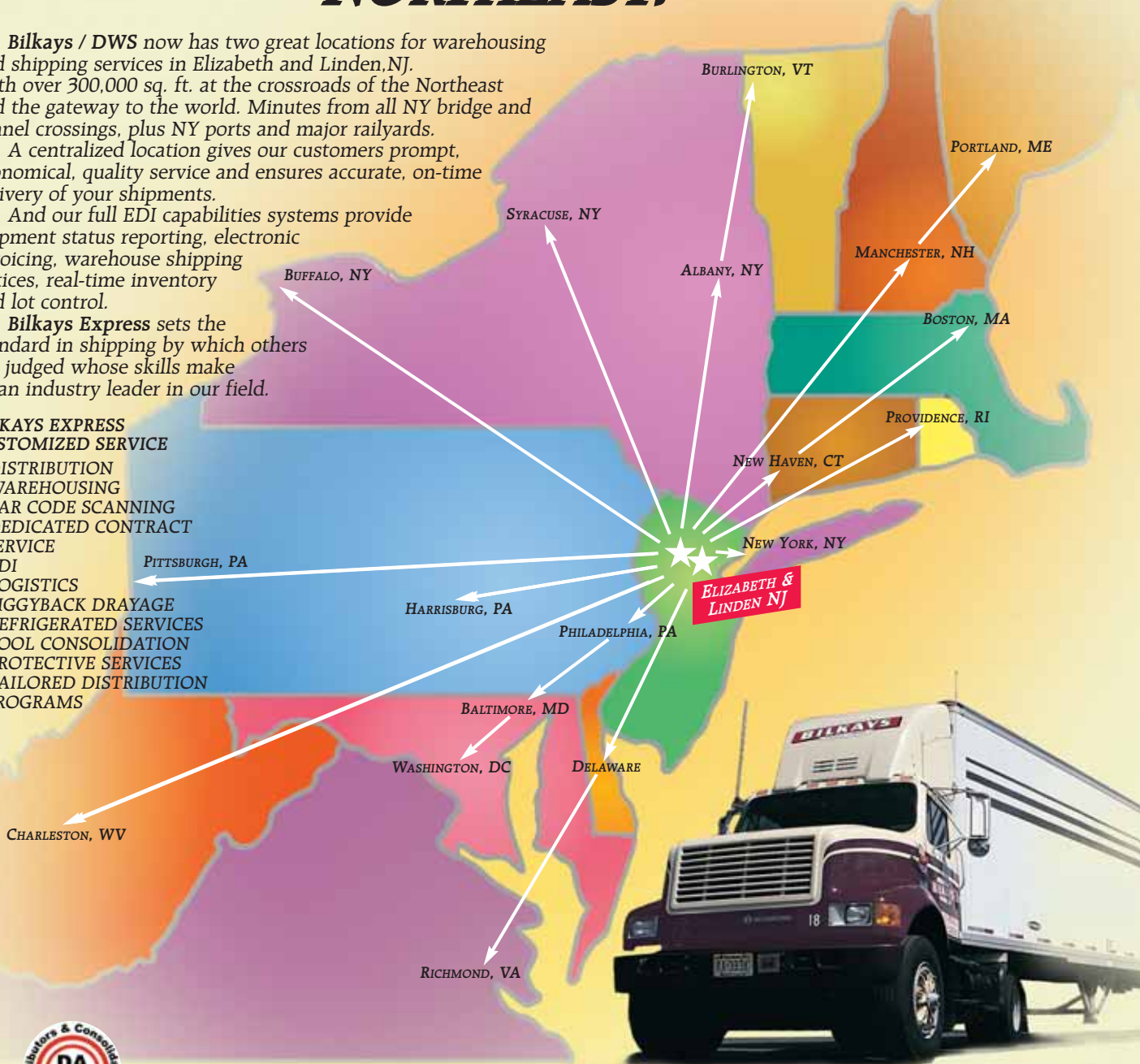
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# THE LAST MILE



## Reality Strikes Back

**W**hen life imitates fiction it's notable. When it happens as the worlds of golf, supply chain management, and *Inbound Logistics* collide, it's nothing short of amazing.

Professional golfer Fred Couples' recent resurgence on the over-50 Champions Tour circuit, and surprise first-round lead at the 2010 Masters Golf Tournament, turned heads. But it was the "sneakers" he was wearing, courtesy of Danish footwear manufacturer ECCO, that captured our attention.

Known for a silky smooth swing, a personality to match, and persistent back problems, Couples became a walking advertisement for ECCO's spike-less kicks—which will likely help spike consumer demand.

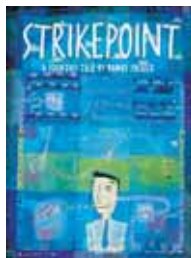
Couples' success also animates a scenario we projected nearly one decade ago. Readers may recall that in 2001, *IL* entered the realm of supply chain fiction with

Daniel Pollack's page-turning tale, *Strikepoint*. The plot line is remarkably familiar. When legendary golfer Bigger Scott comes out of retirement to win the United States Open Championship, he credits his Corn Dog golf shoes—manufactured by Los Angeles-based manufacturer Cornelius Inc.—for allowing him to play with a balky back.

Faced with sudden demand for its product, Cornelius is challenged with scaling global production in time to capitalize on the publicity. What follows is a supply chain odyssey that catapults customer service manager Gan McManus into the corporate spotlight as he steers the struggling company toward newfound success.

Fred Couples' tale is missing the silverware—at least for now. But there's a silver lining for him and his golf shoe sponsor that will have both driving to the bank.

It's not *Strikepoint*. Rather, it's reality striking back. ■



  
If you would like to revisit *Strikepoint*, our fictional homage to supply chain exception management with a golf twist, go to: [inboundlogistics.com/strikepoint](http://inboundlogistics.com/strikepoint)

Illustrations by Jennifer Kallis





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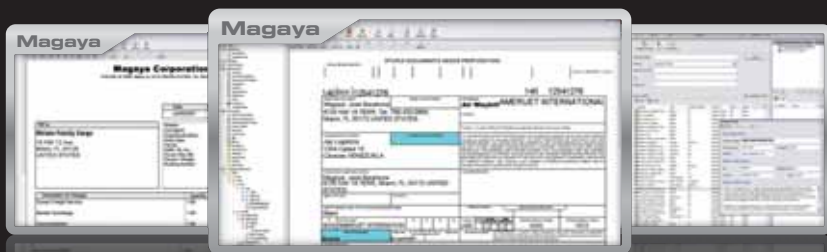
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**success** \sək-'ses\

*noun*

Latin *successus*, from *succedere*

1537: favorable or desired outcome;  
attainment of wealth, favor, or eminence



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