

AUGUST 2021

SPECIAL REPORTS

FLORIDA LOGISTICS
COMING IN HOT
INCENTIVES BRIGHTEN
SITE DECISIONS

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REBUILDING RETAIL

- LAYING A NEW FOUNDATION
- CAN BRICK AND MORTAR MAKE A COMEBACK?





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Info **SNACKS**

BITE SIZED SUPPLY CHAIN/LOGISTICS INFORMATION

WAREHOUSE SPACE JAM

74% of survey respondents expect that demand for warehousing and supply chain facilities will continue over the next three years, even when compared with recent elevated levels.

YET, there is a limited supply of entitled land for logistics space.

— *The Future of Global Logistics Real Estate, JLL*



800,000 + light, medium, and heavy-duty commercial trucks powered by hydrogen fuel will be sold by 2035, making hydrogen fuel cell trucks the preferred zero-emission commercial vehicle.

— *Information Trends report*



DIRTY LAUNDRY

Procter and Gamble, the parent company of the Tide brand, has launched a partnership with NASA that will focus on developing a detergent that's appropriate for the conditions of outer space. The collaboration will "explore how to efficiently clean astronauts' clothing in resource-constrained environments, including the Artemis Moon missions and future Mars missions," according to P&G.

P&G hopes to develop and test a formula for space laundering that is fully biodegradable. The ingredients will be tested in zero-gravity environments that are also subject to high radiation levels, and it will first do so aboard a cargo launch to the International Space Station in 2022.

ATTACK PLAN

- **58%** of organizations surveyed experienced an attempted supply chain attack in the past year
- **63%** predict an increase in attacks in 2021
- **79%** suffered financial damage from supply chain attacks
- **\$6.1 million:** The average financial impact of these attacks

— Supply Chain Cyberattacks: 2021 Trends You Need to Know, GreatHorn

SHIFTING TO REVERSE

The global reverse logistics market accounted for **\$540.29 billion** in 2020, and is expected to reach **\$788.78 billion** by 2028, growing at a CAGR of 5.1% from 2021 to 2028.

Driving the growth: a surge in product recalls due to stringent government rules for product quality in the automotive industry, expansion of the e-commerce industry, and an increase in tech-driven reverse logistic services.

— *Allied Market Research*

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The Sunshine State is a logistics hotspot, offering sizzling transportation connections, blazing industrial real estate opportunities, and blisteringly efficient import/export capabilities.

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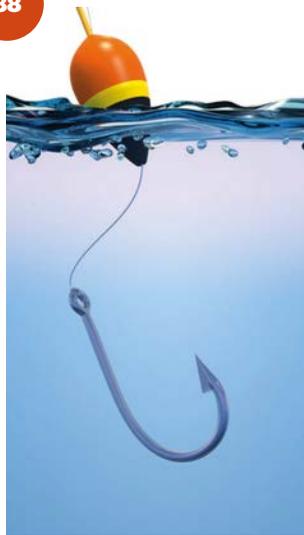
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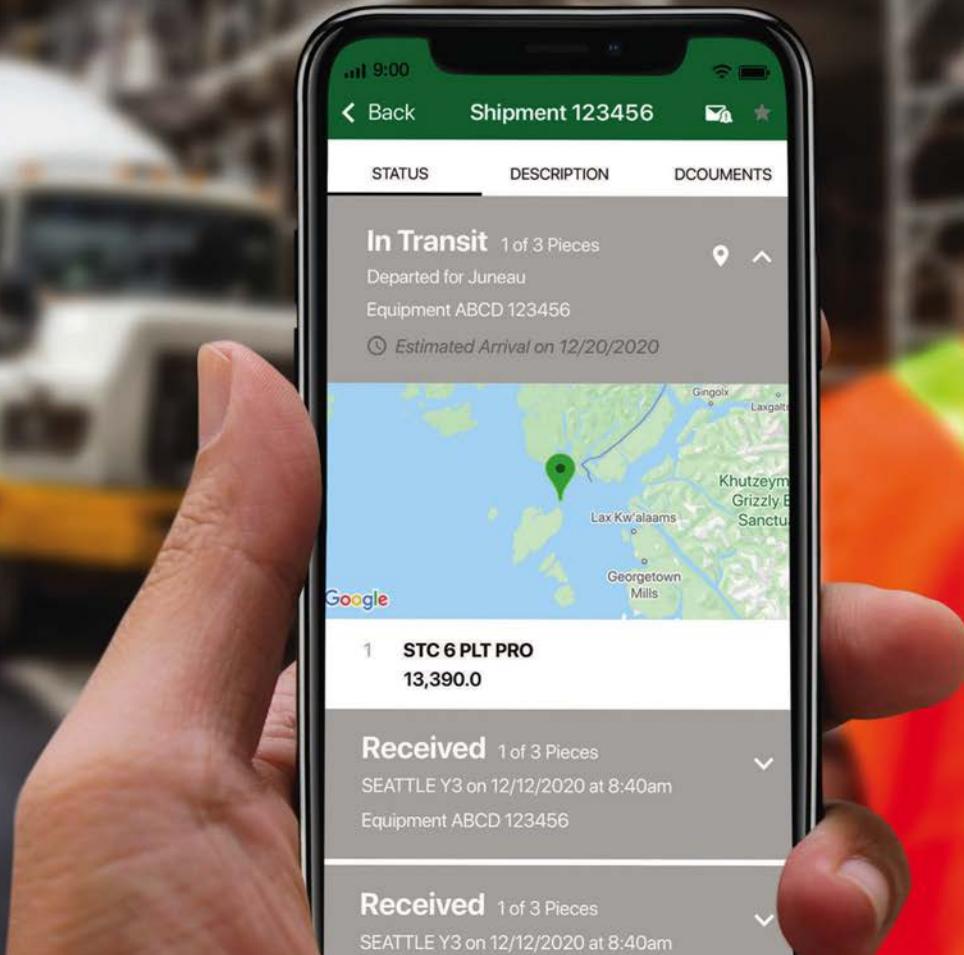
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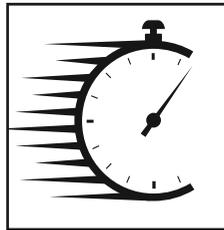
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MORE NEWS ONLINE



5 SOLUTIONS FOR TIME-CRITICAL SHIPPING CHALLENGES

Whether shipping airplane parts, vaccines, or lab work, timing is key. However, one in every three of those important shipments don't arrive on time. Explore five common time-critical shipping challenges and solutions.
bit.ly/TimeCriticalTips



4 STEPS TO AGILITY AND RESILIENCE

Supply chains are tasked with quickly adapting to any event, which is no easy feat. The good news is vulnerabilities can be addressed if you take these four necessary steps toward achieving visibility, agility, and resilience.
bit.ly/4StepsToAgility



BOOSTING PRODUCE LOGISTICS AT THE PORT OF SAVANNAH

As a critical conduit for moving products around the globe, and a prime gateway for perishables, The Port of Savannah needed to strengthen its cold chain capabilities. Learn how a new facility enables faster distribution for fresh fruit and vegetables.
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CHECKING IN

Other Reasons Why Supply Chain Stress Won't End Soon



Keith Biondo, Publisher

Our “new normal” global consumption reality won't be ending soon. It's not just e-commerce, virus buying, and the resultant impact on transport lift availability that's driving shortages. Other factors augment long-term stress on your ability to marshal supplies and source transport to serve customers.

Millennials with buying power, and there are lots of them, will strain global supply chains for consumer products. China alone has 400 million millennials. Add

millennials with cash in emerging economies, and there will be at least a 20-year buying binge impacting supply and transport networks. Can current transport networks support that much more stress?

Virus, remote work, and baby boomer retirement trends are driving migration. And migration means more consumption as homes are built and furnished. Boomers are cash rich and eager to spend. In the United States, new distribution patterns will self-configure based on north/south, coast/inland, city/rural, high crime/low crime, high tax/low tax moves.

And there is south to north migration as lax borders remain for the foreseeable future. Many new entrants, bringing children, will head for urban areas and drive consumption in a variety of ways.

Birth rates are on the rise. After a lockdown baby-boomlet, baby items, school items, clothes, toys, and electronics sales will experience a boomlet of their own. All that product, and more, is heading right through your favorite port.

Government spending for stimulus and infrastructure programs will continue to drive consumption of industrial and consumer products. It appears the DC money machine will run for a while, building a continuous groundswell of industrial buying needed to drive the trillions earmarked to improve ports, roads, airports, rail and intermodal connections, and upgrade supporting technology.

The global private sector continues to invest in operations, plants, new demand-focused warehouses and DCs, technology (robotics, AI), and disruption preparedness inventory safety stock.

I'm not offering any solutions beyond which readers of this magazine are already doing. Lock up long-term relationships with your carriers and logistics partners. Be prepared to spend more and fight hard for transport lift. Continue transforming from a push to pull paradigm and fine-tuning buying and planning signals from your customers. Match your demand to your supply as best you can using better visibility and best-in-class partners and align your business process to support that shift.

Then hang on. It will be a wild ride for a while.

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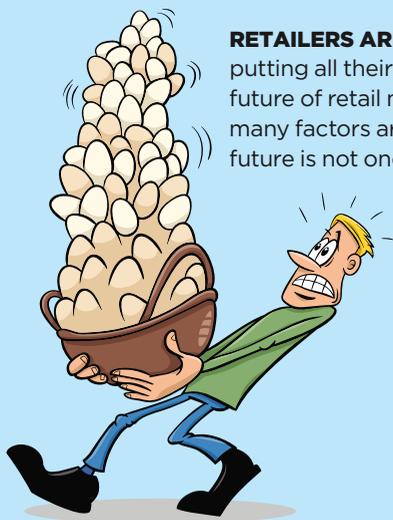
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How can brick-and-mortar retail make a comeback?



RETAILERS ARE WISE TO PRIORITIZE FLEXIBILITY rather than putting all their eggs into either in-store or online baskets. The future of retail may be brick-and-mortar for some, however many factors are still at play. It's not a simple answer. The future is not one-size-fits-all.

The ability to be nimble and proactive not only boosts efficiency, but is also a competitive advantage for retailers. By using technologies that provide the ability to adjust to changing customer attitudes in real time, retailers can ease themselves into the post-COVID world with less risk. By relying on data, they can understand, monitor, and swiftly cater to in-store and online demand.

—*Sian Hopwood*
EVP Local Business Units
BluJay Solutions

CONSUMERS ARE LONGING FOR DEEPER CONNECTIONS with their favorite brands and are eager to discover new ones. But not every retailer will make or need to make a comeback. Retailers need to account for future disruptions, not only at the store level, but across the entire supply chain. The key is to understand customers' needs and expectations, and translate that into the right brick-and-mortar and digital experiences.

—*Kerry Liu*
EVP, Product Management & Innovation, Kinaxis

THE QUESTION IS NOT CAN BRICK-AND-MORTAR MAKE A COMEBACK, BUT WHICH AND WHEN. As the entire retail industry emerges from lockdowns and short capacity, which retail experiences will consumers

most prefer—boutique shops in close quarters, big box stores, or online only? And what trigger point in reopening—vaccination rate, local case counts, or public confidence—will tip consumers back to in-store spending?

—*Evan Quasney*
Global VP of Supply Chain, Anaplan

THE WORLD IS DEFINITELY NOT READY TO SEE BRICK-AND-MORTAR RETAIL DISAPPEAR. However, with the current retail climate shifting to online, it is not easy for stores to remain open. With the help of advanced automation and effective distribution methods, there will be an evolution in how these businesses offer their products to customers.

One popular example is the click-and-collect method, where customers can order online and collect their

packages in stores. With this approach, businesses can eliminate operational costs, connect with customers while enhancing their experience, and leverage impulse purchases.

People have always had an inherent appreciation for physical stores, even though there are more convenient purchase channels. It's the nostalgia effect that will keep the remaining brick-and-mortar stores open. Sadly, this won't be the case for all of them.

—*Aldus von der Burg*
Founder and CEO
Meili Robots

THE PANDEMIC FUNDAMENTALLY CHANGED CONSUMER BUYING BEHAVIOR. E-commerce became and will remain a significant means of purchasing. Physical stores will still play an important role in consumer influence, buying behavior, and supporting a social aspect of shopping, but not to the levels we saw pre-pandemic.

—*Kraig Foreman*
President, eCommerce,
DHL Supply Chain North America

TRADITIONAL RETAIL SPACE WILL NEED TO BE RETHOUGHT for e-commerce brick-and-mortar retail to make a comeback. For example, store space could be used as a showroom for the retailer's best-selling products, and the remaining space could then be used as forward stocking for e-commerce fulfillment.

—*Chuck Oeleis*
Chief Revenue Officer, NEXT Trucking

The Store Advantage

Can retail survive? Absolutely. But it needs to stay relevant to move forward. Smart retailers will take a multichannel approach, integrating online purchasing capabilities with in-store experiential shopping. More than anything, shoppers crave convenience, which online e-commerce gives them. Physical stores will be places that delight shoppers through experience, and also enable merchants to have merchandise where it is needed to get it to shoppers how and where they want to receive it.

—**Laura Lough**
Fulfillment and Logistics Partnership Director
Digital River

E-commerce growth will continue to outpace brick and mortar, but won't fully replace it. Whether it's providing unique in-store experiences such as pop-up

shops or leveraging stores for convenient fulfillment options such as curbside pickup, physical stores will remain an integral part of supply chain strategies.

—**Rudi Lueg**
Managing Director, Exotec North America

E-commerce will continue to grow at the expense of brick-and-mortar stores, but there will likely always be a segment of the population that enjoys the in-store experience. Some shoppers will continue to prefer the ability to touch, try on, or try out products before buying. Retailers will likely need to “right-size” their space over time, but there will always be a place for storefronts so long as there is access to a safe and comfortable shopping experience.

—**Greg Plemmons**
Senior Vice President-Sales, Old Dominion Freight Line

BECAUSE OF SOCIAL DISTANCING, THERE IS A LOT OF PENT-UP ENERGY FOR IN-PERSON EXPERIENCES like shopping. There is a major opportunity for brands and retailers to leverage brick-and-mortar to satisfy these desires, especially as it relates to convenience, personalization, and the consumer experience.

But to do this, organizations need full visibility into their extended supply chain, and collaboration capabilities with their external partners. The digital enablement of this relationship is critical to ensuring that brands can gain the speed and agility needed to deliver product experiences that delight the end consumer.

—**Jason Tham**
CEO, Nulogy

PHYSICAL STORES ARE THE FOCAL POINT OF RETAILERS' OMNICHANNEL STRATEGIES by serving as fulfillment and purchase pickup facilities and faster last-mile shipping points. McKinsey describes this omnichannel approach as a “consumer-centric” supply chain by meeting customer needs across in-store, mobile, web, or direct-to-consumer channels. However, technology investments are critical for brick-and-mortar retailers to succeed.

—**John Haber**
Founder & CEO,
Spend Management Experts

BOPIS HAS PUSHED CUSTOMER SERVICE TO A NEW LEVEL with supply chain challenges. To be successful, retailers must master inventory control, transportation, and customer communications. Those who deliver best on their promise to supply a product at the right location at the right time will continue to add brick-and-mortar locations.

—**Jared D. Wilson**
Vice President-Client Service,
Transportation Insight

HAVING MORE INVENTORY CLOSER TO CONSUMERS will be increasingly essential for successful retail models. We've seen growing demand for solutions that support BOPIS and home delivery. While consumer behavior might look different today, brick-and-mortar will adapt, not go away.

—**Dean Frew**
CTO & SVP RFID Solutions, SML Group

TRADITIONAL BRICK-AND-MORTAR STORES HAVE NOT CHANGED TO MEET THE DIGITAL REVOLUTION. And despite supply disruptions and shortages, customers want what they've always wanted—seamless experiences at a great price. Retailers are rethinking their physical stores as hybrids: part place to buy things, part fulfillment center, part showroom, part service hub.

—**Todd Bremer**
Vice President Supply Chain Consulting
GEP

BRICK-AND-MORTAR WILL CONTINUE TO EVOLVE and retailers will take a more holistic approach to their business where the supply chain will play an even greater strategic role in creating flawless execution and a great customer experience. While the quality and price of the product will always be important, we will see retailers place a greater emphasis on elements such as ambiance and excellent service to build customer relationships and attract in-store foot traffic.

—**Jerry McDonald**
Senior Vice President of Retail
GEODIS in Americas

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Quick TIP

Air is more affordable than you think. The cost of air freight pales in comparison to demurrage and detention, lost sales, and out-of-stock inventory. Ocean freight rates have increased tenfold, whereas airfreight rates have increased only twofold.

—Neel Jones Shah

EVP and Global Head of Airfreight, Flexport

Fast TAKES

Visibility and traceability improvements, supplier audits and supply chain mapping can not only help further sustainability initiatives, but they are also foundational to help companies gain insights to optimize their overall supply chain.

There is a big opportunity for shippers to consider finally adopting some of these foundational practices to drive a “2 for 1” benefit by both helping their supply chain strategies overall as well as advancing their sustainability agenda.

—Brian Higgins

U.S. Supply Chain & Operations Practice Leader, KPMG, on the MIT State of Supply Chain Sustainability report

Re. July Good Question: What is the secret to a successful shipper/3PL partnership?

bit.ly/July21_GoodQuestion



From shipping to ramp up, there’s nothing more important right now than reaction speed. Since the onset of the pandemic, supply chain dynamics have changed by the minute, and companies with strong supplier relationships have been better able to respond to those changes than their competitors.

The key to creating that kind of durable relationship with a logistics partner is to understand that you’re entering a long-term, mutually beneficial partnership, not a transaction.

Over time, the relationship will develop the trust and loyalty needed to foster a strong partnership that both parties need to anticipate new movements and respond to them as quickly as possible.

Technologies that give companies real-time visibility into their supply chains can also make it easier to communicate and keep things running smoothly.

—Scott Deakins
COO, Deacom



Re. 11 Supply Chain Predictions for 2021

bit.ly/2021_SC_predictions

Demand for products slowed down in July 2021, which allowed some supply chains to normalize. However, the third and fourth quarters of this year are going to be difficult for most U.S. manufacturers.

The flooding in China and the Delta COVID-19 spread impacting Asia are impeding supply shipments. Manufacturers are going to need to brace themselves for more cargo delays, supply shortages, and increased prices in the third and fourth quarters of this year. This is going to be a trying and stressful period for companies that are trying to keep up with demand during the holiday season.

The global supply chain is in crisis.

—Patrick Penfield
*Professor, Supply Chain Management
Director, Executive Education
Syracuse University Whitman School*

Today’s lapses in security are not always linked to the physical product supply chain, but an adjacent data chain. In a distributed environment, vulnerabilities can happen at multiple points of entry.

First, look at the product. Consider the supply chain usage and vendors, as well as factory assessments for cybersecurity.

Next, identify the adjacent data supply chain. This adjacent chain is fueled by products integrated with personalized capabilities and/or industrial control systems collecting data from operational technology.

Finally, combine both the product supply chain and the adjacent data chain into an information network that can assess risk.

—Padmini Ranganathan

Global Vice President, Procurement Product Strategy, SAP, on supply chain security best practices



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10 TIPS

Ensuring Trade Compliance

Many companies do not prioritize regular trade compliance check-ins until they're dealing with a problem. Here's how to manage and improve your international trade processes so you can catch a problem before it arises and remain compliant.

1 STAY UP TO DATE ON CHANGING REGULATIONS.

For information on evolving U.S. import and export regulations, as well as Partner Government Agencies (PGAs) guidelines that may be specific to your industry, one helpful strategy is to review the Federal Register daily. This will inform you of any new or pending regulatory changes that would affect your business.

2 CONDUCT PERIODIC SELF-ASSESSMENTS.

Whether you are an importer or an exporter, it is imperative that you act with reasonable care. One way is to periodically review your processes to ensure they work appropriately and that you are adhering to established internal controls.

3 CONTRACT FOR EXTERNAL ASSESSMENTS.

It can also be beneficial to get an extra set of eyes on your internal compliance programs. Consider periodically contracting with an outside party to assess your import and export compliance programs.

4 HAVE CONSISTENT PARTNER REVIEWS.

Establish a regular cadence of business reviews with your supply chain partners, whether they be your customs brokers, authorized agents, or suppliers.

5 REVISE SOPs REGULARLY.

Implement regularly scheduled conversations with your business partners to ensure they are effectively and correctly completing any developed standardized procedures. This is key to nip any issues in the bud as soon as possible and helps prompt updates to the standard operating procedures (SOPs) that should be updated regularly.

6 LOOK TO MINIMIZE DUTY FEES.

With the onslaught of regulatory increases in duty such as Section 301, Section 232, anti-dumping and countervailing duties, as well as the potential

implementation of Digital Service Taxes, it is important to look at opportunities to minimize duties. Look toward using strategies that make sense for your business, such as duty drawback, classification engineering, first sale for export, deduction of non-dutiable charges, use of free trade agreements/special trade programs, and/or alternative sourcing options.

7 GET FAMILIAR WITH REGULATIONS.

Whichever duty minimization or other trade strategy you implement, do so compliantly. Each strategy has specific regulations you must adhere to, and since they reduce duty payment, they carry inherent

risk of additional scrutiny from U.S. Customs & Border Protection (CBP).

8 UNDERSTAND THE ACE PORTAL.

The ACE Secure Data Portal is a powerful way to manage your trade compliance program. This tool enables you to receive paperless notifications from CBP, monitor your brokers, audit entries in real time, and much more.

9 UTILIZE DATA AND TECHNOLOGY.

Using the right technology that integrates with your historical customs data can help you declutter the complex details of your customs activity. Solutions companies have been able to implement due to the support of technology, data, and global trade experts include identifying duty minimization opportunities, improving entry times, refining filer and carrier performance, and more.

10 DON'T BE A BYSTANDER.

Compliance takes consistent work, but negligence or non-compliance will cost a lot more time and money in the long run. Establish an in-house compliance program and enlist a third party to help if applicable. Also, take advantage of the free resources available to you.

SOURCE: KEVIN DOUCETTE, DIRECTOR OF TRADE POLICY AND SECURITY, C.H. ROBINSON

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Electronics

“I DON’T THINK AUTOMATION ALONE USING ROBOTS WILL BRING ENOUGH MERIT. THE KEY IS TO USE DIGITIZATION TO LINK BOTH SALES AND MANUFACTURING.”

—Kimio Maki, Head of Electronics, Sony

BIG TECH TAKEOVER

Big tech is the biggest economic winner during the pandemic, as global lockdowns push retailers, supply chains, and consumers to use their e-commerce and fulfillment services. As the digital wave continues, Amazon, Google, Apple, and Microsoft report record-breaking profits:

- **Alphabet**, Google’s parent company, reports a Q2 revenue of \$61.8 billion, a 62% increase on the same period in 2020, and a profit of \$18.5 billion, more than twice its profits in that period in 2020.
- **Apple** made a \$21.7 billion profit for the three-month period ending in June 2021, its best fiscal third quarter in its 45-year history, boosted by strong sales of the iPhone 12 and growth in its services.
- **Microsoft** reports revenues of more than \$46 billion for the quarter, an increase of 21% compared to the same quarter last year.
- **Collectively**, the market value of Google, Amazon, Apple, Microsoft, and Facebook is now worth more than one-third of the entire S&P 500 index of America’s 500 largest traded companies as their share prices soar during the pandemic.



SONY’S PICTURE-PERFECT AUTOMATION STRATEGY

Sony predicts that robots will completely take over manufacturing for its cameras, TVs, and smartphones as the entertainment company tightens its focus on consumer electronics, providing services that keep consumers coming back.

Automated production lines could cut costs by 70%

at Sony’s main TV factory in Malaysia by fiscal year 2023 compared to 2018, the company says. Sony also aims to use a combination of factory workers and robotics in its smartphone and camera manufacturing.

Sony will supplant the factory automation with a greater focus on online sales and data analysis, using artificial intelligence, to cut manufacturing costs, says Kimio Maki, head of Sony’s electronics businesses.

Sony has stabilized its TV losses in the past decade, shifting to smaller-volume, higher-end products. While the company continues selling to consumers, a meaningful part of its growth will also come from professional products, such as crystal LED displays for virtual video production and ball-tracking technology for the sports entertainment industry, Maki says.



ROBOTS TRAVERSE NEW TERRAIN

South Korean technology company LG Electronics unveiled a new delivery robot that can serve both indoor and outdoor environments, which could be a game-changer for contactless delivery and services. The four-wheeled robot can adjust the gap between its wheels to self-adapt quickly to uneven terrain for a smoother ride.

Food delivery services could be on the menu for these new robots. Last winter, LG debuted its BaristaBot to serve coffee to workers at its headquarters in Seoul, and began using its CLOi robots to make deliveries from convenience stores to people inside its LG Science Park. In July

2020, LG partnered with Woowa Brothers and the Korea Institute for Robot Industry Advancement to develop robot waiters.

The robot was developed in conjunction with MIT Associate professor Sangbae Kim at LG Boston Robotics Lab. The company plans to test run the robot at the end of 2021. LG has already commercialized indoor delivery robots and tested outdoor delivery robots.

DELL AND GOOGLE SEARCH FOR HARD DRIVE RECYCLABILITY

Faced with rare earth metal supply shortages and unsustainable mining practices, tech companies look to recycle used hard drives. At the same time, the Biden administration recently flagged government data center hard drives as a promising source of the rare earth elements, Grist reports.

An estimated 22 million hard disk drives age out of North American data centers each year. Data centers are the world's largest consumers of those drives, which are one of the largest end-products for rare earth magnets. The United States generates nearly 17% of all used hard disk drives—the largest share globally, the report says.

If all these devices were recycled, they could supply more than 5% of all rare earth magnet demand outside of China, researchers estimate. Some researchers, tech companies, manufacturers, and recyclers have explored giving those materials a second life.

In 2019, Google, hard disk drive manufacturer Seagate, and electronics refurbisher Recontext collaborated to remove 6,100 magnets from Seagate hard drives in a Google data center and insert them into new hard drives. The results show that rare earth



magnets can be reused on a large scale, and their carbon footprint was 86% lower than new ones.

Dell also launched a pilot program with Seagate and Recontext to harvest magnets from computer hard drives with its take-back program, yielding 19,000 pounds of rare earth magnets for reuse.

While it may be a long time before the magnets are recycled on a large scale, the Biden administration may prioritize these efforts. Such programs could also help the electric vehicle sector develop its own rare earth magnet recycling process, the report says.

“WE SEE A 37% YEAR-OVER-YEAR INCREASE IN SPENDING THIS YEAR FOR COMPUTERS AND ELECTRONIC GADGETS.”

—Rod Sides, Vice Chairman, U.S. Leader in Retail and Distribution, Deloitte

TECHNOLOGY POWERS BACK-TO-SCHOOL SHOPPING

Even with uncertainty surrounding the back-to-school experience, consumers will spend \$37.1 billion on back-to-school shopping in 2021, the National Retail Federation predicts, a 9.4% uptick from last year. And 2021 is seeing an even greater demand for technology purchases, with parents wanting their kids to keep up. Back-to-school tech trends include:

Getting gadgets: Spending on tech gadgets is expected to grow 48% from last year and reach parity with computers and hardware, says a Deloitte report. Computer spending will be up 28% this year. Parents will splurge on gadgets for their kids, such as cell phones, tablets, wearables, and e-learning programs.

Tech over retail: Getting the latest wearables and gadgets is more important than having the most fashionable outfits this year, with spending on clothing and accessories flat over 2020. Many gadgets also reduce the necessity for traditional supplies, such as pens and notebooks, which will advance only slightly this year.

Tech-enabled shopping: Parents plan to curb in-store spending and increase their online spending, which is up from 37% in 2020 to 39% in 2021. More back-to-school consumers plan on using tech-enabled shopping tools this year, such as voice assistants, digital wallets, and buy buttons on social media. Many parents with children in school are now leading-edge millennials and trailing-edge GenXers, making adoption of these advanced capabilities easier.

Getting social: More parents will turn to social media to help with shopping, rising from 25% last year to more than 40% in 2021. They aren't just interested in product offers; 42% visit retailers' social media pages to determine if they are worthy of their business. This calls on retailers to make their branding clear across all channels.



READERPROFILE *as told to Karen Kroll*

Just Keep Paddling!



JENNIFER LYONS is deputy manager, NASA Deep Space Logistics Project.

RESPONSIBILITIES: Procuring commercial services to deliver equipment and supplies to a new space platform, Gateway.

EXPERIENCE: Chief, fleet and systems management division, Launch Services Program; Kennedy Space Center (KSC) strategic planning manager; deputy director, KSC human resources; NASA vehicle manager for OV-103 Discovery, Space Shuttle Program; other management roles with NASA.

EDUCATION: B.S., Aerospace and Ocean Engineering, Virginia Tech; M.S., Space Technology, Florida Institute of Technology; M.S., Engineering Management, University of Central Florida.

When I was a kid, my parents gave me Carl Sagan's book, *Cosmos*. That's when the space bug hit me. I was entranced with the universe, its enormity and potential.

During high school, I watched the first space shuttle launch on TV and noticed there were no women in the firing room. When I mentioned this to my dad he said, "Why don't you do something about that?"

My dream had always been to work for NASA. As soon as the hiring opportunity arose, I jumped at the chance to work in the Space Shuttle program. Every mission was unique, spectacular, and challenging.

My biggest professional leaps have happened when I've taken challenging assignments that forced me out of my comfort zone. One example was my move from center staff back to a technical role in Launch Services, where I led the integration of the launch vehicle fleets and missions, among other responsibilities. I asked myself, "What am I thinking?"

THE THRILL IS NOT GONE

It turned out to be great. I loved being back in an operational program, and I also gained a greater perspective on the commercial launch business model. I was there 16 years, and each day felt as thrilling as the first.

It happened again when I went from the Launch Services program to Deep Space Logistics. We are working with industry and commercial providers to create a viable and vibrant supply

chain in space. The idea is to establish an orbiting outpost, called Gateway, which will serve as a waypoint in lunar orbit.

Through Gateway, which is scheduled to be in place by the middle of this decade, we'll supply the equipment and commodities to support the Artemis missions, which are all about getting us back to the moon, and then developing the technologies, systems, and human protocols we need to push on to Mars.

We are working with industry and commercial providers to create a viable and vibrant supply chain in space.

This is a big step. The International Space Station operates about 250 miles above the Earth. Now we're talking about going to a lunar orbit that's closer to 250,000 miles away.

At this distance, communication is delayed, and the radiation environment is much more severe. That has a huge impact on humans, of course, but also on structures and electronics.

And today is not like the Apollo era. Our budget is limited. We need to leverage industry and make it commercially viable for people to work and live in deep space. Our piece of this is developing the supply chain that

READERPROFILE

will enable humans to maintain a permanent presence farther from Earth.

Just like my previous roles, this one is super exciting. While it might seem haphazard, I feel like my career has evolved organically, and I've been fortunate to step from one great job to another.

You can build on what you've done and learned and take it to the next level. That's a life lesson I never tire of discovering.

NEVER GIVE UP

Outside work, I paddle on a dragon boat with a team of other cancer survivors, as well as on my outrigger canoe and a standup paddle board.

We have a mantra for when you're in a race and something unplanned happens, for instance, running into another boat or encountering rough water—you have to just keep paddling.

It's also a good mantra at work or when dealing with challenges in your personal life: "Just keep paddling!" ■

Jennifer Lyons Answers the Big Questions

1 Along with the book *Cosmos*, what other books or movies have had a significant impact on your life?

I became a *Star Wars* fan when the first movie was released and I still love the series. The movies are thrilling and the story arcs are so creative. My daughters are big fans as well, and it's interesting to see these films become iconic across generations.

2 If you could gain a superpower, what would it be?

The ability to propagate empathy. We are in a time and place where we need to look out for each other. If more people projected more caring and kindness, the things we could do would be amazing.

3 What would you tell your 18-year-old self?

Don't sell yourself short. Put yourself out there and give it a try. You'll be surprised at what you can achieve.



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[IN FOCUS]

NOTED

The Supply Chain in Brief

> GOOD WORKS

• Global logistics services provider **DHL Express** delivered the U.S. government's donation of 1 million doses of the Pfizer-BioNTech vaccine in collaboration with the COVAX global vaccine-sharing program. DHL arranged pickup of the vaccines from U.S. facilities before they were airlifted from its Cincinnati hub to the DHL Express Subang Gateway in Malaysia, where the vaccines were distributed to designated locations in Kuala Lumpur.



• Transportation and logistics services provider **Schneider** donated funds to the American Red Cross to support India's fight against COVID-19. The donation helps the thousands of Red Cross workers and volunteers currently in India provide oxygen for critical patients and vaccines, transportation to medical facilities, and other efforts.

• Maritime and supply chain services provider **Crowley Maritime** established a \$2.5-million endowment at the University of North Florida to create the Crowley Center for Transportation and Logistics. The center is designed to help students become leaders in transportation, logistics, and related data analytics.

> GREEN SEEDS



• As part of its goal to reach climate neutrality by 2030, **Gebrüder Weiss** is employing an additional electric truck to transport HP's computers and printers in Central and Eastern Europe, reducing carbon emissions by approximately 55 tons per year. Capable of traveling more than 90 miles without recharging, the truck runs daily services to electronics wholesalers.

• Electric vehicle manufacturer **Arrival** and **Microsoft** are developing cloud-based data management capabilities for zero-emission vehicles and fleets to optimize journeys and charging cycles. Arrival will develop models with Microsoft that simplify data-sharing within a mobility or freight network, which will help manufacturers and logistics companies gain insights that improve operational efficiency.

m&a

■ **MGN Logistics**, a provider of freight and transportation management technology solutions, acquired **Republic Logistic Services**, a California-based freight brokerage.

■ Logistics platform **Uber Freight** entered into a definitive agreement to acquire third-party logistics provider **Transplace**.

■ Container logistics company **A.P. Moller-Maersk** acquired **Visible SCM**, an e-commerce fulfillment and parcel delivery company.

■ Global logistics provider **Hellmann Worldwide Logistics** acquired overnight express provider **Innight Express**, based in Hungary and Romania.

■ Logistics technology solutions provider **Descartes Systems Group** acquired **GreenMile**, a provider of cloud-based mobile route execution solutions based in Florida.

■ **Avetta**, a provider of risk management software, acquired **Pegasus**, a worker competency management software provider.

■ **Supply Chain Services**, which provides automated data collection solutions, acquired **ISG Technologies**, a global managed mobility services provider.

> RECOGNITION



• Logistics services provider **GEODIS** has been recognized by Lenovo, a global manufacturer of connected devices, with the **Logistics Excellence Award** for its innovative air freight solutions connecting China to North America.

• State departments of transportation in **Florida, Georgia, Louisiana, North Carolina, and South Carolina** earned regional recognition in the **America's Transportation Awards** for completing innovative projects that provided transit options in rural communities, improved road safety, and boosted efficiency.

• **Heartland Express** received the **FedEx Express Platinum Award** and the **Core Carrier of the Year** award from FedEx Express. Heartland Express reached near-perfect service levels—99.99% on time—for more than 20,000 shipments in 2021.

• Global logistics management provider **TMC**, a division of C.H. Robinson, was named a **Partner-Level Supplier** by John Deere, the company's highest supplier rating. This honor recognizes TMC's dedication to providing outstanding solutions and its commitment to continuous improvement.

IN MEMORIAM

Robert (Bob) Downie, former CEO of **Holman Logistics**, died on June 9, 2021, after a three-month battle with cancer. Downie led Holman for more than 40 years, transforming the Pacific Northwest transport company into a national provider of warehousing, distribution, and omnichannel fulfillment services.

> SEALED DEALS

• Makeup brand **Glossier** chose **Vuealta's** Software-as-a-Service applications to streamline its demand- and inventory-planning processes, manage promotions, better respond to disruptions, and secure ongoing support.



• Wholesale greenhouse grower **Bonnie Plants** selected an AI-powered transportation management system from **PCS Software** to achieve timely, accurate scheduling for delivering its live plants to large retail stores. The platform also manages its private fleet and drivers to optimize rate rationalization, consolidation, and routing.

• **Bed Bath & Beyond** selected **Ryder System** to modernize its supply chain and improve merchandise replenishment. Ryder will develop and operate two distribution centers, reducing replenishment times to retail stores to less than 10 days from the current 35 days.

• Sports brand **Overtime** selected **Ruby Has Fulfillment** to provide logistics and fulfillment services for its new apparel division. Ruby Has will help fuel Overtime's fast-growing e-commerce business as it scales to reach young consumers.

> SHOVEL READY

■ Farming retailer **Tractor Supply** broke ground on a new distribution center in Navarre, Ohio. The 895,000-square-foot facility will serve more than 250 stores at full capacity. It plans to add three more distribution centers in the next five years.



■ **Creative Packaging Company**, a refrigerant gel pack manufacturer, is constructing a manufacturing facility in Chicago to meet the high demand for its products. The 30,000-square-foot facility has the latest technology to meet customers' packaging needs.

> UP THE CHAIN

• Warehouse technology company **SnapFulfill** appointed **Rich Pirrotta** (*pictured*) as its new CEO. Pirrotta brings more than 30 years of experience in executive and management roles for companies such as Procter & Gamble, Deloitte, and Logicalis.



• **Hub Group** promoted **Vince Paperiello** to president of intermodal and chief solutions officer. Paperiello is responsible for the performance of the intermodal business as well as leading customer solutions. Paperiello joined Hub Group in 1993 as a customer service representative and has served in a variety of leadership positions since then.

[IN FOCUS]

TAKEAWAYS

Shaping the Future of the Global Supply Chain



SCRAPPING TOGETHER AUTOMOTIVE CIRCULARITY

Specialty materials company Eastman is demonstrating how its carbon renewal technology can recycle mixed plastics from end-of-life cars and use them to make new vehicles, potentially providing a mainstream circular solution for the automotive supply chain.

Eastman is partnering with automotive recycler PADNOS and the United States Automotive Materials Partnership (USAMP), a subsidiary of the United States Council for Automotive Research (USCAR), on the initiative.

When automobiles reach the end of their life, metals, tires, and glass comprise up to 90% of the materials that can be recycled traditionally. The other 20%, called automotive shredder residue (ASR), consists of mixed plastic and other materials that end up in landfills.

The initiative will assess how well the technology breaks down the plastic-rich fraction of ASR. With this recycling process, Eastman can create materials for use in new automotive parts—replacing fossil-based materials—without compromising performance.

USAMP sees the potential for energy savings and reduced overall greenhouse gas emissions. The process could also eliminate a significant portion of the 5 to 7 million tons of ASR generated each year in the United States.

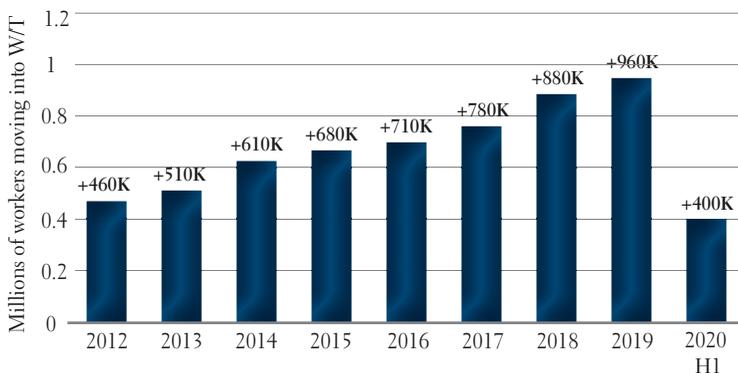
At the same time, Ford, General Motors, and Stellantis, all members of the USCAR, are accelerating their approach to designing for more sustainable end-of-life solutions. This project could be a catalyst for a widely adopted process that addresses both climate change and plastic waste, Eastman says.

Making the Move to Warehouse Work

Soaring demand for warehouse space creates a highly competitive labor environment in many markets, especially during the pandemic, says Newmark Research. The following factors are driving employees to leave their jobs and enter the warehousing and transportation sector (see *chart*), the report says:

- **More space.** In the second quarter of 2021, a record 423.7 million square feet of industrial space was under construction across the United States. As this space becomes occupied, an estimated 282,470 additional workers may be needed.
- **Wage growth.** About half the workers who switched jobs previously worked in retail/wholesale and administrative services. National wage growth in those sectors lagged while warehousing and transportation wages grew by 4.25% from January to June 2021—a record six-month gain for the sector.
- **E-commerce demand.** COVID-19 has significantly impacted demand shifts and the reallocation of labor across sectors, partly resulting from nonessential retailers shutting as e-commerce activity soared. Some of the reallocation to warehousing and transportation will likely remain permanent, as e-commerce shows no signs of slowing.

WORKERS SWITCH TO WAREHOUSING/ TRANSPORTATION FROM OTHER INDUSTRIES



Source: Newmark Research, U.S. Census Bureau, July 2021



Global Imports Bulk Up

Global imports bounced back in the first half of 2021, helping to create a foundation for the strongest dry bulk freight markets since 2010, says a forecast from ship broker Simpson Spence Young. Growth in ocean trade spans several cargo types, the report says:

Steel: Despite crude steel production increasing by 12% in China and 14% in the rest of the world from January to June 2021, many benchmark steel prices soared to record highs. With iron ore prices also reaching all-time highs, rising supply has impacted ocean trade.

Grain: Major grain exporters saw 7.5% annual growth in the first half of 2021. Monthly U.S. coarse grain exports reached 11 tons in March, more than doubling its 2020 numbers. Brazil's soya exports in April and May set new records of 19.6 tons and 20 tons, respectively, and Australia's grain exports rebounded after two years of drought.

Coal: Long-haul coal volumes boosted recovery in ocean coal trade, mainly due to China's imports. Inflows of coal from Indonesia are supplemented by cement from Vietnam, nickel ore from the Philippines, iron ore from India, and logs from New Zealand. Steel and fertilizer exports from China generated demand for vessels in the opposite direction.

Predictions... On the demand side, fears of a China slowdown have surfaced. Fleet inefficiencies, such as port congestion, quarantining, and changes to voyage lengths, will be key influences.

Sorting Out Retail Priorities

Retailers and logistics service providers shift their risk management and digitization priorities in response to pandemic-related challenges, says a report from Blue Yonder and Reuters Events Supply Chain. Highlights from the report reveal:

Reconsidering Risk Management

- Retailers/manufacturers are hesitant to pursue nearshoring and onshoring plans, with only 29% making an investment.
- 63% of retailers/manufacturers favor dual-sourcing as a strategy moving forward.
- As environmental concerns increase, 53% of retailers/manufacturers and 50% of logistics companies plan to invest in sustainability.

Digital-First Practices

- Logistics companies feel the pressure to reduce supply chain costs (58%), improve service levels (48%), and address labor shortages (30%).
- 63% of retailers/manufacturers and 60% of logistics companies agree that end-to-end visibility yields the highest return on investment in their supply chains.
- 48% of retailers/manufacturers and 57% of logistics companies have a robust cloud strategy, creating infrastructure agility that legacy systems can't achieve.

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TAKEAWAYS

Organize Your Operations: The Right Stuff

If shippers organize their supply chain operations around these three principles, they can properly react to changes in the marketplace and crack the code for supply chain resilience, says Thomasnet.com:

1 Book it right. Make sure your order management is aligned with order and material lead times. The key technology capabilities needed on the manufacturing side include capacity management and material resource planning functionality to determine what needs to be bought to keep pace with order volume.

Sales tools are also imperative. If a salesperson doesn't have visibility and books orders when the organization doesn't have capacity, on-time performance will drop. Monthly and weekly reviews of the demand plan will allow for corrections with minimal impact to customers.

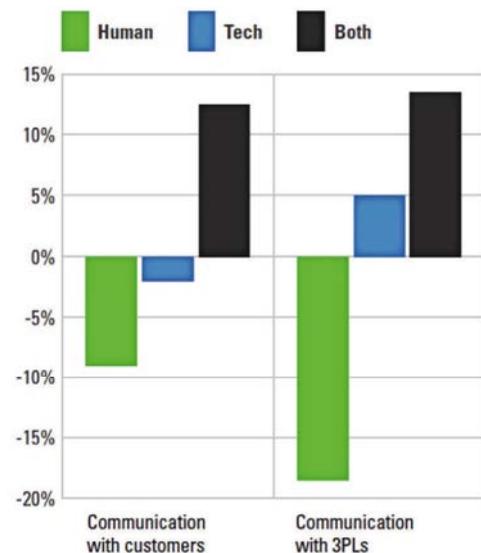
2 Release it right. Be a customer demand-driven organization that releases work onto the floor at the right time, not when it's already at full capacity and can lead to slower manufacturing flows, excessive



set-ups, and poor quality. Place a priority on removing bottlenecks. Collaborative inventory management practices enable organizations to always be whole in critical SKUs. Internet of Things devices can provide insights on machine wear to avoid costly breakdowns. Analytics can help conduct demand planning to understand marketplace trends to drive demand.

3 Flow it right. Reduce manufacturing and process flow time through lean manufacturing and continuous process improvement. Be forewarned: You can have an impressive lean manufacturing initiative but poor performance if the company culture and sales are not aligned with manufacturing leadership. Only when there is a common set of values and business strategies can the organization be fully aligned.

WHO DO SHIPPERS PREFER TO TALK TO WHEN COMMUNICATING WITH CUSTOMERS AND 3PLS? CHANGES IN SHIPPER PREFERENCE FROM 2019 TO 2021



Source: Coyote Logistics

People Aren't Going Anywhere

Although automation helps shippers meet unprecedented demand for faster and cheaper delivery, people are essential for a well-functioning network, says a Coyote Logistics report.

As supply chains grow increasingly complex, technology is more efficient at sifting through large data sets in real time and running scenario analyses. However, people aren't going anywhere (*see chart*). No matter how many digital tools a business adopts, people still need to run them and problem-solve when things go wrong.

In 2021, similar to 2019, shippers indicate communication is the No. 1 task that requires human interaction, the report says. Specifically, communication with customers and third-party logistics providers are the top two human-centric tasks. While those numbers dropped compared to 2019, shippers' preference shifted to a combination of people and technology, not technology alone.

When asked whether people, technology, or a combination gets the optimal results across 16 core supply chain tasks, on average, supply chain leaders opt for at least some level of human interaction 65% of the time, Coyote says.



DRONE DELIVERY AT NIGHT, SAILOR'S DELIGHT

Drone deliveries are usually made during the day, but a six-propeller drone recently became the first to complete a nighttime offshore delivery. The drone carried a 6.6-pound load from a heliport to a large cargo ship anchored about three miles off the Port of Singapore.

F-drones, the Singapore-based startup behind the delivery, builds drones designed to autonomously deliver 220-pound payloads covering more than 60 miles to cargo ships and offshore platforms.

Cargo ships are often anchored a few miles from ports as they wait for space at the harbor. Small boats and helicopters bring food, postal deliveries, and spare parts to the vessels, an often slow and costly process, while F-drones can deliver crucial items in minutes.

It takes about 110 pounds of carbon emissions to deliver just two pounds of any item to a vessel in port. Drones could help reduce the cost of shore-to-ship deliveries by as much as 80%, the company says.

The drones are compact and lightweight, and can withstand high-wind speeds over water as well as the corrosive, salty ocean air. The crafts navigate using GPS, and they land on vessels using computer-vision software.

The half-scale prototype has completed more than 100 flights, and is expected to start commercial deliveries later in 2021. A full-scale drone with a nearly 18-foot wingspan should be available for deliveries in 2022.

CEOs Focus on Optimizing Cost

As businesses continue to navigate disruption, CEOs and senior executives say cost optimization should be the top priority for chief supply chain officers in the near future, closely followed by supply chain resilience, according to a recent Gartner survey. Highlights from the report reveal:

Uncertain Future

- 60% of CEOs responding to the survey expect an economic boom to start by year end 2022.
- However, supply chain leaders face ongoing challenges as different parts of the world recover at different paces.
- Markets with high vaccination rates will bounce back more quickly than those with lower rates.

Targeted Digital Initiatives

- 80% of CEOs say they plan to increase year-on-year investments in digital capabilities, with a shift from general ambition to targeted initiatives.
- The most popular areas of digitization are e-commerce/e-business (16%), customer interactions (9%), data analytics (9%), and customer experience (7%).

Structural Changes

- More than 66% of CEOs indicate they will use the pandemic as an opportunity to focus on redesigning their business.
- 79% expect to see significant and enduring behavioral changes in society, their organization, and individuals, directly resulting from the pandemic.
- Supply chain leaders should prepare for their business, key partners, and competitors to undergo organizational behavioral shifts.

IF YOU CAN BEAT THEM, JOIN THEM ANYWAY

Amazon is offering up its fulfillment services to competitors so they can utilize the e-commerce giant's global network and offer two-day delivery. Amazon's goal is to become a one-stop fulfillment center regardless of origin or destination, the company says.

Amazon Multi-Channel Fulfillment (MCF) offers the same warehousing and delivery services as the Fulfillment By Amazon program, but for sales on other websites, such as Walmart, eBay, Etsy, Shopify, and others, a *Financial Times* report says. MCF allows sellers to keep their stock within one system while Amazon gets a slice of its competitors' business.

Walmart has prohibited the use of Amazon logistics, blocking tracking numbers associated with the Amazon delivery network, saying it causes confusion when consumers order something from Walmart and it's delivered in an Amazon box, the report says.



However, starting in June 2021, Amazon made it possible to circumvent those measures, allowing sellers to store products in Amazon's warehouses, packed in Amazon boxes, but then—for a 5% surcharge—use a different carrier for final-mile delivery. In May, Amazon launched a waiting list for sellers interested in joining a pilot program that places MCF orders into unbranded boxes, the report says.

Combating the Logistics Labor Shortage By Addressing Driving Factors

Understanding the underlying causes behind the logistics labor shortage is key to addressing it. Here are the strategies implemented by Taylored Services to combat the shortage.

The U.S. labor market is experiencing a crisis, with shortages across all sectors and pay levels. According to the Bureau of Labor Statistics, there are currently 9.2 million job openings, and more than 164,000 people voluntarily left their work in June 2021.

Despite an hourly wage increase of 4.8% this year, job vacancies in logistics are at a 20-year high and represent 5.8% of openings across all industries. While there are a variety of reasons why companies are experiencing these shortages, the COVID-19 pandemic has certainly had a significant impact.



Taylored Services implemented measures to maintain and improve labor levels at its facilities, including its Chino Hills, California, distribution center (pictured).

EXPLORING THE CAUSES

The stimulus package is being widely blamed as one of the primary causes behind the shortage. However, in only three states (Montana, North Dakota, and Wyoming) do the federal benefits compensate for wage loss, and only 3% of workers report not wanting to return to work as a result of unemployment benefits. It's debatable if the benefits alone have been the cause, but benefits allowed for individuals to evaluate their current working situation and decide if they want to continue or pursue other opportunities.

This is especially true for individuals in industries where working from home is not an option, such as logistics. Workers wanting better conditions are now in a unique position to effect change.

Minimum wage has been an increasingly popular topic. The current federal minimum wage is only 41.4% of what it should be if it were properly adjusted for inflation over time. The effort to close this gap and address worker demands for better pay has resulted in a competitive frenzy to attract employees

with higher wages and benefits than previously offered.

Finally, family obligations are also having a significant effect on prime-age workers, with 1.8 million fewer women in the workforce than before the pandemic.

Fundamentally, workers want more. They want better working conditions, benefits, pay, and flexibility. This has resulted in a situation where companies are scrambling to attract new workers with incentives, while also balancing the need to keep labor costs at an affordable level.

IMPROVING LABOR LEVELS

To minimize the impact that these shortages have on normal operations, Taylored Services has implemented measures designed to incentivize employees.

Taylored introduced additional pay increases, with an additional bonus for completing a full 40-hour work week. Experienced and tenured agencies are also supplementing the internal

workforce with an increased presence. To further entice agencies to provide the most qualified workers, there are significant fiscal incentives to increase labor fill rates to 95%. Enhanced benefits, such as weekly catered lunches and gifts to improve working conditions, were also introduced across facilities. Aside from these measures, Taylored is continuously exploring ways to improve and maintain sufficient labor levels.

Companies will need to continue adapting and responding to the changing wants and needs of their workforce. Proactivity and a more profound understanding of what is important in the workplace environment will be a key strategy in the future to avoid the shortages seen in today's market.



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Change is Here to Stay in the Supply Chain: Here's How to Manage It

The peaks and valleys we're experiencing in the transportation market are not for the faint of heart, but there are moves you can make to regain some control.



For the past four years, America's freight market charts have most closely resembled a roller coaster ride. The ELD mandate compliance significantly constrained capacity at the end of 2017 as fleets scrambled to comply. Around the same time, Congress overhauled the U.S. tax system and raised spending caps, making way for a fiscal stimulus that raised GDP right at the end of our 10-year-long economic recovery. As usual, more spending meant more demand on the supply chain, and the transportation market took about 16 months to rebalance.

It was not long after that COVID upended life as we know it. This time in 2020, grocery chains and restaurant suppliers were in the throes of figuring out how to merge their supply chains to meet consumers in their homes. They worked together to package their products differently, signed new contracts, shared transportation providers, and adopted each other's logistics best practices. In almost every industry, new relationships were built to heroically meet the moment.

As America reopens, the supply chain is forced to experience another massive, unprecedented shift. The evolution the

supply chain underwent last year is still in its early stages, and yet it's forced to pivot once again. The peaks and valleys we're experiencing are not for the faint of heart, but there are still some moves you can make to regain some control.

First, learn from the past: In 2018, shippers gravitated toward larger carriers (using brokers as safety nets on "emergency" loads), and were left scrambling when those carriers left them high and dry to follow the freight in a tight market.

They learned the hard way large carriers have significant driver shortages, and are not to be solely relied upon (most new drivers are gravitating to smaller fleets). Don't let history repeat itself and don't fight the market forces. Talk to your brokers about adding steady capacity as truckers drop lanes. Brokers that specialize in mid-market carriers can add drop trailers *and* offer full visibility on your loads.

Partner with experts who can watch the market on your behalf. Most shippers have probably already realized the freight market is not unlike Google's algorithm—it's almost impossible to keep up with its ups and downs and outsmart it on your

own. For that reason, it's important to find freight experts that have their ears to the ground and can feed you the information and guidance you need to be successful.

You can bet they're paying close attention to every market force—their business depends on it. Push your providers to share their insights as they relate to *your business*.

Lastly, adopt an attitude of healthy skepticism when it comes to market predictions and dire driver shortage narratives. If your transportation providers are warning you of a driver shortage, you're having the wrong conversation. The information you need is actionable: How does it specifically affect you? What measures can you enact to make sure your lanes, facilities, and procedures are appealing to drivers?

It's impossible to predict the future in this incredibly uncertain transportation market. However, by incorporating flexibility, leveraging your network and harnessing their knowledge, and strengthening partnerships with your transportation partners, you'll be positioned to weather the next storm and beat your competitors to the trucks and store shelves.

.....
—By Jeffrey G. Tucker



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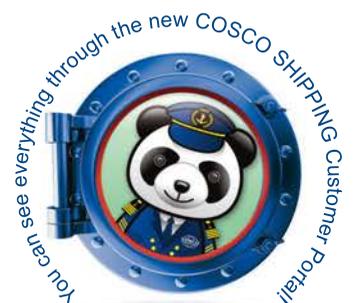
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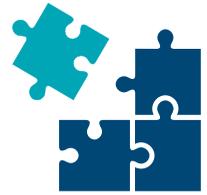


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Supply Chain Challenge?
SOLVED

Echo's Managed Transportation Solution Supports Resin Distributor's Rapid Growth

Leveraging enhanced technology and a dedicated LTL carrier network, Echo's solution enables M. Holland to meet national business needs with a more strategic routing process.

THE CHALLENGE

A leading international distributor of thermoplastic resins, M. Holland supports more than 4,000 clients in industries ranging from automotive to healthcare.

Following a period of robust growth, M. Holland saw an increase in LTL shipping and needed to find a way to keep pace with demand. Company leadership decided a national freight broker with technology expertise was the solution it needed to become a shipper of choice.

THE SOLUTION

A Better Outbound Shipping Process. Echo's Managed Transportation solution introduced proprietary technology to M. Holland's transportation management operations, allowing the company to

automate its routing process and increase visibility into shipments. M. Holland's logistics team was able to reallocate its time to business objectives while Echo:

- Helped validate distribution center locations with improved analytics
- Assessed M. Holland's shipping costs to identify savings opportunities
- Provided guidance on quality issue resolution with strategic insights
- Identified pain points related to market segment, region, and time of year

By presenting M. Holland with a broader view of its shipping practices, Echo was able to provide information about the company's total lane operation and offer insights into establishing a more efficient network design.

A Partnership Focused on Strategy. Echo provided M. Holland guidance for educating customers, account managers,

With Echo, we experienced an attitude of continuous improvement. Very quickly we realized that Echo could optimize, refine, and create a more efficient routing process for our needs.

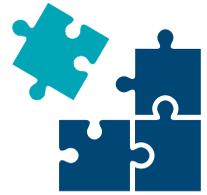
—Pete Nutley
Vice President of Operations
M. Holland

and industry partners on the challenges facing the freight market. As a strategic partner, Echo:

- Hosted quarterly business reviews
- Helped M. Holland develop long-term business goals
- Introduced a new outlook on shipping operations
- Supported panel discussions during streaming web conferences



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Supply Chain Challenge? **SOLVED**

Pool Distribution Increases the Speed to Market for Fast-Fashion Giant

A major fast-fashion retailer got a leg up when SEKO Logistics streamlined workflows with a 24/7 performance portal to manage metrics, outside market conditions, and costs.

Fast-fashion retailers, like Forever 21, work with designers for both regular fashion items and collections which are, in turn, themed and timed for release around traditional retail sales events. However, a key differentiator between fast-fashion and traditional retail is that inventory for fast-fashion is determined during the design phase and pushed through the supply chain directly from origin to store; instead of the typical planning and ordering by the individual stores to meet sales projections.



A control tower process enables data management from the DCs, into the client systems, and concurrently back into SEKO's systems to meet any financial expectations. In addition, this performance portal tracks DC-to-store delivery metrics, delivery window accuracy, and carton forecasts.

Daily snapshots are relayed to the management team to monitor key metrics, and a highly controlled master delivery schedule ensures DCs deliver within scope to save on added labor expenses.

SEKO provides 24/7 management of DC performance metrics and develops responses to provide continuous improvement to the client's supply chain. Enhanced customer service communication drastically improves client-side visibility, providing a means to manage operational responses within established cost constraints for a truly scalable solution.

THE CHALLENGE

Due to the fact that shipments are controlled by the origin manufacturer, the local warehouse has no visibility to the incoming inventory—hence no volume projections—until the distribution center (DC) processes cartons to SEKO for transport to destination markets.

To maintain transparency, IT infrastructure needed an upgrade and alignment to address data management best practices and workflow management.

From line haul to the last mile, SEKO created an intake variance/condition reporting workflow detailing truck routing in accordance with the daily forecast and POD process. This new operational workflow enabled the compilation of clean data to maximize financial workflow efficiency.

THE SOLUTION

SEKO Logistics worked hand-in-hand with our partner to increase visibility and ensure the yard has sufficient resources, planning, and contingency equipment to handle any unexpected spikes in volume, while also managing store inventories for exception events such as road closures and COVID response conditions.

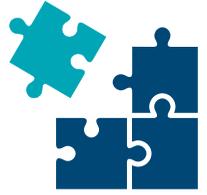
SEKO provided the client with an SLA/KPI live-update portal that enables Store Managers, District Managers, and HQ OPS to access a daily forecast of arriving inventory to plan for unexpected needs. Using industry-standard IT specifications for creating and maintaining SEKO's data feed, freight milestones were converted to XML format for complete end-to-end alignment.



To learn more:
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Supply Chain Challenge?

SOLVED



Tive Helps Optimize Courier Deliver OTIF Pharma Products by Eliminating Temperature Excursions

Without real-time visibility into your pharma shipment's location and temperature, you are risking costly failures in your supply chain.

THE CHALLENGE

A new pharmaceutical client approached Optimize Courier, a leading logistics service provider, to devise a solution to address costly losses within their supply chain. The client lost \$2.5 million of pharma the previous year when their product was shipped at the wrong temperature.

Pharma products ship at various ranges, including ambient (+15-25C), refrigerated (+2-8C) or frozen (-20C). The losses happened when temperature excursions occurred in only 1% of their orders. To complicate matters, cargo insurance policies do not cover temperature excursions.

THE SOLUTION

The temperature excursions were a result of unpredictable human errors, including improper preconditioning of packaging or mishandling of the pharma by the airline. The client was relying on traditional USB data loggers to record the temperature. Temperature excursions were only discovered after a shipment had been delivered. Conventional USB data loggers cannot identify when an unpredictable event, such as a temperature excursion, may occur.

Optimize partnered with Tive to launch the multi-sensor Solo 5G™ device with each shipment. Tive



provides real-time visibility of the shipment's temperature and sends active notifications to Optimize when a pharma shipment is at risk of incurring a temperature excursion.

The Tive tracker sends an alert to the Optimize operations team whenever a shipment is at risk of deviating from its required temperature range. Optimize uses that real-time notification to immediately investigate if the packaging was preconditioned improperly or if the airline loaded the shipment into the wrong cooler. This advanced notification allows Optimize to take proactive measures to prevent any temperature excursions.

In this case, a \$500,000 shipment needed to stay within the ambient

temperature range (+15-25C) that was shipping from Raleigh-Durham, NC to Memphis, TN. The planned routing used a passenger airline and their temperature-controlled service, connecting in Charlotte, NC.

When the shipment arrived at Charlotte, NC, Tive sent an alert notification to Optimize indicating that the temperature of the package had rapidly dropped down to +17C. Optimize contacted the airline and learned that the shipment was mistakenly put into a refrigerated cooler (+2-8C). The airline immediately removed the pharma shipment from the cooler and placed it into the proper ambient (+15-25C) conditions. Optimize arranged to recover the shipment in Charlotte, NC, with a temperature-controlled vehicle to safely drive the load the rest of the way to Memphis, TN.

This real-time notification prevented the company from losing \$500,000 USD worth of goods and saved the shipment.



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Supply Chain Continuous Improvement Requires Collaboration, Trust, and Tolerance for Failure



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Vice President, Operations
Ruan
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Q How can a 3PL affect continuous improvement of their partners' supply chains?

A Ruan's approach to effective continuous improvement (CI) is centered around creating value within our partners' businesses. CI begins with a clear understanding of each unique supply chain and baseline performance measures. Although tools and techniques vary, the first steps involve analyzing supply chain data, applying proven best practices, and altering the supply chain process to incorporate the improvement. Measuring performance after implementing the process change determines the value created.

In some cases, value creation can be realized quickly, but often, CI takes patience, creativity, and a strong commitment to the cause. The desired technology doesn't always exist, or there may be an operational or cultural shift needed before the proposed initiative can be put into practice. Eventually, improvements either become feasible to implement or the problem becomes obsolete.

Q What results have you achieved?

A Together with our partners, Ruan teams achieve millions of dollars in hard savings each year. That work begins with collaborative, strategic planning to counterbalance potential instability of network changes, market variability, and global events that wreak havoc on supply chains. Improvements in network design, route optimization, and robotic process automation, for example, are ongoing and easily measurable initiatives due to the transactional natures of our partners' supply chains.

We have solved partners' challenges with creative equipment specifications that offer enhanced payload, safety, strength, accuracy, or efficiency qualities. Examples of equipment improvements include deploying high-capacity super tankers for milk operations, robotic picking within warehouse operations, and pallet jacks with scales certified for trade within retail delivery environments. Generally, the benefits of these solutions include at least a 10% improvement.

Q What is the key to a successful partner-provider CI program?

A Collaboration is an obvious component to CI, but the most critical success factor is trust within the partnership. Trust enables the collaboration, providing the foundation for the team to try new things and explore highly complex "What if?" initiatives, which can produce value-creating improvements.

Partnerships with a high degree of trust are willing to try and fail together, in order to improve.

Trust is earned over time, and in many cases, Ruan quantifies the level of trust by the partnership's longevity. Our dedication to creating value for our partners is consistent, however, whether they are just beginning to work with us or have been a partner for decades. We are intentional when choosing vendors and clients who desire a true business partnership and who will dedicate resources to CI that benefit all parties involved. Choose partnerships carefully, build trust, and be willing to fail as you succeed.

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[INSIGHT]

FINEPRINT

by Jan Hoppe

Partner, Fladgate

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10 Ways to Improve Your Supply Contract

Brexit, COVID-19, and the Suez Canal congestion brought Force Majeure clauses in supply chain contracts into sharp focus. Force Majeure clauses seek to limit the liability of a party whose performance is affected by an unforeseen event beyond that party's control.

Force Majeure clauses commonly provide for a limited range of remedies, namely extra time for performance, suspension of performance, or termination. But they do not satisfactorily allocate the risks and costs caused by delay.

Parties to a supply contract should therefore consider regulating the following 10 additional points:

1. Contractual indemnities. Including specific indemnities in a contract can be a useful tool to protect buyers against potential losses associated with delayed or non-delivery. While buyers may not themselves suffer loss, their customers might; for example, construction is halted due to unavailability of delayed goods. Customers will then seek compensation for their loss from the buyer.

Under standard terms of sale for goods, the supplier's liability for such "third-party claims" will commonly be excluded and cannot be recovered. An indemnity that covers the buyer against such loss is advisable.

2. Liquidated damages. It is often difficult and time-consuming for a buyer to establish actual loss caused by delay. Including a liquidated damages clause in a contract can provide a suitable solution.

These clauses provide that if a certain type of breach occurs—a delayed delivery, for example—a fixed sum is paid, such as a fixed rate for each day of the delay. The claimant does not have to prove its loss when making the claim, nor will the claim depend on the interpretation of clauses capping liability or excluding certain liability such as lost profits.

As the level of compensation is an agreed remedy, adding such clauses to a contract can help preserve the commercial relationship despite poor performance.

3. Compensation for shortfall. Long-term supply contracts usually determine minimum supply/purchase quantities. Specific remedies to deal with shortfalls on either side should be incorporated in the contract.

These remedies can include compensation for any increased prices that the buyer has to pay a third party to obtain similar goods elsewhere. The supplier, on the other hand, will insist on an express right to get paid for the shortfall in quantities purchased or to reflect the shortfall in a price adjustment.

4. Right to seek alternative suppliers. Hand in hand with compensation for

shortfall, the buyer in an exclusive supply agreement must ensure that it has the right to seek alternative suppliers while its contract supplier is unable to perform the contract. Any such supplies from third parties should be counted against the buyer's minimum purchase obligations under the agreement.

Once the supplier is able to resume supplies, the buyer must be granted time to terminate and run-off any alternate supply arrangements with third parties before it can commit to receive goods from the supplier again.

5. "Step in" rights. Often problematic are rights for the buyer to "step in" the supplier's existing arrangements with its sub-suppliers. The supplier will often be reluctant or unable to grant such rights and to provide the customer with access to its sub-suppliers. Also, sub-suppliers may be reluctant to accept the customer as a third or new party to their existing arrangements with the supplier.

In order for step-in rights to "work", the customer must ensure that the supplier is obliged to facilitate access to its sub-suppliers and assist the customer in agreeing to terms with the sub-suppliers. Step-in rights provide an effective remedy only in very limited supply scenarios.

6. Material adverse change. Material adverse change clauses provide for a right to adjust/adapt the contract or to terminate it if market conditions change adversely. If the adverse conditions and the adjustment

can be anticipated clearly (e.g. raw material prices increase above a certain threshold, or currency exchange fluctuates), then such clauses can be a useful tool to adjust prices or even to provide for a clear right to terminate a contract if it is no longer commercially viable.

The issue is that it is often difficult for the parties to accurately predict and describe the adverse conditions and the adjustment to the contract that needs to flow from them. If the conditions or remedies are expressed on merely general terms—for example, the parties shall “negotiate and agree” adjustments to the contract—then there is a risk that the provisions are not enforceable.

7. Forecasting. Often overlooked is the importance of adequate forecasting provisions. Regular and frequent forecasts provide an early warning system if a party’s ability to supply or receive goods is impaired by an unexpected event. This

often enables the parties to enter into a dialogue to resolve the problems or to adjust the contract by agreement.

8. Termination. Terminating the agreement for breach ends the commercial relationship and is therefore only a remedy of last resort. As only “material” breaches commonly entitle the aggrieved party to terminate, disputes can arise over whether a mere delayed delivery is sufficiently “material” for this purpose.

If delivery timing is important, then the contract should expressly state time of delivery to be “of the essence” of the agreement. If time is “of the essence” then late delivery should entitle the buyer to terminate the agreement and claim for damages.

9. Business continuity. Ensure that the supplier has in place a business continuity and recovery plan that will be implemented should delays occur. Other remedies could include

obligations to maintain insurance and performance guarantees from the parties’ group companies.

10. Dispute resolution. Irrespective of contractual remedies, delays in the supply chain have the potential to trigger disputes. It is therefore vital for any supply contracts to have clear provisions that enable, but also oblige, the parties to seek to resolve any grievances amicably.

The contract should include a dispute resolution protocol that escalates a dispute that cannot be immediately resolved by the parties to their respective senior management. If the senior management is unable to resolve the issue, the matter can move to the next level, often mediation and arbitration.

Ultimately, a long-term commercial relationship is more likely to survive a crisis if the contract clearly allocates and regulates the risks and costs of the venture. ■

CAN EVERYONE ON YOUR TEAM SOLVE THIS?

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[INSIGHT]

E-COMMERCE

by *Maggie Barnett*

COO, ShipHero

mbarnett@shiphero.com | Twitter: @weareshiphero

It's Time for All Retailers to Go Hybrid

Adapting to ongoing supply chain disruptions and altered shopping habits over the past year, retailers felt pressure to optimize their e-commerce fulfillment capabilities and build resilient delivery operations. Well, enough pressure over time creates diamonds; and the diamond of e-commerce presents itself as the distributed fulfillment network, pioneered by e-commerce giants like Amazon and Walmart.

Distributed fulfillment means utilizing a nationwide or global network of warehouses and fulfillment centers to bring inventory closer to potential customers, as opposed to shipping from one to two centralized locations. While this supply chain model creates more complexity and room for error, tech companies have come to the rescue with powerful software that integrates virtually every aspect of getting a product from the online store to the customer's door.

Companies have found enormous success using predictive analytics and machine learning. These tools intelligently allocate inventory across networks to avoid stock-outs, reduce miles traveled, and decrease delivery time, cost, and environmental impact.

To understand the power of a distributed fulfillment network, consider that distributed fulfillment services can prioritize ground transportation and achieve a two-day shipping standard anywhere in

the United States. That's receiving an order, picking, packing, and shipping using trucks, cars, bikes, or scooters anywhere within 3.797 million square miles...in less than 48 hours.

As shoppers slowly regress to in-person shopping habits, retailers have taken the opportunity to roll their customer-facing storefronts into this distributed fulfillment network, creating a hybrid model for traditional brick-and-mortar stores. The front end handles in-person shopping, while the back end receives and handles online orders from nearby customers.

FASHION FORWARD

Notorious for their prolific real estate footprint, beauty and fashion brands are the first to move into this new hybrid model. Using nothing but a mobile device or tablet, a label printer, and some state-of-the-art software, these companies can seamlessly leverage their storefronts as another node on their fulfillment network.

For convenient purchasing options, sales associates now rely on tools designed to streamline back-of-house operations, like buy online, pickup in store (BOPIS). They can also handle returns of online purchases.

For inventory management, artificial intelligence analyzes customer shopping behavior to predict where demand will be highest. It then identifies fast and inexpensive transportation routes, and product allocation happens with the click of a button.

For added resiliency, fully integrating supply chains—from e-commerce platforms to shipping carriers to in-store point-of-sale systems—allows these hybrid companies to analyze and troubleshoot weak points in their fulfillment supply chain.

Shipping and logistics companies already see the adoption of hybrid storefronts trending upward into 2022. It's about time all retailers go hybrid.

Where e-commerce and online sales allow for optimization, traditional brick-and-mortar storefronts allow retailers to provide additional purchasing avenues, promote their brand, and engage with their customers. This emerging hybrid model brings together the best of both worlds, while automation and software remove challenges and empower this otherwise complex fulfillment model. ■



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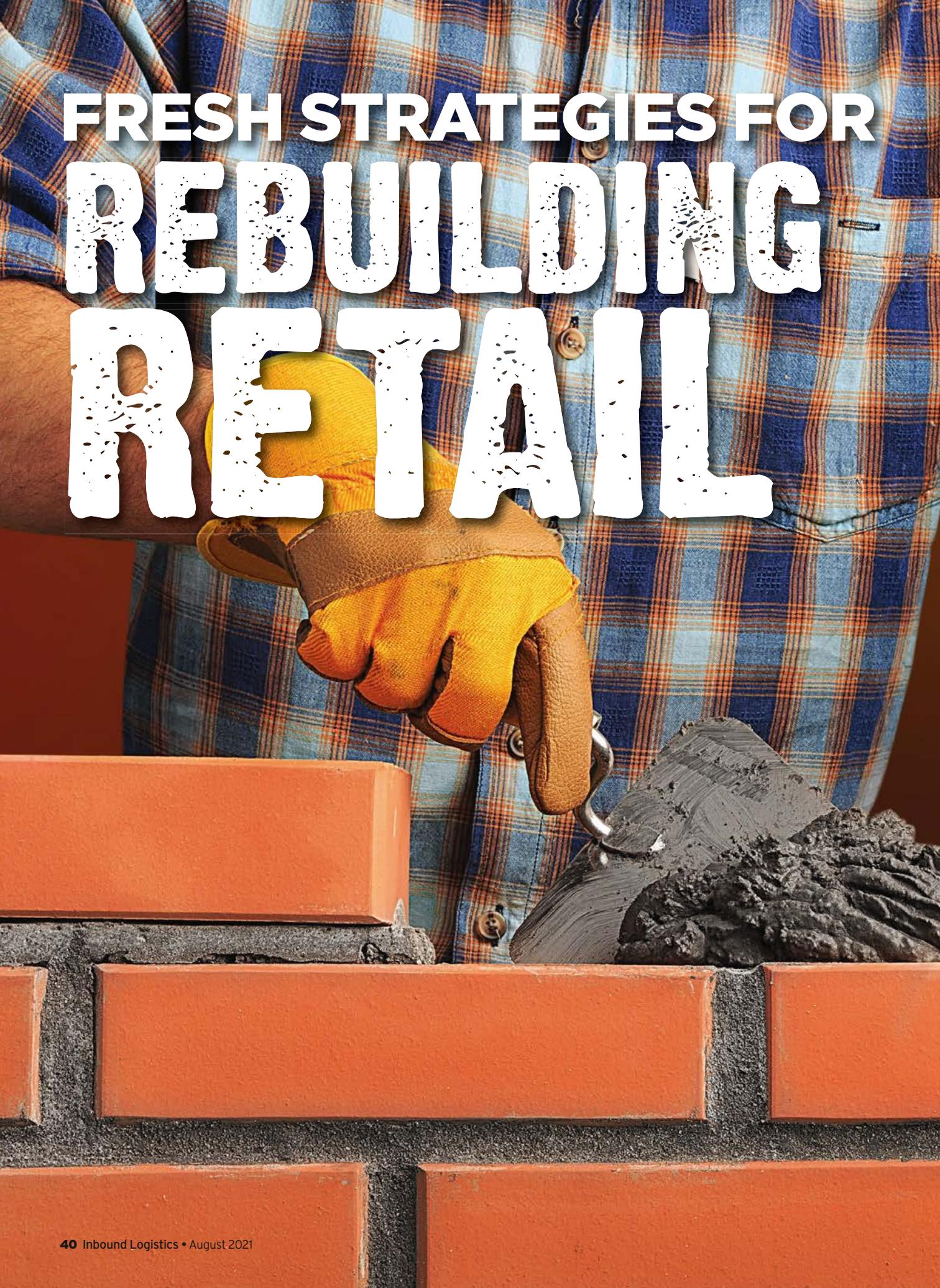
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FRESH STRATEGIES FOR REBUILDING RETAIL



E-commerce retailers construct new partnerships and processes to enhance operations, brick by brick.

BY MERRILL DOUGLAS

As e-commerce sales continue to climb, retailers seek ways to keep pace, filling orders promptly while controlling costs. That's true for retailers that sell entirely direct-to-consumer, for omnichannel companies with extensive brick-and-mortar footprints, and everyone in between.

In fact, 14% of retailers responding to an October 2020 ResearchScape International survey conducted for supply chain services company Blue Yonder had fully automated their fulfillment centers, with another 21% planning to do so in the next 12 months.

E-commerce retailers also use many other strategies to improve customer service and increase efficiency. For example, they implement software to provide visibility and support better decision making, outsource fulfillment to logistics partners, and use alternative fulfillment strategies such as drop shipping.

Let's see some of those strategies in action.



TITAN BRANDS:

The Power of Paired Software Solutions

When an e-commerce customer wants a large, heavy item delivered fast, express shipping is rarely a cost-effective option. Since many of its products are large and heavy, Memphis-based Titan Brands uses alternative strategies to shorten the fulfillment cycle.

Titan consists of four branded organizations: Titan Fitness, Titan Attachments, Titan Great Outdoors, and Titan Ramps. Its sales are nearly all direct-to-consumer, and it currently fills orders from two facilities in Memphis and one in central California. To get product closer to more customers, Titan will soon open a fourth facility, in Pennsylvania, and it plans to add one or two more in the coming years.

“We’re looking at how to reach 95%+ of the U.S. population in a two-day delivery time frame,” says Jeff Hill, Titan’s director of global supply chain.

Titan also seeks to boost speed and efficiency with two new software solutions, the Enspire Commerce order management system from enVista of Indianapolis, and the Körber Warehouse Management System (WMS) from



Titan Brands partnered with enVista and Körber for software solutions to increase throughput as demands for its direct-to-consumer business increase.

Körber, whose U.S. headquarters are in Minneapolis.

When an order is placed, Enspire calculates how long it will take to deliver the product using different delivery options, including an economy option that comes with free shipping. It also determines how to fulfill the order, based on factors such as distance to the customer from each warehouse, inventory available at each site, and available capacity with different delivery services.

TAPPING INTO INVENTORY DATA

Enspire bases these calculations in part on inventory data in the WMS. “That includes inventory that’s physically on hand and then, more importantly, in transit,” says Ken Mullen, strategic account director at enVista.

With that visibility, Titan can fill orders for products that have not yet arrived in a warehouse, and tell

customers when to expect those items.

Next, Körber’s WMS develops picking instructions based on each customer’s chosen fulfillment speed, using a “waveless picking” strategy, Hill says.

The system processes expedited orders immediately but holds back economy orders for a day or two, accumulating enough to make picking efficient.

“You’re looking at the cost of the picks, compared to the price being charged, and optimizing accordingly,” Hill says.

Besides setting priorities for picking, the WMS plans the necessary labor. “It applies the algorithms to correctly plan labor for the day-of, making choices around those priorities,” says Rik Schrader, senior vice president of sales at Körber. “It also forecasts for performance efficiency based on what will happen in the future.”

As of July 2021, Titan planned to take the new systems live in California in mid-August and then add the Pennsylvania and Memphis facilities at a rate of one per month.

Titan is also gaining efficiencies by adding new technologies to the inbound side of its warehouse operations. It is currently implementing a system called Destuff-IT, from Engineered Lifting Systems and Equipment of Elmira, Ontario, to cut the time needed to unload a trailer, getting product into inventory faster.

“In our California warehouse, where we tested it, they were originally able to unload two containers by hand daily,” Hill says. “With the new system, they were easily able to increase that volume to five containers daily.”



DECATHLON:

Changing the Game With Robots

French sporting goods company Decathlon has been using goods-to-person robotics technology to increase efficiency in some of its e-commerce operations in Europe. The company’s Canadian business, based near Montreal,

Most of Titan Brands’ sales are direct-to-consumer. To get product closer to more customers, the company plans to open additional fulfillment facilities over the next few years.





Sporting goods retailer Decathlon implemented Exotec's Skypod robotics system to improve order fulfillment processes and employee workstation ergonomics.



BROWZE: **Warehouse?** **What Warehouse?**

Common knowledge holds that e-commerce consumers want orders delivered fast. So retailers scramble to shave as many hours as they can from the fulfillment cycle.

But some e-commerce retailers pursue a different kind of consumer, one who is willing to wait for a product in exchange for a lower price.

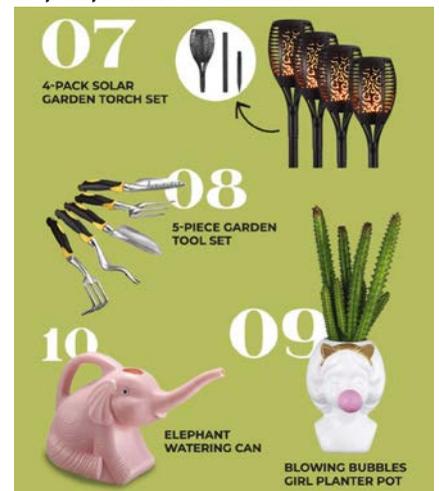
One example is Browze, a Toronto-based startup that offers unbranded home goods, fashion accessories, jewelry, toys, and other products, all made in Asia and drop-shipped to consumers from the factories.

“Most of retail is racing to deliver product faster and faster,” says Izzy Rosenzweig, Browze’s founder and CEO. “We’re going in the other direction.”

Today, Browze sells mainly to customers in the United States and Europe, plus some in Canada. In the next year or so, it expects to start expanding into other parts of the world, such as Australia and South America.

Browze holds no inventory. Instead, when a customer orders, say, a decorative

Cross-border marketplace Browze curates unique products, directly sourced from factories overseas. It holds no inventory and drop-ships orders to customers.



also will implement that technology, from Exotec North America, at the end of 2021.

Decathlon Canada operates eight retail stores, with three more under construction. Its e-commerce business, on an annualized basis, has increased tenfold since the start of the pandemic.

“The growth has put a lot of pressure on our supply chain and logistics team to respond to wildly variable demand levels,” says Jaylone Lee, the company’s chief marketing officer. “In terms of e-commerce deliveries, there have also been challenges in maintaining service level agreements for pick, pack, and shipping timelines, all while managing customer expectations.”

The Canadian business decided to implement Exotec’s Skypod system based on the company’s experience with the technology in Tilburg, the Netherlands, says Mathieu Masson, logistics and warehouse leader at Decathlon Canada.

Goods-to-person systems, which transport product from multilevel storage locations to warehouse associates, let companies store more inventory in a smaller footprint and increase worker productivity, says Rudi Lueg, managing director at Exotec North America, Atlanta.

Exotec’s Skypod improves on the traditional goods-to-person model with autonomous robots that can travel from

one aisle to another, and to any level, to retrieve a tote filled with product.

That means the warehouse doesn’t need to install shuttle equipment on every level in every aisle. A retailer can start by investing in just enough robots to meet current demand. “If they then grow and need more throughput, they can just buy additional robots,” Lueg says.

KEEPING PACE WITH GROWTH

Decathlon Canada looks to Skypod to help it keep pace with the company’s rapid e-commerce growth.

“The objective is to increase warehouse staff productivity in our Montreal logistics center by automating low value-added and time-consuming manual tasks involved in order preparation,” Masson says. Employees will no longer have to walk many kilometers per day to pick orders.

“We also expect this automated solution to help us be more agile in responding to the seasonal variations that can exist in the Canadian sporting goods market,” Masson adds.

When the system goes live in Montreal early in 2022, it will include approximately 30,000 stock locations, 50 robots, and five packing stations. Those numbers could increase as Decathlon Canada continues to grow.

“We expect the solution being installed in partnership with Exotec to evolve over time,” says Masson.

solar lantern, Browze transmits that order to the factory, which packages it for shipping by an airfreight company.

Each of those air carriers puts thousands of packages on a plane at one time. In the United States, companies such as UPS, the U.S. Postal Service, or DHL handle final-mile delivery.

Customers might receive purchases in as few as eight to 15 days, although Browze makes a more modest promise, with a money-back guarantee that shipments will arrive within 45 days.

Customers pay shipping on orders less than \$25, but the cost is small. For example, an order for that solar lantern placed on July 7 would have arrived by August 10, according to Browze's website, with a \$1.95 shipping cost.

Although Browze's model doesn't require any fulfillment facilities, the company operates a logistics center in the United States and one in the U.K. to receive returned products and direct them to secondary markets.

"If a product arrives damaged, customers don't even need to send it back," Rosenzweig says. "They just take a picture of it, and they get a full refund."

HYPER-FOCUSED ON QUALITY

Browze isn't the only e-commerce retailer that uses drop-shipping, but Rosenzweig says his company does something different from its competitors, maintaining a hyper-focus on quality.

"We have a team in China that visits our suppliers, and audits their warehouses and the products," he says. "We do our own photography and copywriting. We're involved in the logistics side, making sure they're using only good carriers."

Browze also monitors delivery performance, tracking how long orders take to arrive and the average time for delivery by country. If a factory doesn't meet its service level commitments, Browze works with it to get at the root of the problem, whether that involves transportation, a supply issue, or another cause.

But ongoing problems could prompt Browze to drop a supplier. Says Rosenzweig: "We will always protect the customer."



GYMSHARK: Outsourcing for a Wider Footprint

While some e-commerce companies enhance their internal operations, others collaborate with third-party logistics partners to increase efficiencies. That's what Gymshark, a British direct-to-consumer vendor of workout wear, is doing as it expands in North America.

Since 2019, Gymshark has outsourced its fulfillment in Canada to Radial, an omnichannel fulfillment and technology company based in King of Prussia, Pennsylvania. In July 2021, Radial added Gymshark to its multi-client fulfillment center in Rialto, California.

To prepare for the 2021 holiday season, Radial will soon also start serving Gymshark from facilities near Columbus, Ohio, and Allentown, Pennsylvania. Gymshark recently opened a North American headquarters in Denver.

Before Radial entered the picture, Gymshark shipped orders to North American customers from Europe. Service was good, but there was room for improvement, says Chris Ormonde, operations director at Gymshark in Solihull, U.K. "If we really believed in providing the best customer promise to Canadian and U.S. customers, we couldn't continue to do this from Europe," he says.

Canadian customers used to wait a week or longer for their orders. Then Radial started to fulfill those orders from its multi-client facility near Toronto. "Now, customers only have to wait anywhere from one to four days for their orders," Ormonde says.

As Radial brings the three U.S. locations online for Gymshark, it will start using its Radial Order Management System to route U.S. orders efficiently, says Saurin Mehta, senior vice president of fulfillment services at Radial North America.



Workout wear retailer Gymshark selected Radial's e-commerce fulfillment and transportation solutions to boost customer service and cut order delivery times.

For instance, if a customer in the Midwest orders three items, the system will determine which facility should ship that order based on factors such as inventory levels, distance to the customer, and available transportation options.

The process is designed to give consumers a fast, seamless experience. "It wants to optimize and make sure we don't split the packages," Mehta says.

INVENTORY SOLUTION POPS UP

When Radial starts fulfilling Gymshark orders from Ohio and Pennsylvania, one of those operations will be a "popup" facility, designed to meet the end-of-year demand surge.

"We put that inventory into a popup facility for a short time, hire the labor, and run the processes in order to be able to pick, pack, and ship the orders," Mehta says. "Then three or six months later, we close that operation."

"Popup sites allow us to get orders out to customers quicker and take pressure off labor and carriers by spreading the demand out over more sites," Ormonde says. But Gymshark also expects to invest several million dollars in automation for the Allentown site to support larger volumes over the longer term.

"The aim for our first year is for all customers to receive their orders within three days on a standard service, with a large percentage of customers getting them within one to two days, depending on location," Ormonde says. ■

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HANDLE WITH

*White
Gloves*



As consumers become increasingly comfortable buying unusual and oversized goods online, manufacturers and retailers partner with white-glove, last-mile delivery services to make in-home set-up and assembly a first-class experience.

By Sandra Beckwith

*W*hen the order came in to deliver an unusually large, monogrammed purple plush sofa into a celebrity's Southern California home, Adrian Smith knew he had to put his best people on the job. Smith, chief operating officer for Sleek Home Delivery Services, also doubled the team's size from the usual two people to four, who were also foremen.

"We sent foremen specifically because of the sofa's size and cost, and because there wasn't a clear path to the placement area. We wanted our best thinking minds out there," he says.

It was the right decision, Smith adds, because the team had to maneuver carefully and creatively around several architectural features to get the sofa to the designated room without damaging the home or furniture.

High-end furniture e-commerce retailer Modern Loft outsources its white-glove, last-mile deliveries to a single, nationwide service provider.



While many white-glove, last-mile deliveries aren't as complicated, delivery companies providing this specialized service do make sure that customers are satisfied with the in-home delivery experience. And for good reason.

"If you perform a white-glove service, you represent your company plus the retailer and manufacturer," Smith says. "The label on the treadmill doesn't say Sleek Home Delivery; it carries the product's brand name."

In fact, ensuring a smooth, positive experience that protects the corresponding brand's reputation is a hallmark of white-glove, last-mile delivery. To achieve that, delivery services use a number of strategies that include:

- Carefully vetting delivery personnel using processes that include background checks.

- Providing customer service, safety, and product assembly training.
- Leveraging technology for everything from load matching to scheduling and customer communication.
- Preemptively establishing procedures for handling occasional minor home damage or missing product parts.

In addition, because the widely recognized driver shortage impacts this industry segment as well, logistics and delivery companies continually recruit personnel to help keep up with demand.

The demand is there. While much of what was normally in-home delivery shifted to curbside or threshold before COVID-19 vaccines were available, interior placement is rebounding as consumers feel safer. They are also increasingly comfortable buying

oversized goods online instead of from showrooms.

"Our business was up more than 50% during the pandemic period," says Richard Dimilta, vice president of operations at Saatva, an online hotel-quality mattress manufacturer and retailer. "COVID-19 has further legitimized buying a mattress online."

Saatva protects its luxury image by working directly with more than 80% of its contract delivery network. Two third-party logistics (3PL) providers manage the remainder.

"Maintaining control through the final mile is what makes our process work," Dimilta says. "If consumers don't have a successful delivery experience, they probably won't find the product as comfortable as they would if everything had gone well."

It's also why the mattress company vets delivery partners carefully with a series of scenario questions that help reveal values and processes. Still, Dimilta says, "The first criterion is that they have to be nice."

HANDS ON, HANDS OFF

While Saatva is hands on, Yitty Glauber, founder of high-end online furniture retailer Modern Loft, remains hands off by design. She contracted with Ryder Last Mile Delivery because "their system is professional," she says. "They have a process for everything. As long as you follow it, you're good."

Saatva protects its luxury image by working directly with more than 80% of its contract mattress delivery network. The remainder is managed by two third-party logistics providers.



The furniture brands offered on the Modern Loft website are custom-made in Europe; most orders travel to the United States by sea. Merchandise is routed at the port to the Ryder warehouse closest to the customer's address.

Because Modern Loft is a young company—Glauber started the business in 2020 in response to the pandemic—volume is low enough that she taps into Ryder's sophisticated technology in a low-tech way, via an email spreadsheet.

PLUGGING INTO TECHNOLOGY

Larger organizations fully leverage powerful technology. For example, Select Express & Logistics, which acts as a middleman between its retailer and manufacturer clients and the organizations that provide delivery services, typically relies on small service providers for white-glove work. Outside of deliveries that aren't part of a dedicated route, the company uses technology that connects loads with drivers.

"We plug into an outside platform that's customized with features we need," explains CEO Jay Waldman. "Contractors look at the work there and accept or decline jobs."

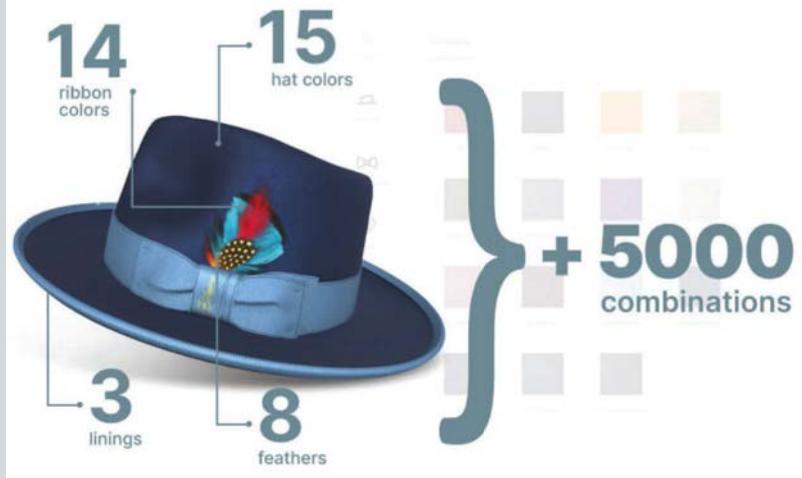
GoShare provides one of those delivery service marketplaces. In addition to connecting drivers with loads, the platform offers tools for booking and scheduling, tracking, customer communication, and payment. Consumers use it too, in stores where GoShare has a referral partnership.

"We post special signs in the store at point of product so while consumers are standing there contemplating buying a product, they can get a quote on delivery cost using a QR code and our mobile app," says Shaun Savage, GoShare's founder and CEO.

Once a shopper makes a purchase and uses the app to schedule delivery, the system asks questions about stairs, elevators, and other specifics that impact delivery ease.

Technology can also facilitate the

Companies such as Zakeke allow retailers to turn any item in their store into a customizable product with real-time 2D and 3D imagery and augmented reality.



TOOL TIME ONLINE

Visual configuration tools let online and in-store shoppers see a visual representation of products with any available customization they want—upholstery color, for example, or additional pieces added to a sectional sofa—in 2D or 3D imagery.

2D configurators show customer customizations from a fixed perspective, while 3D configurators allow the consumer to explore the product either from a fixed number of viewing angles or with 360-degree rotation.

Augmented reality (AR) tools take 3D configurators to the next level by letting consumers use their smartphones or tablets to scan QR codes and visualize the product in their homes. It's the best way to answer the questions "Will this fit?" or "How will this look in my room?"

Companies incorporating this technology into their e-commerce platforms experience a 10 to 50% increase in cart conversion and a 30% to 50% average order value increase, according to a recent Gartner report on visual configuration. Not surprisingly, it also reduces returns. In one case, the return rate dropped from 20% to 1%.

Software providers that let customers see products in 3D, change colors and other options on screen, and visualize the finished products in their home include:

- Zakeke
- Expivi
- Threekit
- Rubens CPQ
- Simplio3D
- Emersya

Size.link, a free tool from Shopify, also lets its retailers visualize dimensions in augmented reality but without the 3D imagery.

driver-load matching process automatically as part of the checkout process, notes Nick Schurman, area vice president, retail sales at Bringg, a global delivery and fulfillment cloud platform provider. With Bringg's software, the customer sees available delivery options based on retailer settings. For example, if "next day" isn't possible, it's not among the options.

"Customers only see what's available to them, which is a great way to control the experience and set expectations at checkout," Schurman says.

PUTTING DATA TO WORK

3PL GlobalTranz Enterprises leverages technology's ability to make the delivery process as smooth and positive for the consumer as possible. "The way we intake orders and share data with customers lets them give us visibility to some of the known factors that can impact delivery effectiveness," says Karen Tyndall, director of customer solutions.

Still, a positive white-glove, last-mile delivery experience requires more than solid technology. People and



Select Express & Logistics typically relies on small service providers to handle its white-glove, last-mile deliveries and assembly.

processes are just as important, Tyndall says. GlobalTranz works to minimize challenges by contracting with delivery providers that know their region well, especially in urban locations.

"They are there every day and know the space, the city, and even the situation at specific addresses," she says. "The data

is only as good as the way we apply it."

Experienced delivery companies also know to have protocols in place in case they discover a flaw once the product is unboxed inside, a part is missing, or the team damages the home.

"If we might have marked up a wall or scratched the floor when moving a treadmill through someone's home, we make sure the end consumer is left with a good taste in their mouth," Waldman says. His company arranges for any necessary repairs.

A sure sign that white-glove service is here to stay is a Bloomberg report that Amazon is testing a premium service that includes in-home assembly with furniture or appliance delivery. Waldman, whose logistics firm recently acquired Go Configure, an outdoor furniture and playset assembly company, isn't surprised.

But he's also quick to point out that companies like his spend years building provider networks with the customer service skills and experience needed to bring expensive, over-sized goods into customers' homes.

"Providing these value-added services is a lot more complicated and requires a lot more moving parts than delivering parcels," he says.

Just ask the four Sleek Home Delivery foremen who delivered the purple plush sofa. ■

INSURING ALL GOES WELL

With the last-mile delivery market expected to hit a compound annual growth rate of almost 16% between 2021 and 2025, according to Technavio, there's a growing need for white-glove, last-mile delivery providers.

Jamie Cantrell, a specialist in last-mile insurance at World Insurance Associates, sees an influx of investors hoping to capitalize on the trend. But they aren't always aware of the segment's insurance requirements that include:

- Auto liability
- Non-trucking liability
- Cargo
- Physical damage
- Worker's compensation

The third-party logistics providers and others who contract with delivery services require those businesses to not only carry the appropriate insurance, but also to meet their safety and training requirements, Cantrell notes. That benefits delivery companies in a number of ways, including with insurance rates.

"If they follow the guidelines, do the safety programs, and train everyone at the right level, they'll see a favorable impact on rates, especially on worker's compensation insurance," Cantrell says.

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Logistics Supports a Healthy Pharma Industry

From managing distribution channels to boosting visibility and security, the pharmaceutical and life sciences supply chain mixes complexity with risk. Here are the technologies and strategies that inject efficiency into supply chains.

The market for pharmaceuticals and biopharmaceuticals is robust and growing and that's driving demand for logistics support for these products. (Biopharmaceuticals are medicines and drugs produced using biotechnology or living things, especially cells and bacteria, in industrial processes.)

The global pharmaceutical manufacturing market, valued at US\$324.42 billion in 2019, is expected to grow at a compound annual growth rate of 13.74% between 2020 to 2027, according to Grand View Research. Following along, the global pharmaceutical logistics market will grow by 8.5% annually between 2021 and 2028.

This growth is a positive for the individuals who rely on these medicines, as well as the companies that supply and distribute them. Yet it also poses challenges, including accurately forecasting demand, while containing costs and managing complicated transportation and cold-chain requirements even as capacity tightens. Security remains

another concern, given that a truckload of medicine can be worth millions.

When working with over-the-counter medicines and healthcare products, a few other supply chain obstacles arise. One is managing the range of distribution channels, says Jeffrey Tucker, chief executive officer with Tucker Company Worldwide, a leader in life sciences transportation. Then, the penalties some larger retailers levy on shipments that miss on-time, in-full (OTIF) requirements can quickly cut into profits.

"The careful and planned execution of transportation is critical," Tucker adds.

A DOSE OF TECHNOLOGY

Technology plays an increasingly important role in the transportation and distribution of pharma products. Solutions that incorporate artificial intelligence (AI), robotics, automation, and the Internet of Things (IoT) offer advantages over many legacy systems, like conveyors and automated storage

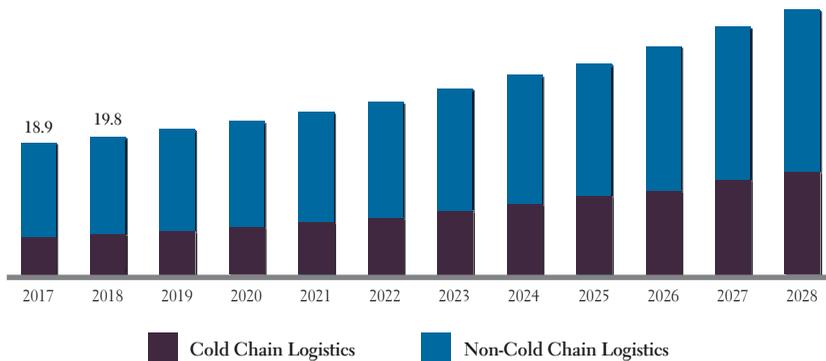
and retrieval systems, which often required a tremendous upfront investment of money, management time and attention, and warehouse space, says Jett Chitanand, director, global sales, healthcare, with Locus Robotics, a provider of innovative autonomous mobile robots. Moreover, the solutions often were designed to meet a specific need or demand.

"However, businesses and priorities change, making these investments less attractive," Chitanand says.

Many legacy supply chain monitoring systems also have tended to assemble information in siloes, leading to a loss of visibility. More than half (57%) of respondents to a recent survey by WBR Research and Controlant, which offers cold chain as a service, say they experienced a loss of visibility and bottlenecks in their supply chains of raw material and active pharmaceutical ingredients.

Despite the shortcomings of many previous solutions, earlier efforts to transform pharmaceutical supply chains tended to be "slow-moving," says Gisli

U.S. PHARMACEUTICAL LOGISTICS MARKET SIZE, BY TYPE 2017-2028 (USD BILLIONS)



Source: Grand View Research

Herjolfsson, co-founder and chief executive officer with Controlant.

That's changing. The pandemic "starkly exposed major vulnerabilities in the pharmaceutical and medical products supply chains," says Per Hong, senior partner in the strategic operations practice at Kearney.

The pandemic will almost certainly reshape global life science supply chains to strengthen resiliency, ensure access to more local sources of capacity and supply, and manage allocations of vital products, he adds.

Indeed, one bright spot to the pandemic has been the urgency that spurred industry players to take an "all-hands-on-deck collaboration" approach to developing more sensitive ultra-cold chain transport, logistics, and controls, leading to lasting innovations, says Anne Marie O'Halloran, managing director at Accenture life science's industry X.0 and supply chain practice.

One example: the application of smart freezers. If one breaks down, a notification is issued, stating the freezer's temperature is rising or a door has been left open. This technology isn't necessarily new, but placing it in distribution, fulfillment, and manufacturing centers is, she adds.

BOOSTING FORECAST ACCURACY

Forecasting supply and demand takes on additional complexity when dealing with many pharmaceutical products,

Chitanand says. While supply chain leaders need enough inventory on hand to meet anticipated demand, holding on to excess inventory means risking it will expire before it's used.

This challenge will grow more pronounced as medicines become more personalized. For example, new cancer therapies have smaller patient populations because they treat a specific subcategory of the disease, says Barry Heavey, managing director in Accenture Life Sciences. The treatments are expensive to develop and manufacture, so it's critical to ensure they're not stalled by any one part of the supply chain.

Artificial intelligence can enhance visibility to create more real-time forecast capabilities, Hong says. This helps companies pivot in response to demand swings.

WHERE'S THE PRODUCT?

Tracking and tracing solutions also are evolving to boost security and visibility. "Previously, a package was tracked by its shipping date and when it was out for delivery," says Scott Fata, principal director, supply chain, with Accenture. "Now, packages must be individually tracked by various security monitors."

For instance, tilt monitors can track whether a box that was supposed to sit right-side-up has been placed on its side, while temperature monitors ensure packages are at the correct temperature.

This is key, as therapies like mRNA,

used in some COVID-19 vaccines, as well as with cell and gene therapies, often must be transported at temperatures ranging from -76° to -124°F (-60° to -80° C), Fata says. While companies are researching ways to reduce the need for ultra-cold chain transportation and storage, in the meantime, supply chain professionals must ensure product integrity and stability while remaining within existing technology and regulations.

Companies also are beginning to use predictive analytics to proactively reroute deliveries or change shipment approaches based on upcoming storms or shutdowns, Fata adds.

HANDLING LABOR SHORTAGES

Even as technology evolves, robust supply chains rely on people. While the tight labor market isn't unique to biopharmaceutical and pharmaceutical products, the potential impact of too few employees, including delays or inaccuracies, can be significant.

"If a healthcare provider doesn't receive the right product at the right time, it can delay care," Chitanand says.

To accelerate operations, ensure accuracy, and leverage data, more organizations are embracing automation, including mobile robots. The global market for logistics robots is expected to grow by more than 16% annually through 2028, when it will hit \$17.8 billion, according to Fortune Business Insights.

In addition, tools like machine learning and natural language processing "will be the key to minimizing human error and leveraging operational data to generate strategic insights and improve productivity and accuracy of processes," according to a Deloitte report titled *Intelligent Drug Supply Chain: Creating Value from AI*.

Even as the pharmaceutical supply chain faces numerous challenges, it's also advancing to address them and ensure medicines and other therapies safely and quickly reach their intended users.

The companies profiled here are leading this advance.

LOCUS ROBOTICS

Solving Pharma Challenges with Robots

Locus Robotics, based in Wilmington, Massachusetts, offers its clients deep expertise in warehouse automation and logistics for many industries including healthcare and bioscience. To start, its founders come with extensive logistics and distribution experience, successfully starting and running their own 3PL that boasted KIVA robots before venturing out on their own to create Locus. Their experience shows in the sophisticated order management capabilities incorporated within Locus's solutions.

"We understand the intricacies in the way orders are built, sent out, picked, and put away," Chitanand says.

Healthcare and life sciences logistics are major focuses of the company. "We understand the segment's unique challenges and continue to invest in and add functionality that enables on-time healthcare fulfillment and business continuity," Chitanand says.

Locus's user interface and reporting systems help maintain product traceability and capture serialization requirements while ensuring near-perfect accuracy on every order fulfilled. Locus works diligently to meet DSCSA (Drug Supply Chain Security Act) compliance and serialization requirements.

Locus also has developed superior navigation tools to guide its robots, ensuring they boost productivity, decrease cycle time, and operate safely. "We excel at developing the software that controls the robots," Chitanand says.

When starting to work with a client, Locus engineers typically review the company's operational volume and primary challenges they face. Locus may initially recommend changes that aren't related to robotics, such as "5-S'ing," or making sure a facility is organized for efficiency and effectiveness, Chitanand says.

If deploying in a greenfield facility, Locus will review the operational goals and draw from past experiences and best practices. Customers with the opportunity to design their fulfillment space around digital fulfillment technology are



Locus Robotics' solutions improve pharma supply chains by boosting fulfillment volumes without extra labor or space, and increasing the amount of work associates are able to do.

able to achieve the maximum throughput possible from day one. Since Locus does not require any fixed infrastructure, operators of both existing and new sites rest comfortably knowing they have the flexibility to adapt their sites as new trends emerge.

To improve the performance of the client's operations, Locus calculates the number of robots that are needed. It's not unusual for a small fleet of robots to double or triple productivity, Chitanand says.

A next step is estimating the return on the organization's investment. From a capital investment perspective, most Locus solutions tend to be more attractive than large, legacy systems, Chitanand says. To start, clients can lease the robots through a Robots-as-a-Service (RaaS) model, rather than commit millions to a structured automation solution.

Once implemented, the robots work collaboratively alongside employees. Locus drastically reduces the walk time of each associate by having associates stay within zones while a fleet of robots travels between pick destinations and the packing station. This allows associates to concentrate on what they do best: picking. The approach has proven to boost productivity anywhere from two to three times for Locus customers.

Benefits of collaborative robotics go beyond productivity increases. Robots

can enhance workplace safety and diminish worker fatigue by removing the need to push heavy carts and walking time. With Locus, associates on average walk 17% less than without. In addition, Locus customers have seen up to a 50% reduction in accidents and one medical distributor dropped their accident count to zero after implementing Locus.

Locus has been implementing robotics solutions across Fortune 500 medical distribution, medical device companies, and a prominent health system. In all cases, the solution integrated with the facility's warehouse management system and significantly increased productivity.

With the increase in adoption of robotics in the healthcare space, Chitanand remains confident that robotics will solve significant logistics challenges in the healthcare/pharma space.

CONTROLTANT Servicing the Cold Chain

The \$300-billion temperature-controlled supply chain is ripe for change, Herjolfsson says. And Controltant's mission is to do just that. From its headquarters in Iceland, Controltant provides Cold Chain as a Service[®] through a blend of hardware, including wireless and reusable IoT tracking devices, supply chain visibility software, and 24/7 monitor and response services.



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www.locusrobotics.com/why-locus

Controlant's solution departs from the passive technologies long used to monitor the temperature and other attributes of goods in transit. These often failed to provide the real-time visibility and data supply chain professionals require to enhance decision-making and optimize supply chains.

In contrast, Controlant takes a three-pronged approach to cold chain monitoring, Herjolfsson says. It starts with Controlant's real-time IoT data loggers. About the size of a cell phone, these can be placed within a box or pallet—wherever the customer feels will work best—and then remains with the product throughout its journey. Supply chain professionals can monitor their products' location, temperature, humidity, and other attributes in real time, using Controlant's proprietary supply chain monitoring platform.

This comprehensive view enhances decision-making. For instance, a pharmaceutical supply chain leader may decide to search for an alternate transportation route if the data reveals delays or multiple excursions on the route initially chosen. (Any temperature reading outside ranges recommended in the manufacturers' package inserts is considered a temperature excursion, according to the CDC.)

In addition, having this information available in real time means fewer products must be discarded because they fell

outside temperature or other parameters. About \$35 billion in biopharmaceutical products are lost annually because of failures in temperature-control logistics, according to IQVIA.

While the technology is essential, Controlant's experienced service professionals also play a key role in monitoring clients' shipments around the clock, and across the globe. "Our service team can act as our customers' eyes and ears," Herjolfsson says.

COMMITTED TO SUSTAINABILITY

Another distinguishing capability is Controlant's commitment to sustainability. Not only does the visibility it provides reduce the risk of waste, but its data loggers can be reused multiple times. Historically, many data loggers have been disposed of after one use, once a supply chain journey concluded. During the 2009 H1N1 (swine flu) pandemic, Controlant's technology was used to safeguard the distribution of critical vaccine supplies across Iceland, while also keeping pharmaceutical supply chain waste to .05%. And as Controlant monitors COVID-19 vaccines around the world, it has successfully delivered 99.997% of the needed pharmaceuticals to their intended location without any quality issues.

Several years ago, Controlant began working with a wholesale pharmaceutical distribution center that had been

using a mix of business tools to track inventory and product quality conditions. This left management with disjointed visibility into its supply chain and goods, as well as little ability to prevent product damage or waste.

By working with Controlant, the company was able to proactively collect data from multiple systems and capture real-time shipment information so they could intercept at-risk shipments before the products spoiled.

And by automating communication and facilitating data sharing between departments, the Controlant solution provides a comprehensive view of the company's operations, reducing errors and cutting supply chain waste by more than 90%.

With a history that spans several pandemics, Controlant has gained tremendous insight into the cold chain and pharmaceutical logistics. Its customers can leverage this expertise to boost their own supply chain visibility and resilience, and enhance efficiency and decision-making.

TUCKER COMPANY WORLDWIDE Dedicated to Quality

For more than 40 years, Tucker Company Worldwide, the oldest privately held freight brokerage in the United States, has been serving the North American healthcare sector. Along the way, it has developed the expertise and implemented the ISO 9000 processes that allow it to meet or exceed the safety standards required to transport life sciences products.

Jeff, chief executive officer and a member of the third generation in the business, started in the business as a kid. He and his brother Jim, now president and chief operating officer, would clean the company's offices on Saturdays.

Tucker Company, which started 60 years ago, has leveraged its initial focus on moving heavy and over-dimensional loads, which often require extra security and other protective measures, and applied this expertise to the life sciences sector.

As part of this, the Tuckers

When dealing with temperature-sensitive and regulated products, pharma and biotech companies need to make informed decisions in real time. Controlant's solutions empower resilient and responsive supply chains by providing full visibility to trucks and containers.



committed to working only with those trucking companies that show a similar dedication to quality and safety. Of the approximately 300,000 trucking companies across the United States, Tucker has curated a list of just several dozen that it calls on when transporting life sciences and pharmaceutical projects.

“We’ll first try new carriers in easier elements,” Jeff says. “Only if they’re near perfect will we test them in pharmaceuticals.”

In addition to identifying truckers that can best handle these products, Tucker works with clients to evaluate the performance of different transportation lanes. To guide their evaluation, Jeff and his colleagues use good distribution practices, or GDP.

“These are generally understood as the quality standards that should govern the handling of life sciences products, and are published by the World Health Organization,” he adds.

Compliance with GDP means



Tucker Company Worldwide has been serving the healthcare sector for more than 40 years, and supports operations for leading companies in the global life sciences sector.

meeting a range of requirements. These include ensuring medicines in the supply chain are stored in the right conditions at all times, including during transportation; that contamination by or of other products is avoided; and that the right products reach the right addressee within a satisfactory time period.

In addition, the distributor needs to have in place a tracing system that

enables it to locate faulty products.

Jeff also helps shippers evaluate their contracts with trucking carriers. One red flag is a contract that’s signed and returned with no red lines.

“You want a healthy, vibrant conversation at the time the contract is forwarded, ensuring the parties thoroughly understand their roles,” he says, noting that even thoughtful agreements—many of which extend for dozens of pages—can have provisions that might not make sense. “If you don’t discuss them, they can become problems,” Jeff says.

Tucker Company prides itself on expertly serving hard-to-serve industries, Jeff says. That includes consumer electronics and temperature-controlled food and beverages, as well as the life sciences and pharmaceutical industries.

“Pharma products are really exciting and the quality of transportation is critically important,” he notes. “We are proud of our incredible record transporting them.” ■



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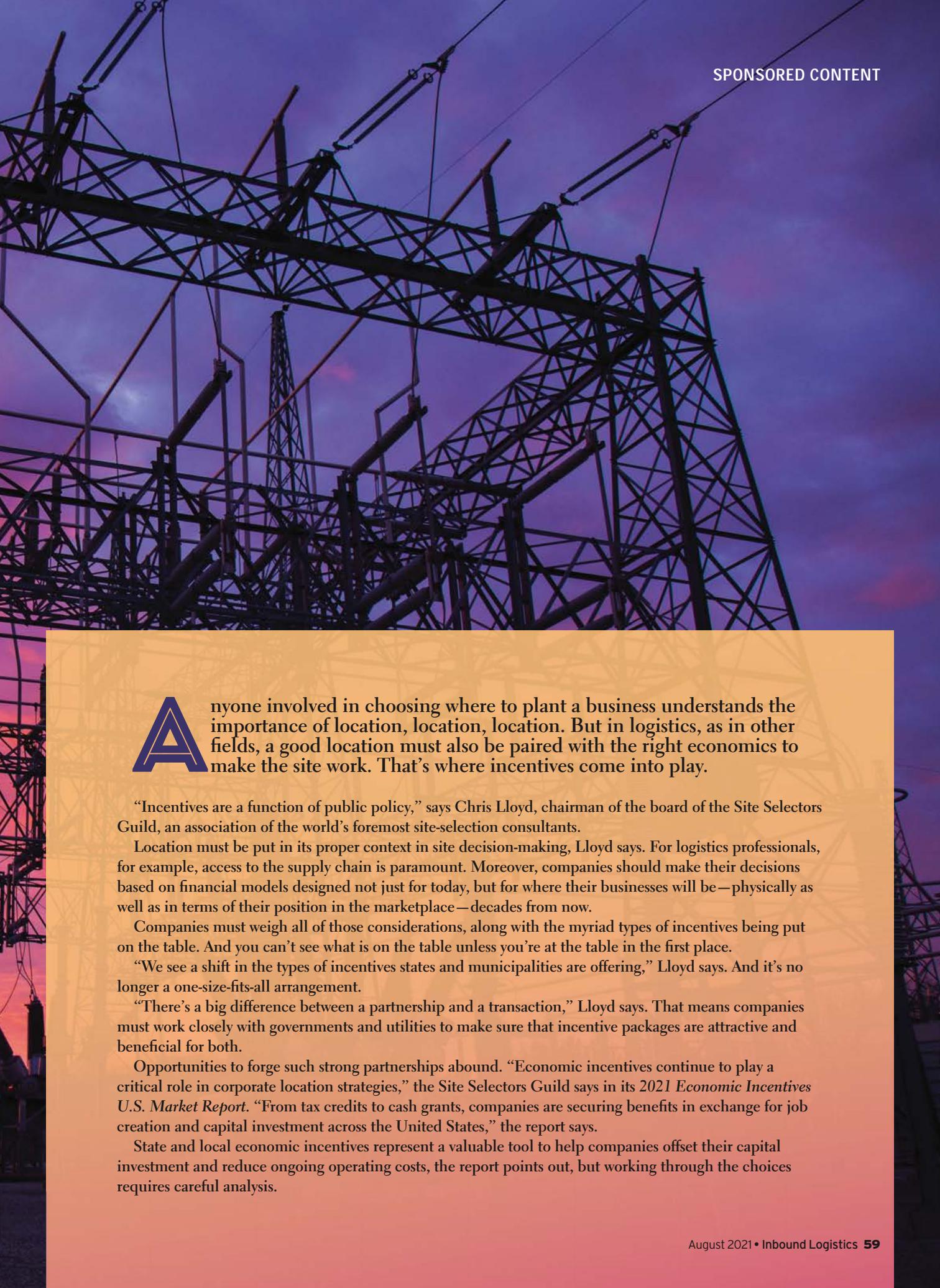
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INCENTIVES BRIGHTEN SITE SELECTION DECISIONS

Tax, energy, and land incentives can turn a good location into a great one. Here's what companies and the logistics providers who serve them need to consider as they explore locating, relocating, or expanding their businesses.

PHOTO: HOOSIER ENERGY



Anyone involved in choosing where to plant a business understands the importance of location, location, location. But in logistics, as in other fields, a good location must also be paired with the right economics to make the site work. That's where incentives come into play.

"Incentives are a function of public policy," says Chris Lloyd, chairman of the board of the Site Selectors Guild, an association of the world's foremost site-selection consultants.

Location must be put in its proper context in site decision-making, Lloyd says. For logistics professionals, for example, access to the supply chain is paramount. Moreover, companies should make their decisions based on financial models designed not just for today, but for where their businesses will be—physically as well as in terms of their position in the marketplace—decades from now.

Companies must weigh all of those considerations, along with the myriad types of incentives being put on the table. And you can't see what is on the table unless you're at the table in the first place.

"We see a shift in the types of incentives states and municipalities are offering," Lloyd says. And it's no longer a one-size-fits-all arrangement.

"There's a big difference between a partnership and a transaction," Lloyd says. That means companies must work closely with governments and utilities to make sure that incentive packages are attractive and beneficial for both.

Opportunities to forge such strong partnerships abound. "Economic incentives continue to play a critical role in corporate location strategies," the Site Selectors Guild says in its *2021 Economic Incentives U.S. Market Report*. "From tax credits to cash grants, companies are securing benefits in exchange for job creation and capital investment across the United States," the report says.

State and local economic incentives represent a valuable tool to help companies offset their capital investment and reduce ongoing operating costs, the report points out, but working through the choices requires careful analysis.

INCENTIVES BRIGHTEN SITE SELECTION DECISIONS

“The availability and type of economic incentives vary greatly across the United States, which makes it difficult for companies to predict the impact of these benefits on their projects,” the report states. “In addition, the complexity of the economic incentive compliance management process has made it more challenging for companies to realize the value of economic incentives as issuing entities are requiring more accountability and reporting.”

Properly navigating the process is well worth the effort, as the combination of incentives and the assets of the geographical location itself is vital to making the right location decision.

“All the money in the world will not compensate for a bad workforce and a poor location,” says Lloyd.

SITE LOCATION TRENDS

A Site Selectors Guild survey of guild members, conducted in May and June 2021, shows how the location decision process is evolving in light of the pandemic and current economic and political events, and outlines their impact on economic development and site selection trends. Among the findings:

Hybrid remote/in-office models are expected to become more commonplace. But how those decisions impact real estate decisions is still unclear.

Changes in office work environments and increased manufacturing output are resulting in two real estate implications: empty offices with potential as residential units or last-mile delivery hubs, and developers of industrial and warehouse space struggling to keep up with demand.

Remote work as a result of the pandemic accelerated the use of technology. Communities must strategically leverage virtual platforms for meetings that don't require in-person attendance by providing quality drone footage and other virtual-reality methods to showcase their communities.

While initial interviews and data analysis may take place virtually, guild

THERE'S AN OLD ECONOMIC DEVELOPMENT ADAGE THAT WE HEAR TIME AND AGAIN FROM OUR SITE-CONSULTANT COMMUNITY: INCENTIVES WILL NOT MAKE A BAD SITE GOOD, BUT INCENTIVES CAN MAKE A GOOD SITE GREAT.

— Jeff Pipkin
Economic Development Manager
Hoosier Energy

members say companies will still push for in-person site visits and meetings prior to making their final location decision.

Sustainability and green energy as a site-selection factor is increasing among nearly all industries.

Companies continue to strive for regulatory compliance and reduced carbon footprints.

Migration patterns indicate demand for high-value locations and that a new generation of city dwellers will move to metropolitan environments.

When asked how various industries factor diversity, equity, and inclusion into the site selection process, guild members report the greatest increase in prevalence among large, multinational publicly traded companies and mid-to-large IT companies.

Diversity is growing in importance. As diversity becomes more important for talent attraction and retention efforts, guild members say, a growing number of companies are seeking out markets where a diverse workforce with tech talent exists.

Downtown recovery, tourism, and other industries centered on service and social interaction will rebound. Rising vaccination rates and decreased COVID infections will spur new growth in these areas, the survey finds.

Current trends notwithstanding, state and local jurisdictions always will weigh a host of factors in determining which companies are eligible for economic incentives, and what those incentives will be.

“Every state has its own business and tax laws, policies, objectives, and strategies to attract and retain companies,” says the Site Selectors report. “Some states emphasize the growth of targeted industries, while others focus on job creation or investment in targeted geographies within their state.”

MAKE A LIST, CHECK IT TWICE

Companies embarking on the process of finding a location typically construct a project checklist with the help of a professional service provider, Lloyd says. Key factors to examine include the forces driving the project, the nature and quality of the workforce needed, and the economics of the move.

Other factors include choosing reliable, experienced, trustworthy partners to facilitate the site selection decision. Here are a few companies that lead the charge.

HOOSIER ENERGY

MAKING A GOOD SITE GREAT

Companies involved in site selection should consider incentives after other essential items on their location checklist have been met. “There's an old economic development adage that we hear time and again from our site-consultant community: Incentives will not make a bad site good, but incentives can make a good site great,” says Jeff Pipkin, economic development manager for Hoosier Energy.

Headquartered in Bloomington, Indiana, Hoosier Energy is an electric generation and transmission rural electric cooperative serving 18 locally consumer-owned distribution cooperatives (REMCs) in southern and central Indiana and southeastern Illinois. This includes more than 300,000 homes,



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INCENTIVES BRIGHTEN SITE SELECTION DECISIONS



Hoosier Energy serves its 18 member electric cooperatives in central and southern Indiana and southeastern Illinois from its Bloomington, Indiana, headquarters—a best-in-class, LEED Gold certified facility.

farms, and businesses in 59 counties in the two states, equating to an area of approximately 15,000 square miles.

Hoosier Energy's power network provides electricity to developed sites and industrial parks along the I-70, I-65, I-64, and I-74 corridors. The network's workforce is located in adjacent metropolitan areas such as Indianapolis, Louisville, Cincinnati, and Evansville. This geographical advantage enables Hoosier Energy to leverage regional assets and provide competitive electric rates to the area.

Hoosier Energy and its member REMCs have the option to offer an Economic Development Rider (EDR) for projects meeting certain requirements and with a monthly demand of at least 500 kilowatts.

"This EDR can be offered for the first six years of operation and discounts the cost of energy on a declining scale starting with 30% in year one to 5% in year six," Pipkin explains. "The savings generated come to approximately 17% over the six years."

In addition, for projects with a monthly demand of more than 20 megawatts, Hoosier Energy and its member REMCs may offer a Market Based Rate (MBR) program.

"The MBR allows the company to purchase energy on the open market as Hoosier Energy acts as the load-serving entity," Pipkin says. "This program can offer substantial savings and can provide long-term savings for the company."

Hoosier Energy is making long-term grid improvement investments to maintain its high degree of reliability. The cooperative's board has elected to retire its final coal-fired power plant in mid-2023.

"This generation will be replaced with a more cost-efficient fuel mix combination of natural gas, renewable options, and power purchase agreements," Pipkin says. "This plan provides a foundation for supply-cost stability and predictability while reducing our carbon footprint by an estimated 80%."

Hoosier Energy also offers various solutions and technical support to help projects achieve renewable energy goals. These solutions include Purchase Power Agreements, assistance on conception through interconnection of consumer self-built projects, acquisition of Renewable Energy Credits, and additional professional support through project analysis, carbon calculations, and contract analysis.

"Hoosier Energy's economic

development team brings decades of local and state economic development experience to each project," Pipkin says. "Our team will work alongside our distribution cooperatives and their local economic development organization to help answer any electrical questions the project may have."

Once a project lands in Hoosier Energy territory, a key account manager is assigned to assist the company to meet its needs into the future. "Hoosier Energy also has a robust engineering team to help advise each project on the most cost-efficient way to serve the company and enhance reliability," Pipkin adds.

ELECTRICITIES

LEADING THE QUEST FOR VALUE

Companies searching for locations should view incentives—and the entities that provide them—as value-added propositions.

"It's always location, location, location," says Brenda Daniels, manager of economic and community development for ElectriCities of North Carolina. "But incentives seem to be the icing on the cake and will continue to be that. Not only do incentives help land the project, but they show commitment for the project from the state, county, and municipalities."

ElectriCities is a not-for-profit membership organization of municipally owned electric utilities spread across North Carolina, South Carolina, and Virginia. The locations range from tourist and retirement destinations, to suburban communities, to hubs for entrepreneurship and economic development. While each community has its own unique identity, they all share the common connection created by public power.

Of the 92 public power communities among its members, 71 are in North Carolina. The organization advocates for the communities at the state and federal levels, and provides numerous

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INCENTIVES BRIGHTEN SITE SELECTION DECISIONS



ElectriCities created its Smart Sites program, also known as S2, to assist member communities in preparing shovel-ready sites—such as this one in Lexington, North Carolina—for economic development.

administrative, technical, legal, and legislative services to support its members. Most member cities have been in the electric business for a century or more.

Companies looking to optimize incentive packages in the communities ElectriCities serves would be wise to consult with the organization. “We work closely with all of our members to make sure what they are offering is feasible for the project,” Daniels says. “Some of those include free land, infrastructure improvements, energy-efficient lighting, and energy audits of existing buildings, just to name a few. And, of course, each of these things are looked at on a case-by-case basis for each project.”

ElectriCities works with the municipal utility to offer a rate proposal customized for the specific needs of each company. This front-end work to understand the individual needs of each customer is beneficial in helping the companies manage their energy costs well into the future.

Daniels believes it is an ideal time for incentives. “Whether it is taxes, savings on energy or cash incentives, now is the time,” she says. “We are always looking for new ways that our members can provide what’s needed for projects.”

However, she adds, “It’s not always that a project gets what they ask for. It all depends on jobs, tax base, and capital investment.”

Daniels says ElectriCities maintains constant contact with site-selection consultants in order to best determine what can be accomplished for projects.

“We also have a Smart Site Certification program or shovel-ready site program,” she adds. “This pre-work helps the companies and site consultants know that all of the engineering work for Phase 1, Geotech, and wetlands, etc., has been completed. This will save the company several months of work.”

In the end, it all adds up to value. “Our greatest measure of success is

the net value we deliver to our member communities each year,” Daniels says. “We deliver value in many ways, from driving economic growth and workforce development, to making power more affordable and reliable, to lobbying on behalf of our members at the state and federal levels.”

CENTERPOINT PROPERTIES

SHARP-SHOOTER FOCUS

Finding the right spot to locate a business is both an art and a science. Making the best decision involves not just a partnership between the company and the municipality, but also a partnership between the company and the site experts with whom the company works.

“Partner with someone who can find or create the right site, close to ports and population centers, and with highway access,” advises P.J. Charlton, senior vice president of investments at CenterPoint Properties, which invests in industrial real estate in port and infill markets and works to help companies maximize their supply chain efficiency and realize cost savings. The firm is recognized as one of the top business park, logistics park, and industrial park developers and managers in the United States.



CenterPoint Properties acquires, develops, redevelops, manages, leases and sells state-of-the-art warehouse, distribution and manufacturing facilities near major transportation nodes. One example is CenterPoint Landing at Oakland Seaport, a Class A industrial facility located

According to Charlton, CenterPoint takes a highly targeted approach, focusing on regions best situated for logistics advantage, including Los Angeles, Oakland, and the Bay area of California, as well as Chicago, New York/New Jersey, Seattle, Houston, Charleston, Savannah, and South Florida.

The company employs what it calls a “sharp-shooter strategy,” focusing on the best submarkets in some of the best markets in the country. Founded in Chicago in 1984, CenterPoint Properties acquires, develops, redevelops, manages, and leases state-of-the-art warehouse, distribution, and manufacturing facilities near major transportation nodes. The company’s experts focus on rail and port-proximate assets and infill properties with features or locations that give users competitive advantages.

On the East Coast, where Charlton oversees the firm’s regional investments, CenterPoint focuses its efforts on markets that have strong economies, robust port activity, and major population centers. “Our team finds logistically advantaged real estate opportunities, taking on complex deals to deliver solutions for our clients,” Charlton says.

CenterPoint takes a similar targeted approach on the West Coast, operating

in the major port markets. In 2020, CenterPoint put the finishing touches on a state-of-the-art, 466,437-square-foot

International Logistics Center last year and has uber-modern facilities in development at Port Newark and the Port of Savannah.

Headquartered in Oak Brook, Illinois, CenterPoint has an especially strong presence in the Chicagoland area, a lifeline for global supply chains and a major player in high-value international trade.

Throughout its national portfolio, CenterPoint has a significant number of properties that are ideally suited to handle intermodal freight transport. CenterPoint owns 270 buildings containing 64 million square feet, including the CenterPoint Intermodal Center, a 6,400-acre master-planned intermodal development in the Joliet/Elwood area some 40 miles outside Chicago.

Among its properties, CenterPoint also has nearly 8 million square feet of space in and near New York City.

“Partner with someone who has good relationships with the local municipalities and who can help guide you through local codes and regulations,” Charlton recommends.

After all, achieving the peace of mind that comes from knowing the spot you’ve chosen

will breed success is the best incentive of all to carefully do the homework and analysis required to find it. ■

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The energy behind public power

facility, CenterPoint Landing at Oakland Seaport. The company also completed the two-building Port Everglades

Florida: Logistics Coming In HOT

The Sunshine State is hot, hot, hot when it comes to logistics. Florida offers sizzling transportation connections via water, air, road and rail, blazing industrial real estate opportunities, and blisteringly efficient import/export and perishable cargo capabilities.



Florida's pleasant temperatures and sandy beaches remain perennial draws. But at the same time, the Sunshine State is becoming a logistics powerhouse. "Florida is one of the most business-friendly states in the country and has always prioritized preparing its infrastructure for future demands," says Jamal Sowell, president and chief executive officer with Enterprise Florida, a public-private partnership advancing economic development in the state.

Consider a few statistics. Florida boasts 20 commercial airports, 15 deepwater seaports, and extensive highway and rail networks. Each year, more than \$150 billion in goods flow through Florida, which is home to one in five U.S. exporters, according to Enterprise Florida. Florida accounts for one-third of total U.S. trade with Latin America and the Caribbean.

And its airports, seaports, and spaceports are scattered across Florida, facilitating trade in and out of the state. "All the major forwarders are situated throughout the state," says Emir Pineda, section chief, passenger, trade and logistics development, marketing division, Miami-Dade Aviation Department.

While its location makes Florida a natural gateway to trade with Latin America and the Caribbean, the state also is becoming an appealing two-way trade hub for goods moving to and from Asia. That's particularly true since the 2016 addition of a third shipping lane to the Panama Canal.

GROWING POPULATION

Several factors drive Florida's growth as a logistics center. One is the sheer size of its population and economy. The state is currently home to the third-largest population and the fourth-largest economy in the United States.

The growth shows no sign of slowing. More than 300,000 people move to Florida each year, and its population is expected to reach 25 million by 2030.

The state's growing population, particularly along the I-4 Corridor—the region is the 10th-largest economy in the United States, with a GDP topping \$300 billion—translates to opportunities for businesses and logistics

providers. Demand for products ranging from food to appliances and other goods is exploding. That's also leading to an expansion in distribution center capacity.

INFRASTRUCTURE CONTINUES TO BUILD

State leaders leverage Florida's geographic advantages by continuing to expand and update overall infrastructure. "From a modern seaport infrastructure that can effectively handle cargo and larger ships, to roadways with easy access to ports and airports, all modes work together seamlessly to provide a conducive shipping environment," Sowell says.

Florida's seaports contribute \$117.6 billion in economic value to the state, according to Florida Ports Council. Moreover, the state continues to invest billions in improving and expanding its ports. For instance, PortMiami is now dredged to 50 feet, allowing it to accommodate today's mammoth vessels.

Florida maintains the second-largest foreign trade zone network in the country. (In foreign trade zones, the usual formal customs entry procedures, as well as the payment of duties, are not required on foreign merchandise unless and until it enters customs' territory for domestic consumption.)

Once goods arrive in Florida, shippers and logistics providers can choose from approximately 122,000 miles of highway systems and 3,000 miles of freight rail to move shipments to their final destination.

In addition to hosting the third-largest cluster of logistics companies in the country, Florida offers a vast network of inland distribution centers that supports the state's airports and seaports. The tally of jobs tied to trade and logistics

across the state tops 720,000, and logistics-related activities account for 13% of Florida's gross state product.

As important, many of Florida's colleges offer top-notch logistics programs. And because the logistics sector is so strong in Florida, many graduates are easily placed, says Scott Lane, adjunct professor of transportation and logistics with the University of North Florida.

While Florida's success to date in building on its logistics infrastructure is impressive, the work continues. A report titled *Florida Freight & Logistics Study*, by the Trade and Logistics Institute of the Florida Chamber of Commerce and the Florida Department of Transportation, outlines a number of goals to enhance the state's global competitiveness, says Pineda, who also chairs the Institute.

Among them is growing Florida's economy from the 17th-largest in the world to the top 10 by 2030. Another is preparing Florida's infrastructure for smart growth and development. "We're well on our way," he adds.

INVESTING FOR THE FUTURE

Other goals outlined by the Florida Chamber of Commerce include boosting the number of manufacturing jobs in Florida, currently at about 376,230 and 12th among states, to the top five. The Chamber also has set a goal of more than doubling exports originating in Florida from \$56 billion to \$114.4 billion.

Over the next five years, Florida will invest about \$3.3 billion in capital improvements to its seaports. About 26% of those funds will be allocated to berth rehabilitation and repairs, about 20% each to cruise and cargo terminals, and 9% to channel and harbor deepening.

"With our comprehensive transportation infrastructure, focus on workforce development, and pro-business environment, our state will continue to be a hub for commerce both nationally and internationally," Sowell says.

The following organizations contribute to Florida's strength as a logistics hub.



MCO has the capability to handle Group VI aircraft, such as this Antonov 124 Volga-Dnepr.

GREATER ORLANDO AVIATION AUTHORITY

Location Says It All

As in all real estate, “location, location, location is a significant draw of the Orlando International Airport (MCO),” says Brad Friel, director of planning and development. The most centrally located airport in Florida, MCO also provides the greatest access to major Florida and interstate highways, including direct access to State Roads 528 and 417.

In addition, the Florida Turnpike is eight miles west of the airport, Interstate 4 is an additional four miles to the west, and Interstate 95 is 32 miles to the east.

“MCO provides the best access to Florida’s east and west coasts, as well as all of the southeastern United States,” Friel says. When measured by land mass, Orlando International is the fourth largest airport in the United States, spanning more than 20 square miles, and offering cargo ramp parking capacity for more than 20 freighter aircrafts. The airport also includes a 250-acre free trade zone.

Along with the existing cargo area on the west side of the airfield, a greenfield parcel of about 1,100 acres is located to the east of the airfield. “This area is fully entitled for air cargo, logistics, and

manufacturing,” Friel says. Taxi times to MCO’s cargo area, the Tradeport area, average between two and five minutes, boosting cargo operations efficiency.

MCO also is one of the few airports in the world that can accommodate Group VI aircraft, whose wingspan can top 214 feet and tail height can exceed 66 feet.

Truckers leaving MCO can reach about 17% of the U.S. population with an overnight drive. That means shippers can quickly access nearly 55 million U.S. residents.

Moreover, two of Florida’s major seaports—Port Tampa Bay on the west coast and Port Canaveral on the east coast—are within one hour’s drive of the airport.

CONTINUOUS CONSUMER DEMAND

About 13 million people, or 65% of Florida’s population, live within two hours of Orlando International Airport. In addition, Orlando tops all tourist destinations in the United States, drawing more than 1.5 million visitors each week. It also is home to the second-largest convention center in the country.

“That means a continuous demand for all types of products to serve both the leisure and convention markets,” Friel says. The most direct access to these markets is through Orlando International Airport, he adds.

More is yet to come. In 2022, Orlando International Airport will open a new South Terminal (Phase 1) with 15 gates and a planned expansion to 120 gates. Brightline, a private high-speed passenger rail operator, will launch service in 2023, with MCO as the hub for this new statewide train system. In addition, MCO will be the first U.S. airport to have intercity rail with service to the city centers of West Palm Beach, Ft. Lauderdale, and Miami, with multiple daily operations.

MIAMI INTERNATIONAL AIRPORT

Building on Success

Miami International Airport’s long-time focus on cargo is paying off. As of 2019, the airport was first in international freight and third in total cargo when measured against other U.S. airports. Among airports globally, it was 11th in international freight.

More than 69% of all perishables entering the United States by air come through Miami International Airport, where it’s cleared within four hours on average, Pineda says. That includes nearly 91% of flowers, about 68% of fruits and vegetables, and nearly 60% of



ORLANDO

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seafood. From Miami, the goods are distributed throughout the United States and across the globe.

On the export side, a range of technology items—including cell phones, computers, and peripherals—and aircraft components move through Miami International Airport. In addition, a growing volume of pharmaceuticals from Puerto Rico land at Miami International before heading to Europe, Asia, and Latin America.

“This combination of robust imports and exports has made Miami a strong cargo logistics point,” Pineda says.

Even during COVID, the airport processed a record 2.3 million tons of cargo in 2020. The growth shows no signs of slowing; as of June 2021, total cargo was up 21%.

Because about 80% of the cargo landing at Miami International Airport arrives on freighter aircraft, it didn’t experience severe drops when passenger flights were grounded due to COVID. At many other airports, only about 20% of cargo flies on freighter aircraft.

ROBUST LOGISTICS ENVIRONMENT

In addition, a thriving logistics environment has sprouted up around Miami International Airport. For instance, the airport boasts nearly 400,000 square feet of cooler facilities, spread across 18 cargo buildings with more than 3.6 million square feet of warehouse, office, and support space.

Along with its robust physical infrastructure, the airport has developed strong agriculture and customs functions. The U.S. Department of Agriculture has established an Animal

Handling 79% of all air imports and 74% of all exports from the Latin American/Caribbean region, MIA serves as the hub for distribution of perishable products, high-tech commodities, telecommunications equipment, textiles, pharmaceuticals, and industrial machinery.



PHOTOS COURTESY OF MIAMI-DADE AVIATION DEPT. © 2021

and Plant Health Inspection Service facility at the airport. Entomologists identify pests that come in on perishables and animals, determine the threat level, and then take appropriate action—usually fumigation at one of two onsite centers. This service is unique among airports, Pineda says.

The International Air Transport Association (IATA) has also designated MIA a Pharma Hub. It currently has five companies: Amerijet, Swissport, Latam, Kuehne + Nagel, and DHL, which were certified in pharmaceutical handling by Centers of Excellence for Independent Validators in Pharmaceutical Logistics.

“This certification ensures international and national compliance to safeguard product integrity while addressing specific air cargo needs,” according to IATA. The airport was first in the Americas and second in the world to receive this certification, Pineda says.

Miami International Airport continues to build on its success. It is buying additional land near its cargo area for an expansion initiative that will prepare the airport for the next quarter-century, Pineda says.

Another initiative is the “pre-clearance for cargo” program, which will streamline cargo processing and particularly e-commerce orders for specific countries, starting with Brazil. This is key, as e-commerce orders currently placed in Brazil may take more than 60 days to arrive.

“The program enables citizens in Brazil to purchase e-commerce more efficiently, at lower cost,” Pineda says.

Pineda and his colleagues also plan to implement a “cargo community system.” This platform will provide a single communication platform for all companies working at the airport, including forwarders, airlines, logistics companies, and federal agencies.

More than 100 airlines serve Miami International Airport, contributing to its year-round, two-way cargo traffic that links the Americas with high-growth markets in Asia, Europe, the Middle East/Gulf Region, and beyond.



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“This is a way to digitize information so that it’s easily communicated throughout the supply chain,” Pineda says. For example, a forwarder can tell the ground handling company the volume of cargo coming its way and when the truck is scheduled to arrive. Implementation is scheduled for the next year or so.

“By working off a single information platform, the airport will be able to even more efficiently process cargo,” he adds.

PORT TAMPA BAY

Florida’s Supply Chain Solution

In addition to providing easy access for trade with Latin America and Asia, Port Tampa Bay acts as the “front door to the I-4” highway system, says Raul Alfonso, executive vice president and chief commercial officer. That’s key, as the I-4 region boasts some of the fastest-growing population centers and industrial real estate areas in the country. The port is well situated to help businesses capitalize on this growth, he adds.

Port Tampa Bay also offers efficient access to the rest of the southeastern United States. “Shippers that follow a Florida-first supply chain strategy by routing via Port Tampa Bay can enjoy operational efficiencies due to the proximity to consumers,” Alfonso says.

Not only is Port Tampa Bay Florida’s largest cargo port, handling more than 32 million tons of cargo annually, it’s also one of the country’s largest in terms of physical size, spanning more than 5,000 acres. Its economic impact tops \$18 billion, according to Enterprise Florida.

The port helps move more than 40% of the state’s petroleum, among other products, and handles a range of dry bulk, liquid bulk, break bulk and roll-on/roll-off cargo. That’s in addition to containers, which now make up the fastest-growing line of business, up by more than 46% over the past six months.

Dedicated truck ramps at the I-4 Crosstown Connector address the need of exporters and importers for direct ocean



Building on its success as Florida’s largest port for cargo tonnage, Port Tampa Bay continues to see expansion of its container services and terminal facilities.

service connections to and from overseas suppliers and customers. These directly connect the port with the interstate highway system, cutting travel time and allowing shippers and carriers improved inventory management, cost savings, and flexible transportation options. Truckers can safely complete three or four daily roundtrips to more than 300 nearby major distribution centers.

Florida’s large domestic market also means northbound backhaul rates often are half of many southbound rates. This allows businesses working in Port Tampa Bay to competitively reach customers throughout the southeastern United States and beyond.

EXPANDING TRADE

In addition to providing access to a booming domestic market, Port Tampa Bay is a logical destination for international trade. Management at the port, working in partnership with its terminal operator Ports America and cold storage specialist Port Logistics Refrigerated Services, has invested in the infrastructure and capacity that will allow it to continue to expand trade with Asia, Mexico, Central America, and other places.

A recent addition of 25 acres of paved storage brings the total container

terminal footprint to 67 acres. Plans are underway to add another 30 acres.

Port Tampa Bay’s perishable cargo capabilities also are expanding rapidly. A new cold storage facility, spanning 135,000 square feet, opened in late 2020. In July 2021, Dole Fresh Fruit, a subsidiary of Dole Food Company, announced it was including Port Tampa Bay in a new containerized service between Central America and the United States.

The accomplishments and enhancements at Port Tampa Bay show no sign of stopping. Among other initiatives, construction is about to begin on a new on-dock, rail-served, trans-load warehouse.

“Port Tampa Bay serves as Florida’s supply chain solution for consumer products, while offering a sustainable alternative for delivering cargo,” Alfonso says. With several new direct routes from Asia and Latin America, the port offers more options than ever to improve supply chain efficiencies.

Truckers can quickly reach the fast-growing central Florida market, as well as other parts of the state, eliminating millions of unnecessary empty truck miles.

“This benefits our planet and consumers, and maintains cost-savings,” Alfonso adds. ■



EXPANDING CAPACITY TO

FLORIDA'S

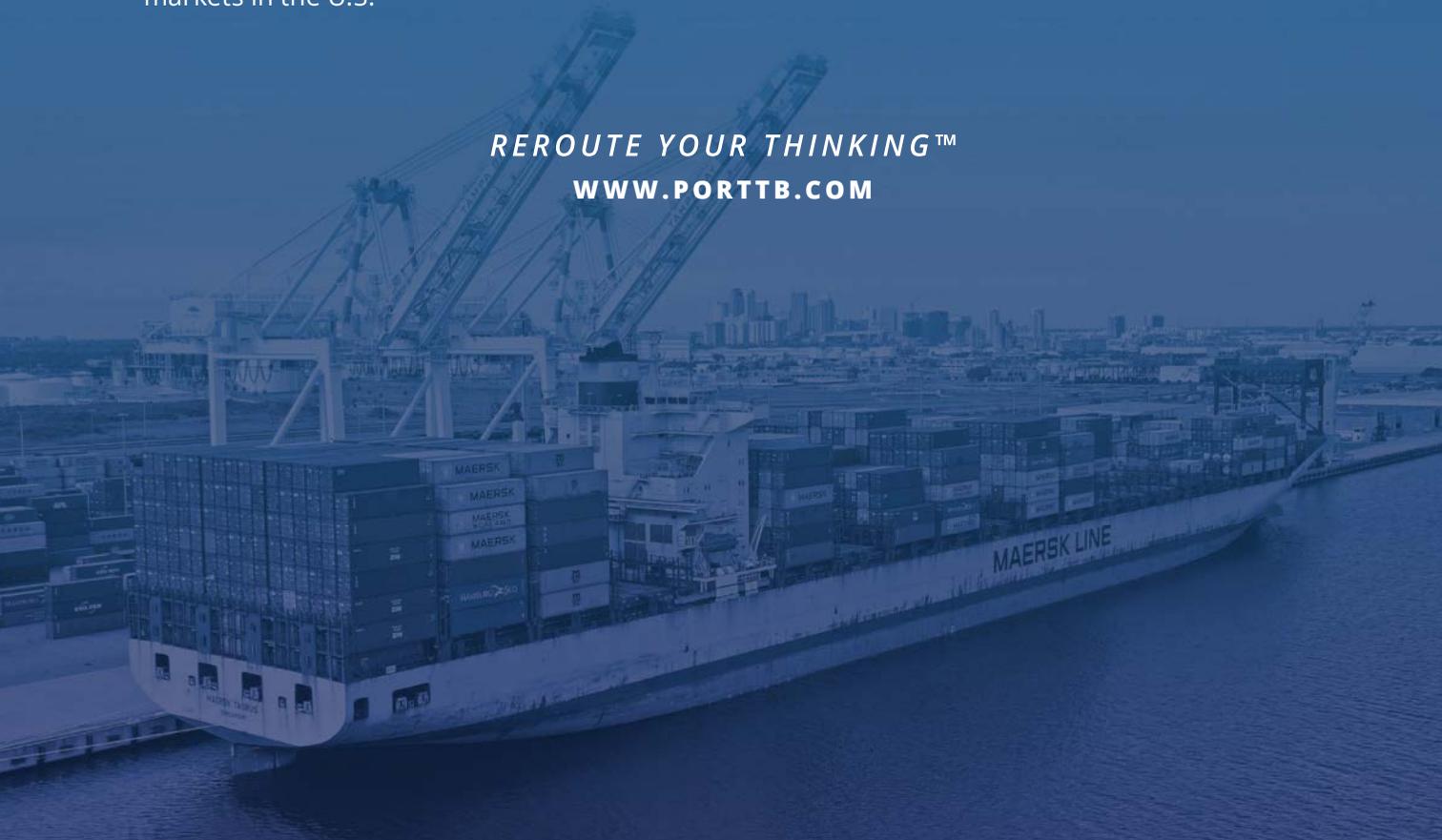
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IN THIS SECTION:
3PL

3PL

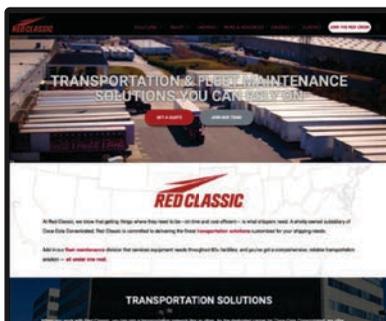


BROTHERS FREIGHT MANAGEMENT • www.brothersfreightmanagement.com

“Logistics Made Easy.” That’s the motto behind Brothers Freight Management (BFM), which strives to bring customers the most reliable service and best carriers it can provide. From warehouses and storage solutions in key shipping locations, to dry and cold storage solutions at its in-house storage buildings, to LTL and truckload services throughout the 48 continental United States, let BFM put its 20 years of experience to work for you.

ECHO GLOBAL LOGISTICS • www.echo.com

Echo Global Logistics, Inc. (Nasdaq: ECHO) is a provider of technology-enabled transportation and supply chain management services. Echo maintains a proprietary, web-based technology platform that compiles and analyzes data from its network of more than 50,000 transportation providers to serve its clients’ needs. Offering freight brokerage and managed transportation services across all major modes, Echo works to simplify the critical tasks involved in transportation management.



RED CLASSIC • www.redclassic.com

Red Classic began as the private fleet for Coca-Cola Consolidated, transporting raw materials and finished products to and from the Coca-Cola bottling facilities. However, as we evolved, we recognized the opportunity to increase efficiency by filling empty backhauls with new customer freight. In 2010, Red Classic commercialized as a for-hire carrier and began serving customers throughout the Southeast. Since then, Red Classic has rapidly expanded its operating footprint by combining our asset base with a growing OTR network and more than 28,000 carrier partners. Today, we drive operational efficiency for customers across dozens of industries by offering a full range of transportation and fleet maintenance solutions—all under one roof.

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IN THIS SECTION: 3PL - E-Commerce

3PL



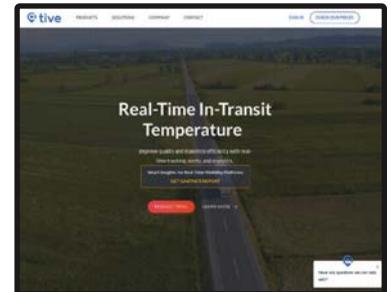
WSI (WAREHOUSE SPECIALISTS, LLC) • www.wsinc.com

Reliability is everything. At WSI, that has been our approach to integrated logistics and supply chain solutions for over 50 years. Our promise of Condition, Count & Time ensures accurate, timely, and sound performance—every time. Recognized as one of the top 3PL providers in North America, WSI delivers custom solutions for warehousing/distribution, fulfillment, transportation, import/export, information technology, and customer support services. Depend on WSI for increased efficiency, reduced costs, and absolute reliability.

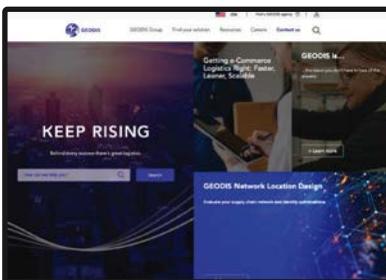
DATA MANAGEMENT

TIVE • www.tive.com

Tive captures real-world data to inform supply chain decisions. Its flexible, scalable solutions bring end-to-end visibility to your supply chain. Solutions include: location tracking for high-value goods, chemicals condition monitoring, handling damage monitoring, damage alerts for electronics shipments, environmental monitoring for perishables, equipment delivery monitoring, and more.



E-COMMERCE



GEODIS • www.geodis.com

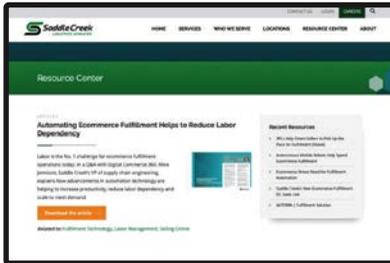
With 5,500 people and a global network, GEODIS is one of the world's largest freight management companies, serving customers with integrated supply chain solutions that deliver cargo by sea and air. The company's expertise, value-added services, and e-services enable you to streamline the flow of goods. We also make your supply chain more transparent and easier to manage. A self-reliant network of offices, and air and ocean hubs in more than 50 countries, ensures that your cargo flows efficiently and consistently across the world.

REGAL LOGISTICS • www.regallogistics.com

With 50 years' experience, Regal Logistics offers comprehensive services, quality and value. Customers benefit from our expertise shipping to 800+ retailers, fulfilling Walmart OTIF and SQEP, supplying Amazon successfully and distributing to 90% of the U.S. within 3 days. EDI, real-time shipment tracking, warehouse and transportation management systems exceed standards and accelerate goods to market via high-velocity distribution centers in multiple port gateways.



E-COMMERCE

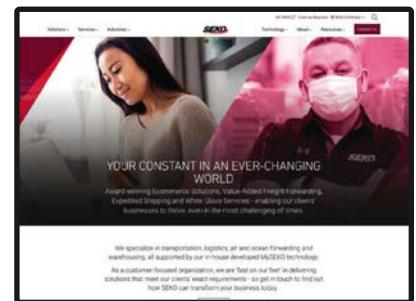


SADDLE CREEK LOGISTICS • [sclogistics.com/capacityIL](https://www.sclogistics.com/capacityIL)

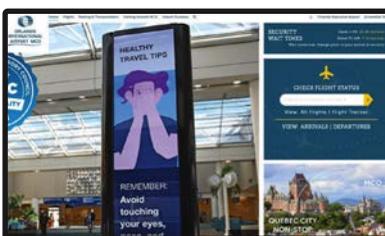
Saddle Creek is an omnichannel supply chain solutions company providing a variety of integrated logistics services, including warehousing, fulfillment and transportation. Our custom solutions leverage advanced operational methods and sophisticated technologies to help retailers, manufacturers and e-commerce companies get products where they need to be quickly, cost-effectively and seamlessly. For more information, visit www.sclogistics.com.

SEKO • www.sekologistics.com

SEKO prides itself on a commitment to customer service, whether it's a 2 a.m. pickup for a critical industrial part for a plant that is 4,000 miles away, or the cost savings achieved from proactive communication with your vendors overseas. SEKO offices have the knowledge and expertise to expedite or to consolidate, depending on your need. From Hong Kong to Amsterdam, SEKO knows how to serve its clients. As a non-asset-based third-party logistics provider, SEKO has the flexibility to meet your supply chain needs using a variety of modes and carriers.



FLORIDA LOGISTICS



GREATER ORLANDO AVIATION AUTHORITY • www.orlandoairports.net

Orlando International Airport (MCO) is located in Orange County, Florida, about six miles southeast of Orlando. Orlando's reputation as the world's primary tourist destination results in high air travel demand at MCO, but that's not the whole story. MCO continues to focus on building its air cargo business and offers many efficient options to airfreight shippers. As one of the busiest airports in the world. MCO continues to thrive.

MIAMI INTERNATIONAL AIRPORT • www.miami-airport.com

Miami International Airport (MIA) is the leader in the Americas in international freight and the world's largest gateway to Latin America and the Caribbean. MIA controls the north/south cargo flows in the Western Hemisphere. Handling 79% of all air imports and 74% of all exports from the Latin American/Caribbean region, MIA serves as the hub for distribution of perishable products, hi-tech commodities, telecommunications equipment, textiles, pharmaceuticals, and industrial machinery. Exceptional infrastructure and facilitation, new runway capacity with no slot restrictions or delays, and room for growth form just part of MIA's outstanding attributes.



IN THIS SECTION:
Florida Logistics - Ports

FLORIDA LOGISTICS



PORT TAMPA BAY • www.porttb.com

Tampa/Hillsborough County boasts some of the highest-rated international and domestic shipping facilities in the nation. Strategically located on Florida's west coast, the Port of Tampa Bay is easily linked to rapidly expanding markets in Central and South America, and beyond the Panama Canal. The port also provides ship building, maintenance, and repair. To learn more about these services, point your browser to the port's website.

OCEAN

COSCO SHIPPING LINES (NORTH AMERICA) INC. • www.cosco-usa.com

China Ocean Shipping (Group) Company (COSCO), the national flag carrier of the People's Republic of China, is one of the world's premier full-service intermodal carriers. The company utilizes a vast network of ocean vessels, barges, railroads, and motor carriers to link the international shipper with the consignee. COSCON's 20 main-line services connect over 100 ports worldwide to reach more direct ports of call than any other carrier in the world, with weekly, fixed-day service to many destinations. The AUM-Pendulum Service's direct ports of call include Tokyo, Qingdao, Shanghai, Yantian, Hong Kong, Charleston, Norfolk, New York, Boston, Valencia, Naples, Genoa, and Barcelona.



EVERGREEN SHIPPING AGENCY (AMERICA) • www.evergreen-shipping.us

Evergreen Shipping Agency (America) Corp. is the North America general agent for Evergreen Line, one of the world's leading ocean carriers. Serving U.S. importers and exporters since 1974, Evergreen Shipping Agency (America) Corp. offers one of the largest intermodal networks in the United States, including worldwide ocean shipping and inland transportation services. Together with its principals, EGA continues to offer unmatched international transportation service.

PORTS

MARYLAND PORT ADMINISTRATION • www.mpa.maryland.gov

Located in the nation's third-largest consumer group, the Port of Baltimore has an impressive array of distribution locations, with more on the way. As an import destination from China, the most cost-effective and quickest way to tap this affluent market is by bringing your cargo direct to Baltimore, where you will be greeted with world-class efficiency and customer service.

Find out more at www.mpa.maryland.gov.



IN THIS SECTION: Retail Logistics

RETAIL LOGISTICS

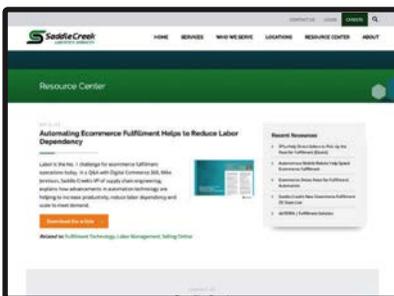


LYNDEN • www.lynden.com

Over land, on the water, in the air—or in any combination—Lynden has been helping customers solve transportation problems for almost a century. Operating in such challenging areas as Alaska, Western Canada and Russia, as well as other areas around the globe, Lynden has built a reputation of superior service to diverse industries.

RUAN • www.ruan.com

With Ruan, you can take advantage of door-to-door shipping solutions without the hassles and overhead associated with owning and operating your own fleet of trucks. We have more than 5,200 employees operating, servicing and coordinating some 3,400 power units and 5,600 trailers out of more than 100 locations throughout the continental United States. But you get more than just drivers and equipment — we become an extension of your team, advocating for your bottom line. Find out why the right partner can drive costs out of your supply chain—call 866-RUAN-NOW or visit our website—ruan.com.

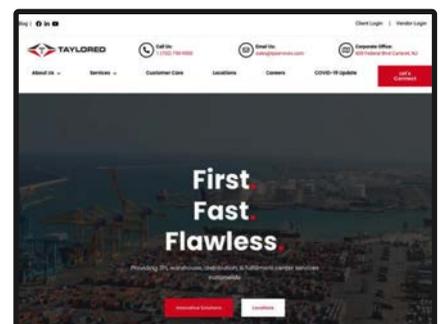


SADDLE CREEK LOGISTICS • www.sclogistics.com

Saddle Creek is an omnichannel supply chain solutions company providing a variety of integrated logistics services, including warehousing, fulfillment and transportation. Our custom solutions leverage advanced operational methods and sophisticated technologies to help retailers, manufacturers and e-commerce companies get products where they need to be quickly, cost-effectively and seamlessly. For more information, visit www.sclogistics.com.

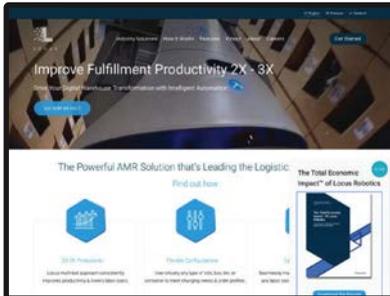
TAYLORED SERVICES • www.tayloredservices.com

At Taylored Services, we look at your business as if we were a box moving through your supply chain. Our goal: to provide a comprehensive array of fulfillment services that best fit your business needs. Award-winning retail experts. Strategically located bi-coastal facilities. Expertise in wholesale and retail distribution. Best-in-class systems and technology. A full range of logistics services including: drayage management, transload, DC bypass, crossdock, case distribution, unit fulfillment (B2B, B2C, Digital), and value-added distribution solutions (repacking, reticketing, point of purchase, display assembly, inserts and labeling, returns). Visit www.tayloredservices.com or contact sales@tpservices.com



IN THIS SECTION: Robotics - Site Selection

ROBOTICS



LOCUS ROBOTICS • www.locusrobotics.com

Locus Robotics' innovative autonomous mobile robots make it easy to optimize your warehouse operation, and respond to e-commerce volume growth and seasonal peaks while giving you control over your labor costs. LocusBots operate safely alongside people, making them more efficient and effective compared to traditional order fulfillment systems. Workers are able to fulfill more orders with less labor without the need to reconfigure or disrupt your warehouse.

SITE SELECTION

CENTERPOINT PROPERTIES • www.centerpoint.com

CenterPoint is an industrial real estate company made up of dedicated thinkers, innovators and leaders with the creativity and know-how to tackle the industry's toughest challenges. And it's those kinds of problems—the delicate, the complex, the seemingly-impossible—that we relish most. Because with an agile team, substantial access to capital and industry-leading expertise, those are exactly the kinds of problems we're built to solve.



ELECTRICITIES OF NORTH CAROLINA • www.electricities.com

This membership organization includes public power communities in North Carolina, South Carolina and Virginia. ElectriCities also provides management services to the state's two municipal power agencies—North Carolina Municipal Power Agency Number 1 and North Carolina Eastern Municipal Power Agency. ElectriCities serves the needs of public power communities through collective strength, wisdom, and action—while promoting more success for its citizens. For more information, contact Brenda Daniels at (800) 768-7697, ext. 6363.



HOOSIER ENERGY • www.hoosierenergy.com

Hoosier Energy is a generation and transmission cooperative providing electric power to 18 member electric distribution cooperatives in central and southern Indiana and southeastern 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.



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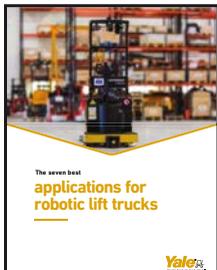
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WHITEPAPERS



7 BEST APPLICATIONS FOR ROBOTIC LIFT TRUCKS

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15 TIPS FOR ON-TIME AND IN-FULL DELIVERY

Offered by *Tive*

Anything less than on-time and in-full delivery can bring dire consequences, such as unusable vaccines, rotten perishables, and millions of dollars in losses. Freight turned away due to lateness or even arriving too early leads to angry customers, significant fines, or even legal action. Use these 15 tips to perfect your on-time, in-full delivery performance.

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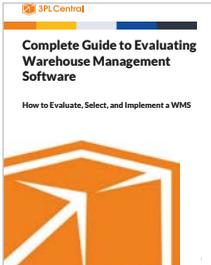
EUROPEAN E-COMMERCE IS CHANGING. ARE YOU READY?

Offered by *Similarweb*

New European VAT e-commerce rules are now in effect; what does that mean for global shippers? This free report, based on data from more than 100 million websites, offers insights on those changes. Explore key topics for those doing business in the EU, including which logistics providers see the strongest traffic from European e-commerce sites and the top-performing e-commerce categories.

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WHITEPAPERS



COMPLETE GUIDE TO EVALUATING WAREHOUSE MANAGEMENT SOFTWARE

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Change is hard, but picking the right warehouse management system shouldn't be. Read this free guide to get step-by-step instructions on how to best evaluate, select, and implement new warehouse software. Get access to six unique checklists to help you through the evaluation process, tips for getting internal buy-in on new technology, and ideas for managing your implementation timeline.

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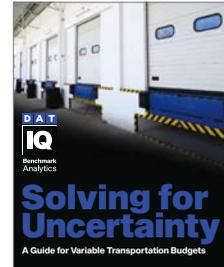


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Supply chains are becoming more complex and prone to disruption. For logistics managers, being able to track assets anywhere in the world and get real-time information is a major advantage. Download this e-book to learn how advanced asset tracking is transforming supply chain optimization using environmental sensors, the key benefits of IoT-based asset tracking, and typical use cases.

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Procuring truckload capacity is unique compared to other commodities, and the recent spikes in truckload shipping costs have brought extra attention to budgets and operations. Given all the uncertainties that still exist in the marketplace, how can you plan and execute a transportation budget? Read this free e-book to find strategies for balancing your transportation spending.

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PODCAST



James Bell

REFRIGERATED LOGISTICS: SUSTAINABILITY AND PROFITABILITY THROUGH INNOVATION

GUEST: James Bell

President & CEO
Viking Cold Solutions

Refrigerated logistics experienced a resurgence as demand soared during the pandemic. But climate, energy, and infrastructure concerns require next-level solutions. Listen in to hear James Bell, president and chief executive officer with Viking Cold Solutions, share a few hot takes on how cold chain innovations are taking sustainability and profits to the next level.

bit.ly/VikingAug21Pod

Listen on:



[IN FOCUS]

SPOTLIGHT

Robotics Solutions

> **AutoStore:** The scalable storage and retrieval system from Swisslog uses robots and bins to quickly process small parts orders. In one use case, Arvato Supply Chain Solutions processes e-commerce orders for Rituals Cosmetics Enterprise (pictured). In 2020, Arvato scaled up as needed by adding 65 new robots to its initial deployment of 36 robots.



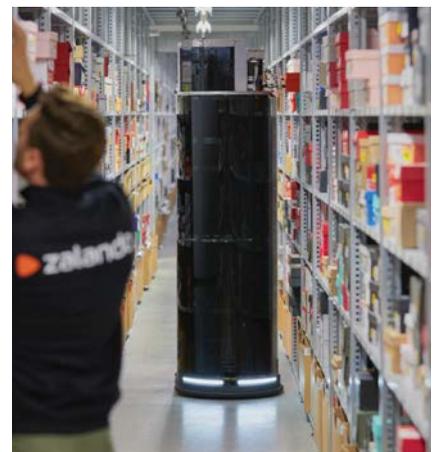
> **Bolt:** The new autonomous mobile robot (AMR) from IAM Robotics is adaptable, letting users retrofit various tops, from pallet movers to piece-picking arms, to fit product needs. Bolt uses 360-degree vision and both sensors and direct-drive wheel motors to ensure safety. With direct-drive wheel technology, Bolt's entire body acts as a bump sensor. With a 20-hour runtime, Bolt offers a hot swap battery that makes it easy for one person to change it in 10 seconds or less.



> **A-MATE:** The electric AMR from K.Hartwall offers increased load capacity; it can lift a load of up to 1 ton to a height of more than 3 feet without using supportive scissors below the forks. This allows for close access when loading or unloading both conveyors and pallet racking. Because of its slim design, A-MATE can navigate narrow aisles and within pallet stacks.



> **TORU:** The mobile picking robot from Magazino specializes in picking, transporting, and stowing shoe boxes in online retailers' warehouses. With the help of 3D cameras, sensors, and artificial intelligence, TORU works side by side with human staff to help collect online orders of shoes. The robot also takes care of returns and places shoe boxes back into the shelf autonomously.



> **Stretch:** The mobile robot from Boston Dynamics is designed to speed up box-moving tasks, from truck unloading to order building. Its omni-directional mobile base allows it to navigate loading docks, maneuver in tight spaces, and adapt to changing facility layouts. It is equipped with a lightweight arm and a gripper with sensing and controls that can handle boxed and shrink-wrapped cases. Stretch also includes computer vision technology that lets it identify boxes.



> **P Series:** These goods-to-person robots from Geek+ move inventory shelves and pallets to the picking station, boosting picking efficiency. In one recent deployment (*pictured*), Siemens Switchgear Shanghai implemented the P800 goods-to-person robot to consolidate the process for receiving raw materials, checking quality, storing, collecting for outbound movement, and transporting raw materials from storage to production.



> **Palion Lift AMR:** The new autonomous lift truck from Seegrid is designed for heavy-duty materials handling, placing up to 3,500 pounds of payload at heights of up to 6 feet. Capturing and building a 3D map of the world around it, the Palion Lift AMR can be deployed immediately, driving along desired routes and taking commands from human supervisors.



> **Bobby:** The intelligent logistics robot from Scalog lifts and transports shelves of products from their storage location to the order picking stations. The Bobby robot is able to handle a throughput of 600 picks per hour per picker. In early 2021, Scalog signed an integrator agreement with Bastian Solutions, a Toyota Advanced Logistics company, to launch and market Scalog's goods-to-person robotics solutions in the United States.

[IN FOCUS]

INBRIEF

New Services and Solutions

>PRODUCTS

> **Confidex** released its new Ferrowave Micro on-metal label for use on retail items such as golf clubs, cosmetics, and metallic beverage containers that were once too small for RFID tagging. With an acrylic adhesive that securely attaches to painted or non-painted metal surfaces, the label also serves as brand authentication for high-value goods.

> The DuraLabel Toro Max industrial label and sign printer from **Graphic Products** automatically switches to optimal settings for the supplies loaded to reduce printing time. The Toro Max includes a 9-inch touchscreen, full-size QWERTY keyboard, and optional battery.



> **Rite-Hite** expanded its lineup of high-speed doors by introducing the Raptor Dock for loading docks and the Raptor Pro for in-plant applications. The Raptor doors are designed for harsh environments and have fast cycle times in both loading dock and in-plant applications—operating at speeds of 48 inches per second, depending on door size.



> The Symphony sorting system from **Sitma Machinery** can be configured in both a tilt tray and cross belt mode, depending on product sorting needs. The chutes for unloading products allow for flexibility, letting users set different outlet configurations and container positions for collecting the products.

>TECHNOLOGY

> **LogiNext** unveiled MILE, an integrated last-mile delivery platform. The cloud-based software



brings together various elements from shipper, carrier, and dispatcher solutions. Companies can use the LogiNext MILE portal to collect orders (via their own app or third-party aggregators), and then the AI-powered route planner generates trips for drivers on the LogiNext driver's app.

> Shippers can now access **American Airlines'** cargo capacity on cargo.one. Through its partnership with the air cargo e-booking platform, American Airlines provides real-time capacity information, an overview of routes and services available, and booking with instant confirmation.

> The **Descartes** MacroPoint solution is now available on SAP Store, the online marketplace for SAP and partner offerings. Descartes MacroPoint integrates with SAP Transportation Management and offers real-time, multi-modal supply chain visibility to manufacturers, retailers, distributors, and logistics service providers.

> Digital road freight platform **Saloodo!** is expanding service in the Middle East and Africa by offering a new road freight connection between the Gulf Cooperation Council countries (Saudi Arabia, Kuwait, United Arab Emirates, Qatar, Bahrain, and Oman) and North Africa (Egypt, Libya, and Sudan). The new service BeduConnect helps shippers identify vetted carriers.

> **ShipEngine**, a shipping API, introduced more than 20 new less-than-truckload (LTL) integrations. ShipEngine users in the United States can now connect these new LTL carriers within their dashboards to start shipping

LTL. The LTL integrations join current connections to parcel carriers in ShipEngine.

>SERVICES

> 3PL **C.L. Services** opened a Denver branch, increasing its freight management footprint to six locations nationwide.

> **FedEx Logistics**, a subsidiary of FedEx Corp., launched FedEx Trade Solutions, a new team in FedEx Trade Networks Transport & Brokerage. FedEx Trade Solutions offers customized services that enable improved compliance practices—reducing complexity, time, and cost. Customers receive a bundling of services, rather than individual transactions.

> **Dachser USA Air & Sea Logistics**, a subsidiary of logistics provider Dachser, opened a new, larger facility in Phoenix to better serve customers in the area. The facility also helps the company manage increased volume associated with cross-border trade with Mexico, including shipments from manufacturing plants that assemble products in Mexico and for the United States.

> **TForce Logistics**, an operating company of TFI International, launched a Texas regional e-commerce network providing expedited next-day delivery for the state's largest metro areas. The new operation allows TForce Logistics to expedite transit of inbound Texas

shipments, incorporating dedicated overnight truckload operations from Dallas to move parcel loads into the other three major metros for next-day delivery.

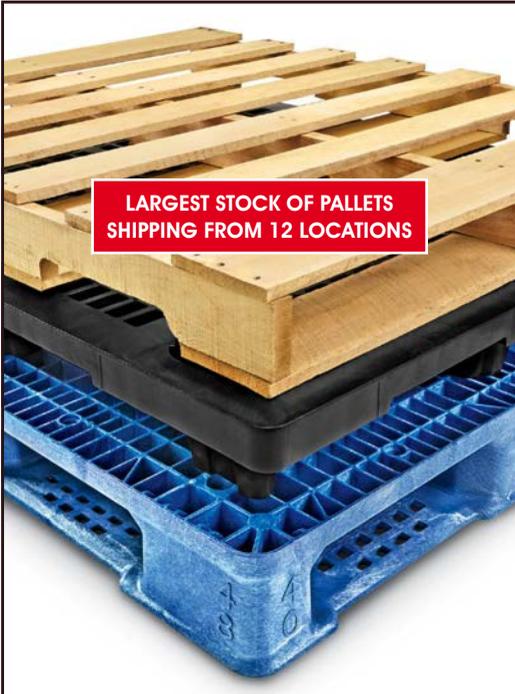
>TRANSPORTATION

> **Lufthansa Cargo** is now marketing the freight capacities of new long-haul flights of Eurowings Discover. Routes from Frankfurt include Mombasa, Kenya; Zanzibar, Tanzania; the Dominican Republic; and Namibia.

> **cargo-partner** launched a weekly part-load charter program from Vienna to Chicago O'Hare International Airport, adding to its weekly air cargo charters from Hong Kong to Budapest and between Zhengzhou and Frankfurt.



> HexcelWrap cushioning paper from **HexcelPack** provides protection for e-commerce, retail catalog, pharmaceutical, and nutraceutical products. By making precise cuts at specific angles, HexcelPack converted extensible paper into a three-dimensional cushioning product that can expand volume and maximize the strength and stiffness of its fibers to provide an alternative to bubble wrap and pillows.



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CALENDAR

Logistics Events 2021

Connect with industry peers, join thought-provoking discussions, and discover the future of supply chain.



**SEPT
14-16,
2021**

WASHINGTON, DC

Parcel Forum

parcelforum.com

Connect with e-commerce B2C and B2B shippers and get up to speed on all things small package. Choose from specific learning pods that offer content tailored to your business interests.

**SEPT 19-22, 2021
ATLANTA, GA**

CSCMP Edge

cscmpedge.org

The Council of Supply Chain Management Professionals conference supports the supply chain management community by fostering relationships and building careers through education, professional development, and networking. Curate your own agenda with 22 dedicated tracks and more than 120 sessions spanning the end-to-end supply chain.

**SEPT 25-28, 2021
LAS VEGAS, NV**

Truckload 2021

truckload2021.com

Attend truckload-specific educational sessions with industry experts, insightful panel discussions, and engaging keynotes. Take advantage of unique networking opportunities with engaged leaders as well as dedicated exhibit hours to learn about the latest products for your fleet.

**SEPT 26-28
PHOENIX, AZ**

RFID Journal Live

bit.ly/RFIDLIVE

Experience three days of educational content, networking, and key takeaways to help you on your RFID rollout journey. Solution providers from around the world showcase best-in-class RFID tags, readers, software, and implementation services. Tracks include manufacturing,

supply chain, retail, healthcare, Internet of Things, and others.

**SEPT 28-30, 2021
LAS VEGAS, NV**

RLA Conference and Expo

rla.org/event/125

The Reverse Logistics Association presents industry thought leaders who discuss how to navigate the demanding world of reverse logistics, especially during these challenging times. Take part in powerful keynotes, content-driven panel discussions, and an ample number of networking opportunities.

**OCT 3-6, 2021
NASHVILLE, TN**

TMSA Rise

bit.ly/TMSARise

Share ideas and experiences with peers in transportation, logistics, sales, and marketing. Regroup with industry experts on the unprecedented disruption, and gain meaningful insight from interactive roundtable discussions, the expo, and networking activities.

OCT 6-7, 2021

Supply Chain Execution 2021

bit.ly/Reuters3PL

To deliver for your customers, you must have a full picture of your network by integrating your disparate logistics, transportation, and warehouse data. Attend this virtual event to assess processes,

technology, and partners to drive operational efficiency across your transportation and warehouse network.

**OCT 23-26, 2021
NASHVILLE, TN**

ATA Management Conference & Exhibition

mce.trucking.org

Focused on celebrating the growth of trucking, this American Trucking Associations event will be one of the first in-person industry meetings. Join decision-makers for policy discussions, educational sessions and exhibits, and hear from government officials and executives about what the future holds for trucking.

**OCT 24-26, 2021
SAN ANTONIO, TX**

ASCM Connect

ascm.org/conference-2021

Attend this conference virtually or in person to learn from a lineup of engaging leaders, network with peers, and drive professional growth. Choose from more than 50 education sessions covering hot topics such as sustainability, dynamic fulfillment, synchronized planning, resilience, and more.

**OCT 25-27, 2021
ORLANDO, FL**

Gartner Supply Chain Symposium/Xpo

bit.ly/GartnerXpo

Purpose-driven supply chains take center stage at this

conference as top-performing chief supply chain officers embrace not only profitability, but a human element to create the capabilities needed for success. Discover key insights, strategies, and frameworks supply chain leaders need to build the sustainable, societal, and profitable supply chains required for a dynamic world.

**OCT 26-28, 2021
MIAMI, FL**

Air Cargo Americas

bit.ly/AirCargoEvent

Air Cargo Americas gathers executives from the aviation and logistics sectors to exchange views and enhance the growth of the cargo industry. Topics include security, regional consolidation, manufacturer and shipper needs in high-growth cargo, trade facilitation, service quality, responding to market changes, and streamlining customer service.

**JAN 25-27, 2022
LAS VEGAS, NV**

Manifest 2022

manifest.st

Discover the future of logistics technology and the players transforming the industry. Join industry executives, entrepreneurs, and investors for learning and networking opportunities. Stay ahead of the curve by exploring thought-provoking topics covering everything from drone delivery to pandemic-proof practices.

These in-person events were scheduled to proceed as of press time.

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Use our Resource Center and let the information you need find you.

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As recreational fishing casts a wider net, equipment makers reel in new approaches and tackle supply chain challenges.

55 MILLION

Number of Americans who went fishing in 2020, according to a Recreational Boating & Fishing Foundation report

4.6 MILLION MORE FISHING PARTICIPANTS

From 2019 to 2020. Folks are hooked on fishing

SOUTH ATLANTIC

The most popular U.S. fishing geography; 20% of American anglers fish in that area

ALMOST \$300 MILLION

Amount anglers spend annually just on the ice they use to preserve fish

UNITED STATES AND JAPAN

The biggest worldwide consumers of fish

MORE THAN 40,000 RODS AND REELS

The equipment donation from Bass Pro Shops and Cabela's to nonprofit organizations across the nation to kick off Gone Fishing in June 2021, an initiative to help kids from all backgrounds connect to the great outdoors

Squid Pro Quo

Diners hitting their favorite seafood joint might have to exchange a hankering for halibut for a hamburger. Many seafood restaurants are dropping lobsters, scallops, crab, and other fish selections because prices have risen by as much as 50% in the last quarter due to a lack of fishers and truck drivers, combined with climbing consumer demand.



gone fishing

Americans Take the Bait

While 55 million Americans went fishing in the past year, **4.4 MILLION WENT FISHING FOR THE FIRST TIME**, a 42% increase.

55% OF PEOPLE who tried fishing in 2020 continued the activity in 2021, which keeps demand for fishing products high.

— Recreational Boating and Fishing Foundation

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- F.A.S.T. / Certified Designated Lanes
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Essentially Convenient

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- Competitive Logistics Network
- Process Improvements / Streamlined Inspections

Essentially Forward

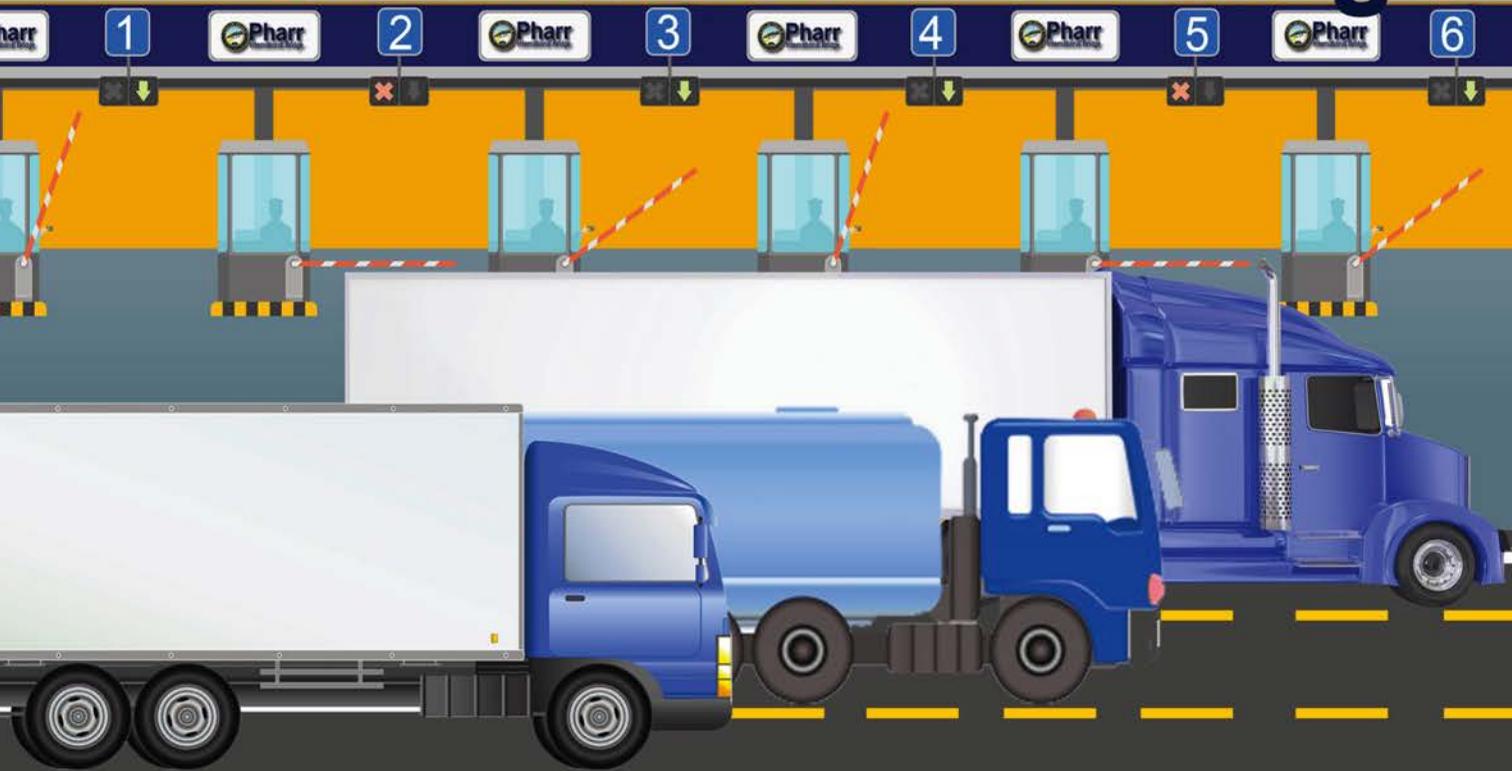
- Maximum Efficiency
- BridgeConnect Trade Sessions
- Increased Truck Throughput and Capacity

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- Reduced Border Wait Times
- Faster Connectivity to the Port of Brownsville
- Bi-National Coordination for Expedited Crossings



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