

SPECIAL REPORT:

CANADA/U.S.
A RESILIENT RELATIONSHIP

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THE MAGAZINE FOR DEMAND-DRIVEN LOGISTICS • JULY 2018

3PL

CONTAINING AIRFREIGHT COSTS

BLOCKCHAIN

UNCHAINED

TOP 10
3PLS
READERS' CHOICE

SPOTLIGHT

TOP
100
3PLS



**AUTO
LOGISTICS**

3PL Trends:

MARKET SURVEY RESULTS



**PORTS
GET
SMART**

Intermodal: A Fresh Look

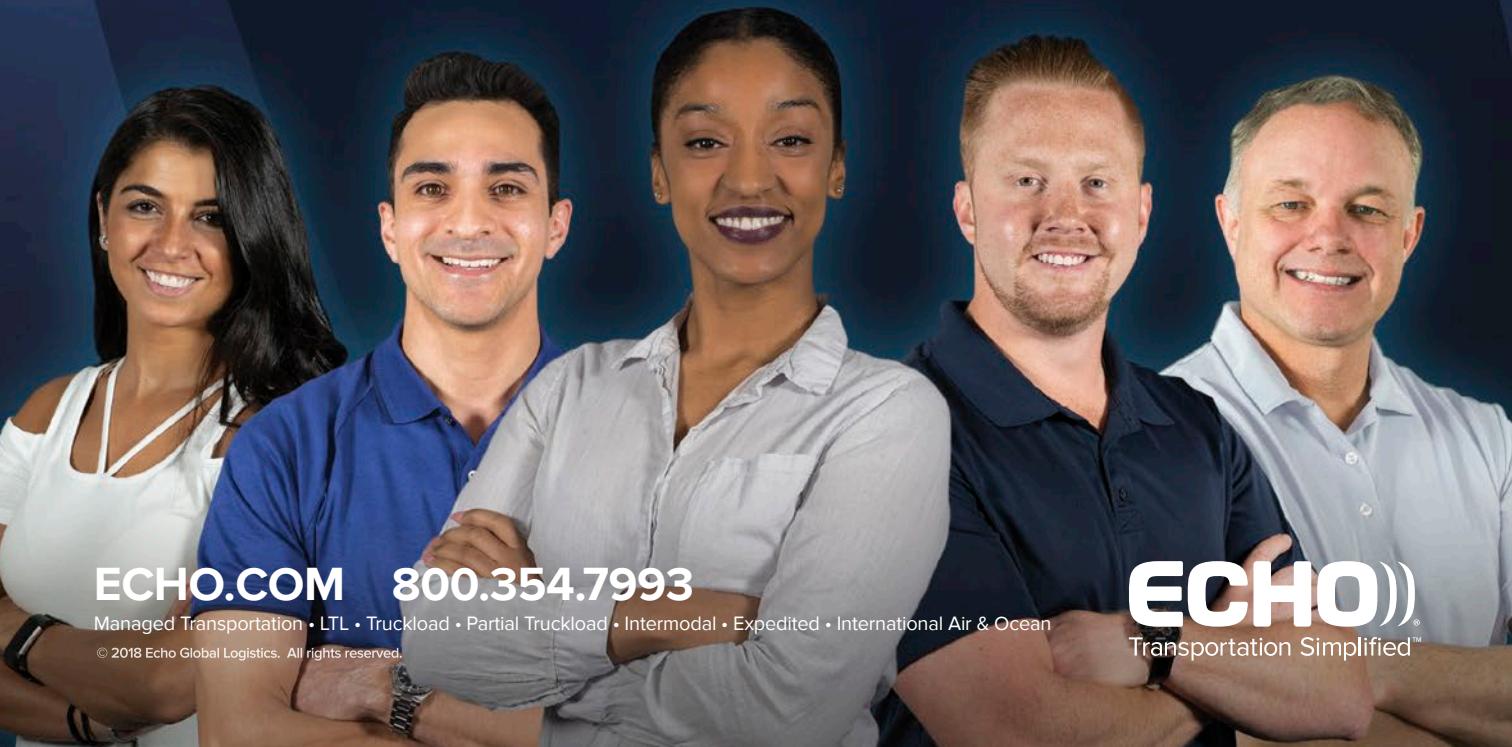


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info snacks

BITE SIZED SUPPLY CHAIN/LOGISTICS INFORMATION



35%

The return rate for shoes bought online, three times that of e-commerce in general.

(See *Shoe Me the Money*, p. 166)



10 hours & 43 minutes

Zappos' longest customer service call. Employee Steven Weinstein took one bathroom break; colleagues supplied food and water.

"This change will be greater than when we went from buggies to the horseless carriage."

—Mark Gottfredson, co-head, North American Automotive & Transportation practice, Bain & Company, on transformations ahead in the auto industry

(See *Disruptions Down the Road*, p. 146)

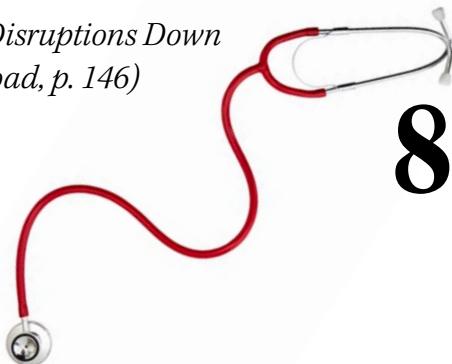


"Every 6-month plan seems to take 1 year. A 1-year plan seems to take 2 years, and a 5-year plan takes 10 years."

—John Burke, CEO, Armada
(See *Leadership*, p. 22)

"Air freight is used when time outweighs cost."

—Jim Hendrickson, professor of marketing and logistics, The Ohio State University
(See *Straighten Up and Fly Right*, p. 162)



83%

of all frontline operating room respondents to a Cardinal Health survey still rely on manual counting in some part of their supply chain.

(See *Trends*, p. 33)

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Our annual directory showcases the logistics service providers that are one step ahead of the rest.





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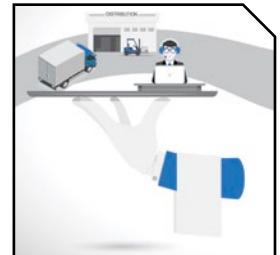
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ONLINE COMMENTARY



Six Ways Blockchain Will Change Supply Chains

bit.ly/BlockchainSixWays

Here are six ways that blockchain—a distributed database that stores data in a way that makes it tamper-resistant—will change supply chains for the better.



It's Supposed to Be, But ACE Isn't Simple

bit.ly/ACE_Isn't_Simple

The aftermath of the overhaul of U.S. Customs' admissibility program—Automated Commercial Environment (ACE)—has created a heavier administrative burden on importers, not a lighter one. Find out how it misses the mark in simplifying and streamlining data collection.



Windows Mobile Migration: Three Ways to Minimize Supply Chain Disruption

bit.ly/MobileMigration

The days are numbered for supply chains dependent upon Microsoft mobile platforms to transition to alternative operating systems. Follow these potential next steps if you haven't yet made the switch.

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3PL RESOURCES

3PL Decision Support Tool

bit.ly/IL3PLDST

Choose the services and capabilities you need from a provider and the Decision Support Tool will find matching companies from our Top 100 3PL database—and more than 100 other leading 3PLs.

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

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CHECKING IN

by Keith Biondo | **Publisher**



Dual Dynamics

If you are using a third-party logistics (3PL) provider for truck brokerage alone, you are leaving money on the table. I wrote that eight years ago, when commenting on the results of our annual 3PL market research.

Why did I say that? Because logistics providers have evolved and developed an array of solutions that bring extra value to customers by providing end-to-end visibility, network redesign, and redeployment of logistics assets, which empower demand-driven logistics by better connecting suppliers with end point customer demand signals. Today, that evolution is even more pronounced, but there is dragging dynamic at work—the capacity crunch.

In our 2018 3PL market research (see page 88), the raw numbers from shipper respondents show that what I called a “tactical use” of a logistics partner solely to acquire low-cost capacity appears to have morphed into a strategic use. One of the most important benefits of having a 3PL work over your enterprise is business process improvement. Yet a number of respondent companies, across all industries, this year report that the benefit of partnering with a logistics provider is to get low-cost capacity. Cutting transport costs is twice as important as achieving overall value chain efficiency, according to the survey.

What’s interesting about that data point is that the majority of shipper respondents have line-of-business titles such as corporate management or supply chain management. Clearly, those company functions are concerned—or at least ought to be concerned—with the strategic enterprise evolutionary uses of best-in-class third-party logistics partners. And they are, to some degree.

But coping with the lack of what has been taken for granted and treated as a commodity for decades has reinforced the truth that, absent truck lift, the supply chain change dynamic stalls. No business process improvement just now; it’s all hands on deck for capacity.

The well-documented reasons for the capacity crunch have acculturated many shippers to accept higher costs, especially as carriers increase pay and signing bonuses, up benefits, and buy fly new equipment. As one example of where competition for drivers is heading, K.L. Harring Transportation recently began offering guaranteed minimums to drivers for each week out on the road, irrespective of miles driven.

Clearly, increased trucking costs are the new normal. Also as clear is the other dynamic, which is emphasized a little less these days but all the more important to offset cost increases in other areas: Use your logistics partner strategically and offset rising transport costs.

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Good Question...

READERS WEIGH IN

Why do you use a third-party logistics provider?

We use 3PLs in regions where it is too costly for us to perform services in-house at the service level we require. 3PLs tend to have more density in the regions we use them in, and they can leverage their other partnerships to give us the service level we need at the best possible cost.

Sam Huston
Senior Manager, Procurement -
Supply Chain and Logistics
Hudson's Bay Company

I use a 3PL because sometimes I find the pricing cheaper than my direct rates with carriers.

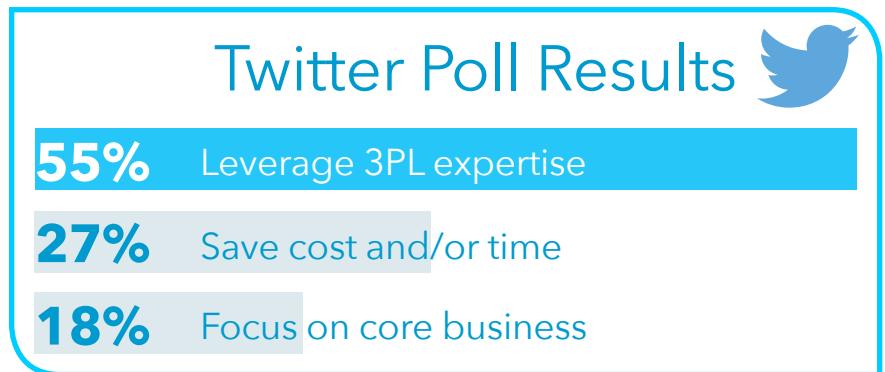
Lynn Maynard
Purchasing/Logistics
Foster Delivery Science

Using a 3PL streamlines freight. 3PLs, in layman's terms, let the smaller competitors have a slice of the pie, which is good economics.

Lewis Brockmann Sr.
Professional Driver
Owner/Operator
LTB Transportation

Having a 3PL as a partner saves us both time and cost by leveraging their expertise and network to execute our supply chain strategies. Our 3PL helps us gather and analyze the relevant data to help us make better decisions.

Mike Hazamy
Manager, Logistics &
Transportation, North America
Tower International



3PLs keep the industry honest. Shippers have to be at the top of our game to attract the best carriers, and carriers need the best equipment and drivers to stay in the pool. 3PLs can pay carriers faster, and provide a dynamic solution to shippers.

Ron Kane
Vice President
Supply Chain & Distribution
Stone Brewing

Partnering with a 3PL lets you maximize opportunities for growth, create more predictable cost structures, leverage specialized technology, have more resources at your disposal, and streamline your supply chain.

Muhanna AlSharif
Customer Service
Logistics Team Leader
IATCO / P&G

Using a 3PL eliminates the need for investment in transportation, warehousing, and many other value-added extras. It also gives

shippers flexibility. It's easier to manage one provider against a set of KPIs (key performance indicators).

Danny Vorajee
Procurement Specialist
syncreon

I use 3PLs because they usually get a better rate than I can get on my own. They do the bill of lading, book the truck, and follow up. It lightens my workload and they take care of any problems.

Patty Scott
Customer Service/Sales Manager,
North America
Mac Divitt Rubber Co., LLC

HAVE A GREAT ANSWER TO A GOOD QUESTION?

Be sure to participate next month. We want to know:

If you were to start your own logistics services company, what do you name it and why?

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Looking Out for the Next Generation

Re. Put Me In, Coach! Next-Gen Leaders are Ready to Play bit.ly/supplychainmentors

I like the idea of mentoring the younger generation, as long as the mentors are ones who worked themselves up the ladder in traffic/logistics.

Back in the early days (1979 for me) when the economy was tanking, anyone who needed a job was jumping into traffic positions.

Naturally, companies would not see the best results, and traffic/logistics got put on the back burner. It was learn as you go, maybe taking a few world trade classes in traffic. There were no computers, trucking deregulation coming about in 1980.

I ran into one of the first “consultants” in the late 1980s who proclaimed they were the fix-all to all our problems. Their ideas put us into bankruptcy and out of business within two years. Of course, they rode away into the sunset with their commission check.

The best advice I would give the new generation is to study and learn everything about your company. Work with every department, and not only learn from them, but share information with them. When all departments of a company work together, the results can be amazing.

Don't waste your time with consultants who claim they know the business. They don't. I had to work with one of the “top 10” consulting companies in the country. The main consultant didn't even have a clue what a chargeback is. The list of carriers he recommended was bottom of the barrel. In fact, his list of sales contacts had a name of a person who had been dead for five years. So much for quality information. But, of course, they too rode off with a nice commission check.

Put your heart into the job 100 percent. You'll never regret it.

Rich Foley, via online

Priming Supply Chains for Demand

Re. What Retailers Can Learn from Amazon Prime Day bit.ly/Amazonprimetime

Supply chains need to be prepared to handle the demand generated by massive events, such as Amazon Prime Day. Organizations with cloud-based, connected, real-time supply chain platforms can meet those needs with speed and agility. These platforms offer automated planning and decision support, enabling end-to-end supply chain visibility.

Vivek Soneja, Global Head of Supply Chain Anaplan, via email

Just for Fun

Re. What's the Most Fun Part About Working in the Supply Chain? bit.ly/funGoodQuestion

Since starting in this business in 1976—four years before the 1980 ICC-DOT deregulation—the most fun are the constant changes in:

- Freight lanes
- Technology: ELDs, software
- People: drivers, shippers, management
- The challenges

**David R. Hughes
President
Dalor Transit, via email**

3PLs and Technology

Re. Leave IT to Your 3PL bit.ly/outsourcingITto3PLs

Ensure your 3PL can customize solutions per your requirements and swiftly integrate their systems with your existing IT systems. If your 3PL does not have a tech team with a strong understanding of supply chain processes, the implementation could be a nightmare.

Jyoti Sharma, via online

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Mitigating Cargo Theft Risk

Cargo theft continues to be a challenge to shippers, totaling an estimated \$145 million in losses each year in North America.

1 DEVELOP A PLAN

Establish security procedures for carriers hauling your freight. Ask drivers not to stop within the first 250 or 300 miles of pickup unless there is a real emergency. It's not advisable to allow loads to sit in trucking yards unless the shipping schedule necessitates it. If it's necessary to use a yard, make sure it's fully fenced, locked, and well lit.

3 CONSIDER HOW CARRIERS INTERACT WITH DRIVERS

Make sure your carriers are reliable, established companies that take security seriously and emphasize it to their drivers. When drivers believe they are guardians of valuable property, they're more likely to keep a close eye on your freight.

4 USE TECHNOLOGY TO YOUR ADVANTAGE

Utilizing covert tracking devices gives you a real shot at recovering a stolen load. It's important to place the device where thieves can't easily detect it. If you track trailer locations by GPS, you can be notified of theft faster and, in some cases, prevent thefts entirely.

2 SCHEDULE STRATEGICALLY

Work with your customers and vendors to establish transit schedules that prioritize security. If timing doesn't prioritize security, loads will need to sit in a trucking yard. Suggest different schedules to minimize theft risk.

5 READ THE LATEST NEWS

Regularly read transportation security or risk management-oriented newsletters. Join a freight security network or two to gain some potentially helpful knowledge and resources. Such networks can even help you vet storage yards and recover stolen loads.

6 HIRE EMPLOYEES YOU TRUST

A significant number of truckload thefts are the result of inside jobs. It's imperative to know and trust your shipping and warehouse personnel.

7 WEIGH ALL OPTIONS

When you ship high-value loads, consider putting less freight on each shipment to reduce load values and risk of loss.

8 STAND OUT FROM THE CROWD

Consider using trailers with unique markings. The more unique the appearance of the trailer, the more likely law enforcement will be able to spot it on the road if a theft has been reported. Cargo thieves know this, which is why the majority of stolen trailers have minimal markings.

9 VERIFY THE DETAILS

Many thefts occur by virtue of so-called fictitious pickups, where a shipper or intermediary has inadvertently sent a rate sheet to a thief impersonating a legitimate motor carrier. Make sure the trucks picking up loads from your shipping facilities have real trucking company names on them, and that the MC/DOT numbers on the tractors correlate with those names. Use safer.fmcsa.dot.gov to verify names and MC/DOT numbers of authorized motor carriers.

10 LEVERAGE REPUTABLE INTERMEDIARIES

To make things easier on yourself, use brokers and intermediaries who are freight security experts and understand what they do to promote security.

Source: Josh Hoyle, manager, risk management, AFN



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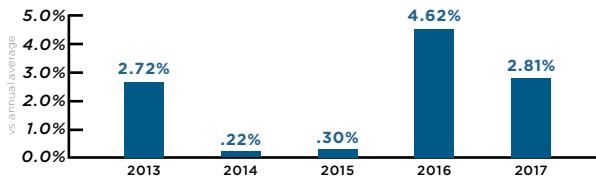
MANUFACTURING

—THE MYTH OF THE SUMMER SLOWDOWN—

Manufacturers have long believed that buyers also ramp down during the summer. Though that was true in the past, in today’s digital-driven, ultra-competitive global supply chain, procurement teams can’t afford to take any time off. In fact, data on the buying activity on the Thomas Network at Thomasnet.com finds that activity not only holds steady during the summer months, but it actually increases relative to activity for the rest of the year.

— Jay Scheer, Thomas

VOLUME OF BUYING ACTIVITY ON THOMASNET.COM
IN JULY & AUGUST vs ANNUAL AVERAGE



—BRINGING JOBS BACK TO THE U.S.—

Keeping in mind the U.S. trade deficit of \$500 billion, an estimated 3 to 4 million manufacturing jobs can still return to domestic soil. Here’s why, according to Reshoring Initiative:

- The “Made in the USA” brand value is increasing. Buyers are increasingly well-informed; many don’t like the idea of supporting factories that exploit the workforce in developing nations, while other consumers seek out U.S.-made goods in the name of patriotism. To meet customers’ shifting demands, many retail giants, such as Walmart, have decided to stock and prioritize the sale of all-American goods.
- Wages in developing countries are rising. And navigating delivery times and taxes in these regions can be extremely challenging. In many instances, it’s more affordable to use additive or automated manufacturing technologies on domestic soil than it is to recruit and maintain an increasingly expensive workforce offshore.
- Companies from countries such as Germany, where brand USA holds less appeal, are coming forth with significant foreign direct investments, availing themselves of lucrative tax benefits and government incentives.

5 TRENDS TO WATCH

- 1. The Internet of Things (IoT).** One of the biggest challenges manufacturers face today is determining how best to implement IoT to achieve operational goals such as reducing costs, improving efficiency, increasing safety, supporting compliance, or spurring product innovation.
- 2. Industry 4.0.** Industry 4.0, or smart manufacturing, is a trend on the rise, but manufacturers must be committed to identifying critical business needs when looking to adopt technology, building organizational capability and actively adapting processes and culture over time. It does no good to invest in technology without a framework in place to take advantage of the efficiencies Industry 4.0 provides.
- 3. Additive Manufacturing.** From its humble beginnings as a plastic prototyping process, additive manufacturing has steadily grown and developed over the past 30 years or so. As a trend, it’s here to stay. Now all manufacturers need to do is figure out how to use the technology to best meet their individual business needs.
- 4. Automation.** Groundbreaking advancements in technology are propelling manufacturing into a new age of automation. Robotics, machine learning, and artificial intelligence are poised to disrupt the industry for years to come, and the continued evolution of these technologies will shape manufacturing’s long-term future.
- 5. Augmented Reality.** The concept of augmented reality (AR) is nothing new, but the technology is still in its earliest stages and its potential impacts on the manufacturing industry have yet to be realized. Possible applications include complex assembly, maintenance, expert support, quality assurance, and automation. Experts suggest the industry has only begun to scratch the surface for what AR can do.

—The Association of Equipment Manufacturers

“Making a product is just an activity; making a profit on a product is the achievement.”

—Amit Kalantri, Wealth of Words



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LEADERSHIP

*Conversations With
The Captains of Industry*

By Merrill Douglas

John Burke
CEO, Armada

Admiral of the Fleet

IN THE EARLY 1990s, JOHN BURKE WORKED for Northside Foods. “We offered redistribution services on a very small scale in the restaurant space,” he says. That meant bringing smaller-volume shipments into a consolidation center and then shipping mixed truckloads, with multiple SKUs, to customers’ distribution centers.

That simple solution saved freight dollars and reduced inventory levels. But as the concept of supply chain management took hold, Burke and his colleagues started to explore new strategies that would holistically benefit their customers’ supply chains.

“We had an opportunity to apply more supply chain-level analytics to our small operating company,” he says. “We found that offered great benefits, beyond transactions that are just inside the company.”

Over more than 25 years, and through several corporate evolutions, Burke rose to the top ranks of what eventually became Armada, a Pittsburgh-based firm that provides supply chain engineering, planning, and execution services. He has served as chief executive officer of Armada since 2011. Burke recently sat down with *Inbound Logistics* to discuss how he reached that position and how he leads.

IL: Tell us about an early experience that helped shape you as a leader.

Early on, I had the opportunity to spend some time in a casual setting with the CEOs of a few Fortune 500 companies. One thing I learned from them is that as a leader, you have to be insightful. You have to be able to distill complex issues down to the things that matter and that people can understand. I realized that sometimes leadership means being simple, straightforward, and transparent.

There’s no cookie cutter approach to being a CEO, but you need the acumen and insight to talk to people in a way that doesn’t lead them down rat holes and can educate them to the business issues at hand. It’s also important to be tenacious.

IL: As you rose in your career, what was one of the hardest lessons you had to learn?

The hardest thing, especially in companies that are focusing on change management, is patience. I hate to admit this, but every six-month plan seems to take one year. A one-year plan seems to take two years, and a five-year plan takes 10 years. You have to stay focused, persistent, and patient, especially when you know you’re doing the right things.

IL: Why do things always take longer than you expect?

A big part of it is that the supply chain involves a lot of people inside a lot of organizations. Whenever you have a change initiative in place, the sheer volume of

communication and change management you have to accomplish tends to slow things down. The complexity and scale of what we do in the supply chain makes change seem to move at a snail's pace. But you have to meet this with perseverance and persistence, and the rewards are always worthwhile.

IL: What's one important issue that keeps your customers awake at night, and how are you helping them with it?

We've seen radical changes in the digital economy and in consumer behavior in the past five years. The first thing we work on with our clients is how to think outside the box about different ways to engage with the end consumer. I constantly think about the fact that the old rules are out and the new rules are in.

But the new rules haven't been around for long, so not too many people know how to play by them. You have to constantly focus on getting the best people into the organization. You need thought leaders for the new digital world.

IL: What's your leadership style?

I believe in having a strong vision, relying heavily on strategic planning, and involving lots of people in that planning. The most efficient way to run a business is to align people and then let them go.

To achieve that, you need to be transparent about the direction of the business and make sure people can participate in its success. You don't micromanage, but you make sure people are delivering the expected results. As long as people are delivering, I believe in giving them the latitude to execute in any way they feel is best.

IL: What kind of corporate culture do you foster?

At Armada, we want people to enjoy coming to work and feel they can make a valuable contribution. One strategy has been to migrate from the old human resources review program to a coaching culture. We focus on getting our leadership to coach people in the right direction. We also try to be as employee-centric as possible in all the decisions we make and engage our people in decisions that involve them.

In addition, we encourage an environment where people respect one another and accomplish things together.

IL: Tell us about a curveball a customer has thrown at you.

Several times customers have hired some of our employees away from us. Each time, the HR people are taken aback. But

I look at the big picture and view it as a compliment. It means we have good people who understand business. Perhaps it will give us someone down the road who can help foster our positive relationship with that client.

We've reached the point where we actually promote this as a measure of success for our organization: We're a pool of talent that our clients draw from.

IL: Which technologies do you think will make the biggest changes in the way supply chains are managed?

I heard a wonderful term at a conference: "combinatorial innovation." As an example, the speaker described a drone flying over a field with an optical reader, feeding data into an artificial intelligence machine and predicting the outcome of given crops. It can be powerful when people merge together all these new technologies.

IL: Which projects make you excited to get up in the morning these days?

We're in the process of integrating our services into a supply chain orchestration offering. We see a chance there to do bigger, broader things for our clients. I get juiced about the opportunity to problem solve and build new things. That's absolutely the most fun part about leading an organization.

IL: How do you like to spend your time outside of work?

I'm involved in children's charities, and I've served on for-profit boards. For recreation, golfing and boating are my top two interests. ■

Try It All

"Get as much exposure to as many different parts of the business as you can." That's John Burke's advice to his own employees, and it's what he would tell any young person starting a career in supply chain management.

Supply chain touches just about every other function in a business, and a supply chain professional needs to be able to communicate with people in a broad range of roles, Burke says. One good way to achieve that is to rotate through jobs in a variety of functions.

"Learn as much as you can about what the marketing people or the accounting people are trying to do," he advises. "Business success is always multidimensional. Folks who understand the value to the enterprise of all supply chain functions are people who end up being great leaders."



Jack Buffington is supply chain leader with MillerCoors and professor at the University of Denver.

RESPONSIBILITIES

Oversees U.S. warehousing operations for MillerCoors. Developing a supply chain program and supply chain, materials science, and sustainability research projects for the University of Denver.

EXPERIENCE

Post-doctoral fellow, Royal Institute of Technology in Sweden; adjunct professor, University of Denver; e-commerce executive, Guaranty National Insurance; consulting manager, KPMG Peat Marwick; author of five books on environmental sustainability, economics, and other topics.

EDUCATION

Towson University, B.S., Industrial Psychology, 1987; University of Baltimore, MBA, Finance and Economics, 1991; Ph.D., Industrial Marketing and Supply Chain Management, Lulea University of Technology, Sweden.

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Jack Buffington: Here for the Beer

THE BEER BUSINESS IS BECOMING MORE COMPLEX AS consumers experiment with different brands. MillerCoors produces both big brands and a growing list of small brands. In turn, this makes our supply chain more complex, as we have to manage these different brands within the same distribution network.

In 2017, by using cross-functional teams, structured problem-solving and analysis, and improved process disciplines, we mostly met the requirements for getting new products to market on time, something we haven't always done in the past.

Twelve years ago, I was in a

leadership position in MillerCoors and decided to earn a Ph.D. in Sweden, where they look at sustainability and environmentalism differently than in the United States. MillerCoors let me do that and stay with the company.

Consumer companies such as MillerCoors are making significant

The Big Questions

What conventional wisdom do you disagree with?

That it's the marketing or finance people who drive innovation. Supply chain professionals will be at the forefront of driving change in the future as opposed to other groups making strategies and then telling the supply chain team to make it happen.

If you could speed the development of a supply chain-disrupting technology, what would it be?

Synthetic materials that would be not only harmless to nature, but additive; so if you threw a container in a forest a deer could eat it and be nourished rather than poisoned.

What words do you live by?

Be kind and be yourself.

What book or movie left an impression on you?

Ken Burns' *Civil War* series gives a perspective on a situation that I wish more Americans knew about, especially given the combative nature of our country today.

What song, movie or TV show title describes your job?

Fear Factor. There's no challenge we face that we can't solve by getting together the right people. At times, the biggest challenge is getting people to not be afraid, and to just work through the challenge.

changes to reduce their footprints. However, there are limited supply chain innovations. The best approach to sustainability is through the supply chain, because it comes down to reducing waste.

For instance, a lot of what's recycled is thrown away. Just because you recycle something doesn't mean a secondary market wants to purchase it.

Then, a lot of researchers focus on biodegradable plastics, which seems like a logical step. The problem is that if you put a biodegradable material in the same supply chain system, you

will get the same result. Getting biodegradable plastic to biodegrade requires centers that meet industrial recycling specifications. There are only a few in the United States, making it impractical. So, it's really no different than conventional plastic.

The University of Denver's research focuses on how to make existing materials sustainable within a closed loop. You can't just change the material; you have to change the entire supply chain so it's both economical and sustainable.

That's a challenge. There's an effort to make materials more sustainable, but

consumers aren't willing to pay higher prices for them, so they need to be supply chain efficient.

Some of our research will create environmentally and financially viable closed-loop systems. It's not easy, as the supply chains need to differ based on the material or manufacturing process. For instance, aluminum is highly recyclable and needs a different closed-loop system than plastic, which is not.

We're building the supply chain program at the University of Denver from the ground up, creating a community of industry, students, and researchers. ■

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NOTED

THE SUPPLY CHAIN IN BRIEF

IN MEMORIAM



Jacques R. Saadé, founding president of container transportation and shipping company CMA CGM Group, passed away June 24, 2018, at the age of 81. He founded the Compagnie Maritime d'Affretement (CMA) 40 years

ago, with four employees, a single ship, and one maritime service between Marseilles and Beirut. Saadé helped establish CMA CGM in more than 160 countries.

SEALED DEALS

Private-label women and children's apparel manufacturer **Land N' Sea** selected **Customized Brokers**, Crowley Logistics' customs brokerage subsidiary, to provide expanded supply chain services. Customized Brokers will add velocity to the Land N' Sea supply chain by providing U.S. Customs clearance services and cargo insurance coverage.

Quorn Foods, maker of meat-free protein source Quorn, chose **Johnson Logistics UK** to receive, store, and distribute ingredients and packaging at its Methwold factory in Norfolk, UK. Now available in 19 countries, Quorn is made from a naturally occurring fungus, which is grown and fermented, and is produced in a number of UK factories including Methwold. Johnson Logistics will support the company's expanding production needs.



Lighting manufacturer **STANDARD Products** entered into an agreement to use **TrueCommerce Datalliance's** vendor managed inventory (VMI) platform. STANDARD aims to use the VMI to better manage distributor relationships and optimize inventory management.

m&a

Third-party logistics provider **BNSF Logistics** acquired **Unlimited Freight**, strengthening its service offering for flatbed movements across North America and providing additional local resources to support the global company.

Burriss Freight Management, a business line of customized supply chain solutions provider Burriss Logistics, acquired freight brokerage **Streamline Logistics**. The deal brings Streamline's 10,000-member carrier network across the Midwest, allowing Burriss Freight Management to expand its transportation solutions offerings.

SHOVEL READY



IKEA broke ground on a new distribution center in Montreal that will service both the United States and Canada, as well as allow the furniture retailer to compete

in e-commerce and smaller retail formats with faster service and greater storage capacity. Core elements of the DC include an automatic shuttle warehouse design, a high-bay warehouse with 245,000 pallet storage locations, and multi-order picking workstations.

Capital Development Partners broke ground on the Savannah Port Logistics Center, a 2.3-million-square-foot, \$125-million logistics campus to meet the needs of the Port of Savannah's import, export, and e-commerce customers. The 190-acre industrial campus will offer dual rail service, transload capability, and more than 2,000 container storage positions.

GOOD WORKS



The **Port of Galveston** helped coordinate the shipment of relief supplies for families displaced by the volcanic eruption in Guatemala. Since the Fuego volcano 25 miles southwest of Guatemala began erupting on June 3, 2018, 1.7 million people have been affected. Relief supplies consist of bottled water, clothing, and non-perishable food items. *Pictured: Star Leader sets sail with 20 pallets of supplies for Guatemala.*

C.R. England and **England Logistics** reached the halfway mark of their goal to donate one million meals for children in 2018. The logistics service providers have implemented a donation structure that converts profits earned from any business service at either company into meals for children in need. For instance, for every load C.R. England delivers, it donates a meal to a food bank the delivery driver chooses.

UP THE CHAIN



Kathy Wengel was appointed executive vice president and chief global supply chain officer at **Johnson & Johnson**, and was named to the executive committee, effective July 2018. She leads a supply chain organization

that brings more than 350,000 healthcare products to consumers and patients around the world, and fulfills more than 100,000 customer orders every day. Wengel has direct responsibility for all aspects of supply chain across three business sectors: consumer, medical devices, and pharmaceuticals.

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recognition



▲ **Lufthansa Cargo** and **Swiss WorldCargo** were awarded the **DHL Care Award**, which recognizes both airfreight providers for their excellence in the handling and safe shipment of temperature-sensitive life science products. DHL selects the carriers receiving the award based on shipment quality, ground handling expertise, and innovation.

The **Master's Program of MIT Global SCALE (Supply Chain and Logistics Excellence) Network** was ranked as the **world's no. 1 graduate business program in supply chain and logistics** by Eduuniversal, a Paris-based global rating agency for higher education. The program, based on MIT's 10-month master's in supply chain management program, garnered the top spot for the third year.

Active On-Demand, a Roadrunner Transportation Systems company, was recognized as a **top-performing global supplier** for Ford Motor Company at the 20th Annual Ford World Excellence Awards. Honorees were recognized for achieving the highest levels of global excellence in quality, safety, sustainability, value, innovation, and supplier diversity development.

Dimerco Express Group was awarded **Airfreight Forwarder of the Year** at the Air Cargo Week World Air Cargo Awards, which celebrates excellence in the global air cargo industry. Dimerco was recognized by its peers for exceptional performance in airfreight forwarding, including global network coverage, customer service focus and performance, and commitment to developing new technology.



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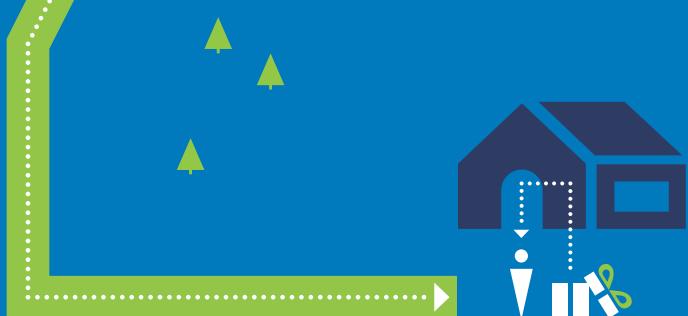


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MILESTONES

July 2018 marks **Starship Freight's** 30 years as a third-party logistics provider. Its growth plans include expanding flatbed and reefer services, with dedicated Starship teams meeting shippers' specialized LTL and truckload requirements.

GREEN SEEDS



▲ **3PL RLS Logistics** installed nearly 4 million watts of solar panels at its Newfield, New Jersey, facility. RLS expects the solar system to generate more than 5.7 million kilowatt hours of AC electricity in its first year. The solar field should generate 100 percent of the power needed for RLS' Newfield Logistics Center, a 255,000-square-foot facility.



▲ **UPS** plans to build an additional five compressed natural gas (CNG) fueling stations and add more than 700 new CNG vehicles including 400 semi-tractors and 330 terminal trucks. This \$130-million investment in CNG capacity for 2018 builds on previous UPS investments of \$100 million in 2016 and \$90 million in 2017.

recognition

J.B. Hunt Transport Services, a supply chain solutions provider, recognized 77 drivers who achieved **two, three, and four million safe miles driven within the past year**, awarding nearly \$1 million in safe-driver bonuses.

Transplace, a provider of transportation management services and logistics technology solutions, was awarded Sonoco's **Strategic Partnership Award** for completing an end-to-end assessment of Sonoco's logistics operations and helping the packaging company achieve transportation optimization and savings.

Lynden Transport driver **Jack Sorensen** was named the **2018 Alaska Truck Driver of the Year** by the Alaska Trucking Association. Sorensen has maintained an accident-free record for 34 years.

m&a **Covenant Transportation Group** (CTG) acquired **Landair Holdings**, the holding company for Landair Transport and Landair Logistics. Landair is a dedicated and for-hire truckload carrier, as well as a supplier of 3PL transportation, warehousing, and logistics inventory management services. The deal bolsters CTG's managed freight service offering with Landair's managed freight business, and expands Landair's dedicated truckload operations.

JDA, a provider of retail and supply chain planning and execution solutions, acquired **Blue Yonder**, a provider of artificial intelligence and machine learning SaaS solutions for retail and the supply chain. JDA will leverage Blue Yonder's cognitive capabilities across its portfolio as well as embed new levels of actionable intelligence across all areas of the *JDA Luminata* SaaS platform.

J.G. Drapeau Ltd., part of the Polaris Transportation Group of companies, acquired the Ontario LTL division of **Mainliner Freightways Ltd.** Mainliner's LTL fleet will continue to serve Canada's Southwestern Ontario to Ottawa corridor, and increases Polaris/Drapeau LTL and warehousing capacity in the Ontario market.

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Manufacturers Take on Amazon

In response to the “Amazon effect” and today’s consumer demands, manufacturers are reprioritizing and focusing their technology investments on inventory optimization solutions (43 percent) and integrated planning and execution technologies (41 percent), according to findings from JDA Software’s 2018 Intelligent Manufacturing Survey. The survey suggests manufacturers are embracing a new retail-like role and willing to cater to both consumer needs and the competitive direct-to-consumer space.

In an effort to address future shopping behaviors and consumer tastes, 51 percent of manufacturers say they are focused on enabling internal and external collaboration across the supply chain. Many manufacturers say they are also focused on demand sensing (44 percent) and/or data science (33 percent) to improve forecasting.

Additionally, 31 percent of manufacturing respondents reveal a commitment to integrated planning, wherein their long- and mid-term planning process is integrated with tactical execution through a single, connected technology accessed by users across the supply chain. A key part of being able to meet consumers’ changing needs is based on how well companies integrate sales and operations planning (S&OP) with sales and operations execution (S&OE). On this front, two-thirds of manufacturers are falling behind.

“Even while our data shows a portion of respondents understand the importance of prioritizing both short-term execution and strategic long-term planning, too often we see manufacturing companies focused on one and not the other, and it’s limiting the value of their planning efforts,” says Fred Baumann, group vice president, industry strategy, JDA.

Another critical component for manufacturers to address when embracing the role of retailer is supply chain maturity. Today, there are just about as many “pre-digital” manufacturers (18 percent) as there are digitally mature manufacturers. However, while only 18 percent of respondents say they’ve reached digital supply chain maturity, nearly twice as many respondents (35 percent) anticipate they will get there within two to three years. The question is, what are they doing to make that happen, and will they ultimately be successful in catering to consumer needs?

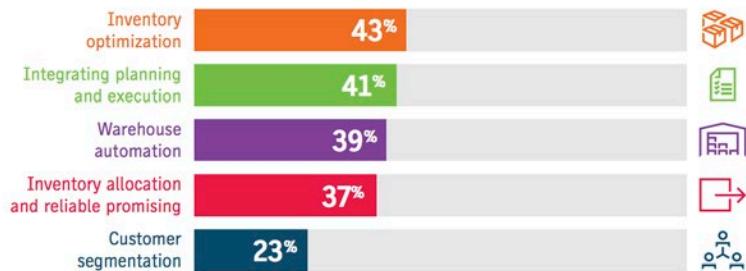
“Supply chain digitalization is no longer a ‘nice to have.’ It’s a strategic mandate and a dramatic differentiator that drives revenue and market share growth,” says Baumann. “The companies that are investing in their supply chain today, that have support from their leadership teams, and that are positioning the supply chain function as a key point of differentiation are the companies that will excel and achieve profitable business growth.”

Given the business benefits linked to supply chain digitalization, such as greater profitability (49 percent), increased customer service levels (38 percent), reduced spend (38 percent), and increased competitive abilities (35 percent)—all of which are critical in keeping up with consumer demand—the fact remains that companies opting to put digitalization on hold for another 12 to 36 months will fall behind in more ways than one.

Prioritizing Integrated Planning and Execution is Key

No longer just a concern for retailers, the Amazon effect is prompting manufacturers to rethink and reprioritize their technology investments to better address changing consumer demands. Because Amazon’s customer service has become the gold standard, expectations for shorter order fulfillment and delivery times have become the norm for both business-to-consumer and business-to-business companies.

How companies have invested in supply chain technology in response to the Amazon effect and to keep up with today’s consumer demands



SOURCE: 2018 Intelligent Manufacturing Survey, JDA Software

Gearing Up to Compete and Co-exist with Amazon

As consumer needs continue to shift rapidly, retailers are feeling the brunt of the impact. This pressure to respond to shopper behaviors, however, is also felt upstream, prompting manufacturers to reevaluate their supply chain operations.

Digital collaboration with traditional retail channels continues to be an area of focus to improve efficiency and profitably respond to consumer needs. Additionally, to retain top talent, 55 percent of manufacturers are committed to cross-training employees across all supply chain needs, and building a true center of excellence, the JDA survey finds.

Further, in direct response to the rapidly expanding influx of digital data available from sources such as the Internet of Things and social media, news, events, and weather, 78 percent of respondents plan to invest in new talent over the next 12 months to better utilize these insights.

To attract top talent, respondents are embracing mobility in the workplace (55 percent), establishing supply chain as an elite organization within their company (42 percent), and adopting cloud solutions specifically for increased business focus (36 percent).

BRIDGING THE GAP BETWEEN WOMEN AND FUNDING

Thirty women have become small business owners in the trucking industry thanks to the efforts of Expediter Services (ES), in conjunction with the Women in Trucking Association.

To bring more women into the transportation industry, ES set a goal of supporting 150 total women-owned small businesses through the 150 Business Challenge within 12 months.

Through the 150 Business Challenge, ES provides women with access to the funding and resources necessary to start and navigate their own small businesses within the trucking sector. In the past, obtaining funding created a barrier between women and business ownership in transportation. As a result, many women leased their trucks, which took the option of business ownership off the table.

"The reality is that, even in 2018, a lot of women have not established a credit record, and that makes it more difficult for them to get a loan to buy a truck," says Ellen Voie, CEO, Women in Trucking Association.

To bridge this gap between women and funding, ES focuses on factors other than credit history. "We look at attitude, aptitude, work history, and work productivity," says Jeff Tacker, the company's executive vice president and chief operating officer. ES also pulls the prospective client's production numbers from the motor carriers for which she works, and creates and analyzes a P&L-style spreadsheet to ensure she will be able to produce positive cash flow.

Two motor carriers—Panther Premium Logistics, a service of ARCBEST and Forward Air—partnered with ES for the 150 Business Challenge. Through these partnerships, ES has been able to make comprehensive assessments of a prospective lender's success potential as a business owner.

ES hopes to bring on additional motor carriers to participate in the initiative. It is currently working with XPO Logistics, Premium Transportation Logistics, FedEx Custom Critical, ARTUR Express Transportation, and All State Express in other capacities.

More than simply providing funding for woman-owned small businesses within the transportation industry, ES is committed to helping the women behind these businesses prosper. The company provides a wealth of resources such as in-house service coordinators; access to low-cost, comprehensive insurance; and back-office support.

"We are more than just a lender or a truck salesperson," says Tacker. "We are trying to help women create a successful, long-term business. That's our focus and our intention."

— Nicole Slaughter Graham

Disruptive Technologies Shake Up Supply Chains

When efficiency is the primary focus in integrated supply chain management, every little bit that helps to tighten both front- and back-end processes helps. Increasingly, companies in a variety of verticals are achieving such efficiencies by leaning on disruptive technologies.

These envelope-pushing solutions could take the form of artificial intelligence used in automation software, robotics, and autonomous driving among others, according to a study in the Moving Forward research series from Panasonic Corporation of North America.

Companies are leveraging disruptive technologies to craft a data-driven supply chain process that delivers a more seamless experience to the end customer, says Faisal Pandit, senior vice president and chief digital officer, Panasonic System Solutions Company of America. Pandit, who is also the research author, points to an example of a quick-service restaurant (QSR) that could benefit from disruptive technologies.

QSRs must deliver a stellar experience while satisfying picky customers with increasingly demanding food options, while running operations on tight budgets and high staff turnover rates. The good news: Using artificial intelligence, QSRs can analyze data collected from a variety of channels, including mobile and kiosk ordering and drive-throughs, to deliver personalized experiences.

Four out of five companies in the Panasonic survey cite automation software as a disruptive technology they are excited about. They can use this technology to address supply chain pain points such as manual data entry that is prone to human error, a lack of streamlined communication between owners of various parts of an order's lifecycle, and goods delivered late or to the wrong location.

Adoption of disruptive technologies will increasingly become the price of doing business, although regulations compliance and security concerns are potential stumbling blocks, notes the research. Nearly four in five senior industry decision makers surveyed say competitors will pull ahead if they do not invest in these technologies.

However, Pandit cautions against blind adoption. "Companies need to clearly outline the pain points they're trying to solve with these technologies, and make sure to have a phased rollout so they're not biting off more than they can chew," he says.

—Poornima Apte



7 out of 10 manufacturing companies intend to invest in or adopt robotics.

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ANATOMY OF HOSPITAL SUPPLY CHAIN DISRUPTIONS

The aftermath of Hurricane Irma, which hit Puerto Rico in September 2017, created a severe shortage of IV bags in the continental United States. The reason: Baxter International, one of the major suppliers, manufactures the products in the U.S. territory and was crippled by the loss of electricity to the island. As a result, many hospitals in the United States suffered an acute shortage of the critical resource.

Hospital supply chain challenges due to extreme weather events are rare but they do happen, says John Kupice, CEO of H-Source, a Spokane, Washington-based company that offers healthcare institutions a way to reduce waste and recover costs. Supply chain problems are especially severe in the operating room, notes the March 2018 Hospital Supply Chain survey from Cardinal Health, a Dublin, Ohio-based healthcare services company.

In the survey, which polled 305 participants working on the frontlines of operating rooms, 69 percent of respondents report that missing supplies caused a delay in patient care. Forty percent had to cancel a procedure or surgery because of insufficient inventory.

“Over the years, major hospitals have moved to just-in-time delivery of supplies so they don’t carry much inventory as a way of controlling costs,” Kupice says.

They keep an eye on upcoming caseloads, making sure that supplies are in place for procedures. Hospitals will lean on

loans from other institutions in case of a pinch, Kupice points out. Indeed the Cardinal Health survey finds that 57 percent of respondents have resorted to exactly such loans to get them out of a tight situation.

These solutions are not always reliable; 23 percent of survey respondents report a patient experiencing an adverse event because of a lack of the right supplies at the right time.

The problem is not limited to missing supplies alone; about 27 percent of survey participants have seen or heard of an expired or recalled product being used on a patient.

The survey indirectly concludes that the systemic problems could be attributed to human error as 83 percent of all respondents still rely on manual counting in some part of their supply chain and only 15 percent rely on automated RFID solutions. Respondents list controlling costs (39 percent), a significant driver for hospitals, and better patient outcomes (23 percent) among the advantages of automating supply chain management.

Spending on supplies is one of hospitals’ biggest budget line items, Kupice notes. It makes sense, then, that almost all survey

participants (97 percent) view supply chain management as an important contributor to achieving the organization’s overall goals.

—Poornima Apte



Demand Segmentation Drives Forecast Accuracy, Customer Service Improvements

How companies are adopting demand segmentation and leveraging its benefits in tackling demand volatility and channel shifts is the subject of a new report, *Demand Segmentation Users are Better Equipped to Manage Their Channel Challenges*.

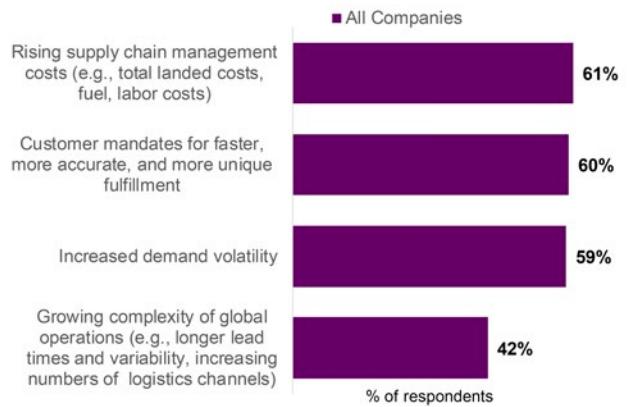
Authored by Bryan Ball, vice president and group director, Aberdeen, and sponsored by Logility, the report examines how the ability to research, compare, and purchase products across multiple channels at any time creates additional complexity that can challenge a supply chain organization’s ability to generate an accurate forecast. Aberdeen conducted this research to identify the strategies best-in-class companies employ to turn these challenges into opportunities for differentiation and growth.

The research finds demand segmentation is a key capability that sets leading supply chains apart. Highlights include:

- Demand segmentation users show a 20 percentage point customer service level advantage versus non-users.
- Best-in-class companies realize a 67-percent higher forecast accuracy rate at the family and SKU level.
- Demand segmentation users are 57 percent more likely to optimize inventory and service policies to maximize cash flow and profitability.

“Creating a demand-driven supply chain starts with understanding who your customer is and developing the

Business Pressures



Cost is always near the top of the list of market and business pressures, and supply chain complexity is a contributing factor to cost concerns.

strategy to profitably serve them at the time, place, and price they are ready to buy,” says Karin Bursa, executive vice president, Logility.

To 3PL or Not to 3PL?

Retailers may face significant challenges when expanding further into the online/e-commerce business. Some challenges may involve supply chain management issues.

One of the largest obstacles is developing an effective fulfillment strategy. When it comes to making this decision, it is advisable to review the possible benefits of using a third-party logistics (3PL) provider.

Self-performing fulfillment can be expensive and take time to develop. A professional 3PL fulfillment company can probably do the work better, faster, cheaper, more predictably, and safer than most retailers venturing into this new arena for the first time. 3PLs benefit from experience, economies of scale, and having a logistics network already in place. Of course, cost reduction is not guaranteed, and may not be realized. Every situation is unique.

Probably the biggest upside to utilizing a 3PL is that retailers don't have to make a capital investment in real estate, material handling equipment, or transportation, and won't have to commit to labor. This allows retailers to deploy capital elsewhere, and to keep a distance from labor, HR, and other risk-related issues. 3PLs also have the ability to get a fulfillment operation up and running in less time, whereas self-performing fulfillment takes time and capital to execute.

3PLs offer retailers the ability to scale fulfillment services up or down as needed, which is especially important for the holiday shopping season. Many retailers require a higher volume during certain times of the year. If a retailer self-performed its fulfillment, the low volume times of the selling season could lead to empty warehouse space, which is detrimental to the bottom line.

Using a 3PL also typically provides retailers with vital performance metrics, making it easy to track efficiencies and make improvements and changes as necessary.

Many major 3PL providers have developed the requisite skills to support e-commerce fulfillment. For some providers, e-commerce is their core business, sometimes amounting to upwards of 70 percent of gross revenue.

So, for retailers in need of improved fulfillment logistics, it's worth it to weigh the pros and cons of self-performing versus hiring a 3PL. Modeling and expected cost differences, and understanding each 3PL's capabilities and experience, are key to a successful outsourcing experience.

—Rich Hamilton is managing director and lead for Cushman & Wakefield's 3PL Specialty Advisory Group

J&J Uses Sustainability to Strengthen Carrier Relationships

Shipper of choice and sustainability are trending terms among supply chain managers but they're nothing new to the Johnson & Johnson Family of Companies in North America. The company's logistics operation has a long track record of attracting carriers that share a commitment to customer service, efficiency, and sustainable transportation.

With for-hire trucking capacity in short supply, companies in the consumer packaged goods business are looking for any edge to earn "preferred shipper" status. For Johnson & Johnson, that edge includes



Johnson & Johnson incentivizes customers to place orders in quantities that legally optimize trailer space utilization.

& Johnson incentivizes customers to place orders in quantities that legally optimize space utilization on trailers, which reduces the number of deliveries and makes it more efficient to schedule, load, and unload goods. These financial and service-oriented incentives are available to all customers that meet a certain order and volume threshold.

Idle-reduction programs: Johnson & Johnson promotes idle reduction and faster turnaround times at distribution centers by scheduling deliveries, allowing dropped trailers, and, where available, offering shore-power electrical connections for trucks.

Dedicated trucks: Johnson & Johnson operates a regional dedicated fleet for a distribution center in the Northeast. The company precisely matched its truck spec to the characteristics of the load, using day cabs instead of sleepers. This saves about 5,000 pounds of tare weight per truck and allows another four to five pallets of payload per trip compared to the tractor-trailers the company used previously.

Mode shifting: In North America, Johnson & Johnson has shifted approximately 700 shipments on five lanes from truckload to intermodal and improved intermodal utilization from 69 percent to 78 percent in the past 12 months. The company estimates that its mode-shifting initiative has doubled its miles-per-gallon fuel savings (6.3 mpg for truckload vs. 12 mpg for intermodal), removed 420 trucks from the road, and keeps truckload capacity free for other lanes.

Exclusive use of SmartWay carriers: Johnson & Johnson uses 50 carriers in its North American logistics operations; all participate in SmartWay. SmartWay carriers measure, benchmark, and share their fuel use and emissions, which gives Johnson & Johnson new ways to evaluate this aspect of carrier performance. It also gives the company opportunities to collaborate with carriers and customers on more efficient and sustainable transportation practices.

the EPA SmartWay Transport Partnership, a public-private initiative between EPA and the freight transportation industry aimed at improving efficiency and sustainability. Johnson & Johnson has been a SmartWay partner since 2005 and works exclusively with freight carriers that participate in the program.

Johnson & Johnson outlines several initiatives to back up that commitment:

Logistics incentive order program: Johnson

U.S. Seaports Need Multimodal Funding

U.S. port authorities identify more than \$20 billion in projected multimodal port and rail access needs over the next decade, while one-third cite pressing rail project needs costing at least \$50 million for each of their ports, according to a new American Association of Port Authorities (AAPA) survey, *The State of Freight III*.

Funding and financing options are the biggest obstacles to getting essential rail projects started to access their facilities, say 67 percent of respondents.

Furthermore, 37 percent say that problematic at-grade rail crossings or height-restricted overpasses and tunnels near their ports are constraining cargo-handling capacity, while 36 percent report that land acquisition is a big problem in developing and planning port rail access projects.

“The findings show that while the FAST (Fixing America’s Surface Transportation) Act has been essential in providing the building blocks for a national freight program, more must be done to ensure that multimodal goods movement projects have adequate resources to produce efficient and timely results,” says AAPA President and CEO Kurt Nagle. “These transportation projects are crucial to address our nation’s increasing freight volumes and enhance America’s international competitiveness.

“As a key component of America’s supply chain and a major facilitator for trade, seaports rely on a host of transportation modes and nodes—including roads, rails, waterways, tunnels and overpasses—to move large volumes of cargo, which may be headed to, or originating from, manufacturing, distribution, assembly and processing centers that support economic growth and millions of U.S. jobs,” he notes.

“Our nation’s ports have identified a vast array of projects that are ready for investment and could move forward if the issues in this report could be addressed,” says Nagle. “It’s important that steps be taken to resolve the barriers identified in this report that are preventing these projects from progressing.”



FLEET OPERATORS GET NO ELD SATISFACTION

Slightly fewer than half of fleet operators responding to a Coretex Electronic Logging Device (ELD) satisfaction survey say the mandate is good for the transportation industry. Coretex surveyed 303 U.S. trucking companies of various sizes.

More than two-thirds (69 percent) of responding companies say ELDs do not improve driver satisfaction, and 33 percent indicate it is more difficult to retain drivers due to strict Hours of Service compliance.

These concerns coincide with an American Trucking Associations statement revealing there are 50,000 fewer drivers than available jobs, and an EIA report that diesel fuel costs are at the highest level in more than three years. When asked about problems with their existing ELD solution, top responses are: inaccurate data, connectivity issues, and poor technical support.

While the benefit of the mandate is split among respondents, 82 percent are satisfied with their ELD provider and rate an average of 3.73 out of 5 for their existing technical support. The ELD features they like best are real-time tracking, ease of use, and reporting capabilities.

Slightly more than half (51 percent) indicate the deployment of ELDs will improve their Compliance, Safety, Accountability score, which the Federal Motor Carrier Safety Administration bases on performance data of drivers, including safety-based roadside inspections and reported crashes.

“The survey illustrates that companies, especially those with small fleets, view the mandate as a burden,” says Craig Marris, executive vice president of mixed fleets at Coretex. “Yet, now that connected technology exists inside every cab, there is a huge opportunity to utilize this newly captured data to improve efficiencies and productivity for the entire supply chain. It is time for ELD providers to educate the industry on how to turn compliance into a business advantage.”



Truckers Reveal Impact of ELD Mandate

While the mandate’s benefit is split among respondents, **82%** are satisfied with their current ELD provider and rated an average of **3.73** out of 5 for vendor’s technical support.

GOOD ELD features like best

- Real-time tracking
- Ease-of-use
- Reporting capabilities

BAD ELD features like least

- Inaccurate data
- Connectivity issues
- Poor technical support

SOURCE: Coretex



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- ✓ 2 Northbound Commercial Exit Lanes
- ✓ Gate to Gate/F.A.S.T. Lane
- ✓ Dock Expansion
- ✓ Cold Inspection Facility
- ✓ Regional Ag Training Center & Lab
- ✓ Ag Inspection Overtime Pay
- ✓ New State of the Art Toll System
- ✓ Bridge Building Renovation
- ✓ BridgeConnect Trade Sessions
- ✓ Unified Cargo Processing (UCP)
- ✓ New State of the Art Security Cameras System



Projects/Services Advantages:

- ★ Improved Safety and Security
- ★ Reduced Border Wait Times
- ★ Increased Capacity
- ★ Process Improvements
- ★ Streamlined Inspections
- ★ Improved Commercial Truck Throughput
- ★ Smart Technologies
- ★ Joint Inspections (U.S. & Mexico)
- ★ Competitive Logistics Network
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FINDING HIDDEN TALENT

Employers worldwide are facing the most acute talent shortage since 2006, according to the latest ManpowerGroup Talent Shortage Survey. Of the nearly 40,000 employers surveyed, 45 percent are struggling to fill roles. Skilled trade workers, sales representatives, and engineers are the most difficult to find.

Employers in Japan (89 percent), Romania (81 percent), and Taiwan (78 percent) report the most difficulty filling positions as populations age, skills needs shift, and organizations struggle to find the right blend of technical skills and personal strengths.

In today's Skills Revolution, where new skills emerge as fast as others become obsolete, 27 percent of employers say applicants lack either hard or soft skills. Employers place greater importance on transferable soft skills as roles adapt; more than half say communication skills—written and verbal—are their most valued soft skills, followed by collaboration and problem solving.

ManpowerGroup asked employers across 43 countries and territories how much difficulty they are having filling roles, which skills they are struggling to find, and what they are doing to solve talent shortages. Here's a summary of results:

APAC. The Asia Pacific region is suffering the most from talent shortages, with five of the top 10 worst affected markets in the survey: Japan, Taiwan, Hong Kong, Singapore, and India. In Japan, the number of employers reporting difficulty continues to grow. At 89 percent, it's currently the highest reported globally.

Americas: Argentina is suffering from the most severe talent shortage in the region at 52 percent.

In Brazil, 34 percent of employers report difficulty. Mexico faces the biggest increase in hiring difficulty, jumping from 40 percent to 50 percent since 2016.

The number of U.S. employers experiencing talent shortages has grown from 32 percent in 2015 to 46 percent in 2018—just above the global average.

EMEA: Ireland (18 percent), the UK (19 percent), and the Netherlands (24 percent) are experiencing the least difficulty filling jobs. The worst affected markets in Europe are Romania at 81 percent, up 9 percentage points, and Bulgaria, up 6 percentage points since 2016.

The 4 B's of Finding Talent

ManpowerGroup calls on companies to embrace these new solutions to the growing talent problem:

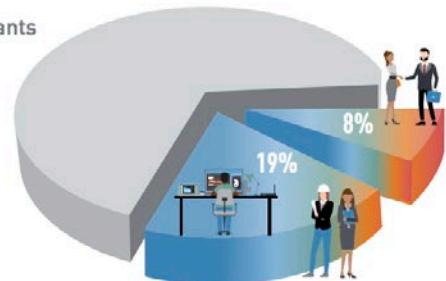
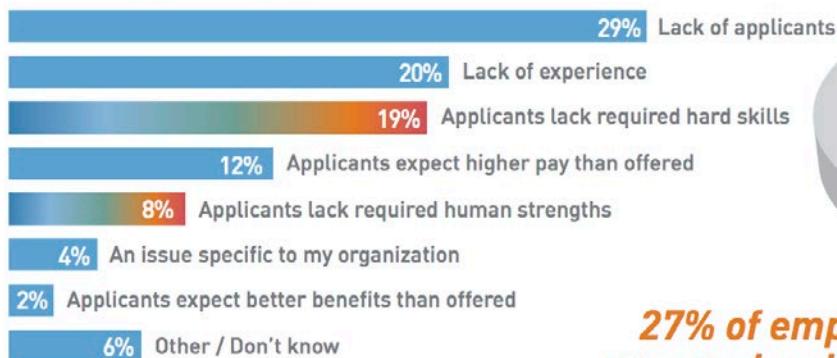
Build. Invest in learning and development to grow the talent pipeline and upskill the existing and potential workforce.

Buy. In a tight labor market, go to the external market to find the best talent that cannot be built in-house in the time required to fill immediate openings.

Borrow. Cultivate communities of talent inside and outside the organization, including part-time, freelance, contract, and temporary workers to complement the existing workforce.

Bridge. Help people move on and move up to new roles inside or outside the organization.

Lack of Applicants, Experience and Skills are Top Drivers of Talent Shortages



27% of employers say applicants lack either the hard skills or human strengths they needed to fulfill their roles

⁴ Survey last conducted in 2016.

⁵ Skills Revolution 2.0: Robots Need Not Apply, ManpowerGroup, 2018.

Setting the Standard for Perishables

THE AIR CARGO COMMUNITY should drive its own standard for perishables, without waiting for other groups and agencies to establish them, according to Stavros Evangelakakis, global product manager, healthcare and perishables, for Cargolux and chairman of the Cool Chain Association (CCA).

A lack of accountability is contributing to the 1.3 billion metric tons of food being wasted along the supply chain every year, equating to one-third of all food produced, attendees heard at the CCA's recent conference in Luxembourg.

Collaboration, transparency, and data sharing—as well as training for perishables growers and better facilities—are needed to inject quality into a fragmented and disconnected supply chain, speakers explained at the two-day event.

“We should aim for quality; we should not wait for other agencies to come up with standards,” Evangelakakis said. “We should look internally and act now.”

The information needed for supply chain improvement is already there, said keynote speaker Philippe Schuler, a food waste prevention consultant and CCA researcher.

“The information needs to be made accessible,” said Schuler. “When we all start to have access to the data, we can start to solve the problems.”

The industry is stuck in a multi-stakeholder model, with no shared communication, according to the speakers.

“Instead of pointing at each other, we should collaborate,” said Frank Van Gelder, founder of Mediconed Consultancy. “There is a way out, and it is not that far away. Let's make quality visible through data.”



Goy Grosbusch, manager of new activities at family-run fruit and vegetable distributor Grosbusch, met with CCA conference attendees to discuss cold chain solutions.

A SWEET DEAL: NESTLÉ, XPO BUILD DIGITAL WAREHOUSE

Nestlé, the world's largest food and drink company, and XPO Logistics, a global provider of transport and logistics solutions, are co-creating a 638,000-square-foot distribution center at the new SEGRO East Midlands Gateway Logistics Park in Leicestershire, UK. Nestlé will predominantly occupy the facility, a digital warehouse of the future, for its consumer packaged goods. The building also will serve as a testbed environment for XPO technology prototypes prior to global release.

The custom-designed distribution center, scheduled for completion in 2020, will feature advanced sorting systems and robotics alongside state-of-the-art automation co-developed with Swisslog Logistics Automation. The site's digital ecosystem will integrate predictive data and intelligent machines to give consumers faster, more efficient access to Nestlé products.

The XPO-owned facility is strategically located in the Midlands to benefit from direct road, air, and rail access.

An American in Paris: UPS Invests in France

UPS officially opened a new 30,000-square-meter, advanced technology package sorting and delivery hub outside Paris in Corbeil-Essonnes/Évry. The new facility, which employs nearly 1,000 people, facilitates cross-border trade and enhances package delivery service in the Île-de-France area.

“This \$100-million advanced technology facility spans four soccer fields,” says Nando Cesarone, president of UPS International. “And it's the single biggest investment UPS has ever made in France.”

The building is equipped with advanced technology and automated sorting equipment, and has the potential to sort up to 37,000 packages per hour, which is more than twice the capacity of the two facilities in Chilly-Mazarin and Savigny that it replaces.

The facility is a part of the company's multi-year, \$2-billion European investment plan, which aims to modernize and expand the UPS network across the continent.

UPS has been offering services in France since 1985 and established its own operations in 1988.

The company currently has 56 operating facilities in France, has a fleet of more than 800 delivery vehicles, and serves six airports—Bordeaux, Lyon, Marseille, Paris-Roissy, Rennes, and Toulouse.



French Minister of Transportation Elisabeth Borne, the mayors of Corbeil-Essonnes and Évry, and other dignitaries attended the opening ceremony for UPS's new advanced technology Paris hub.



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FRESH FISH SHIPPERS BREATHE EASY

The world's only approved airfreight oxygen delivery system will revolutionize live seafood transportation throughout continental Europe and the UK through an agreement between FloatPac, the owner of FishPac live seafood oxygen transport systems, and LipFish AS, based in Troms, Norway.

Lipfish currently has its first 42 units on the water for delivery to Norway, with two units shipped immediately for trials and demonstration purposes. An additional 300 to 500 FishPac bins are expected to be sold into Europe within the next two years.

"We have worked closely with FishPac to develop sensing technology for our bins, which will allow us to see what's happening inside every bin in real time," says Robert Robertson, owner of Lipfish. "The sensors collect data and send it back to the cloud in three-minute increments.

"This data can then be accessed by all parties in the supply chain for a clear understanding of what has happened during transport and—in the unlikely event of something going wrong—we will be able to pinpoint this problem quickly and fix it," he adds.

Since the patented, Australian-made FishPac^o system launched in 2000, it has moved more than 250,000 bins/totes between Australia, Indonesia, Maldives, Japan, Canada, the United States, Asia, Iceland, and Belgium. Each tote contained up to 500 kilograms of live fish and marine life.



Sensing technology allows fresh fish shippers and carriers to see what's happening inside each bin, in real time.

★ READY.

With our own fleet of trucks fully equipped and ready to go, Syfan and our carrier partners will be fully ELD compliant by mid-year with new shipment reporting requirements.



★ WILLING.

We welcome any rule that makes our industry safer and more transparent. And it's why, as experienced food carriers, we embrace the new FSMA transport requirements that ensure proper training and sanitary conditions.

Learn more about new ELD rules. View a free recorded webinar on our website.

Italy's Ritrama Sticks a Landing in SC

Ritrama, an Italian multinational self-adhesive materials producer, chose Ferretto Group's technological solutions for its new automated warehouse located in Spartanburg, South Carolina.

The structure spans an area of more than 5,000 square meters, and is equipped with six stacker cranes with different pick-up tools. Currently in use for about 70 percent of the warehouse, the entire structure will be fully operational by the end of summer 2018.

Among the characteristics that distinguish this storage system is its high level of automation for handling both inbound and outbound material through Ferretto Group's ERP interface and Laser Guided Vehicle system.

Implementing the storage system began in July 2016, and involved 30 technicians who created an approximately 126,000-cubic-meter automated warehouse to manage reels of raw material and how they move to the production area, the storage of semi-finished product, and, in some cases, the finished product. The structure measures 180 meters long, 28 meters wide, and 25 meters high, and will have a capacity of about 17,000 load units. Its operation will be completely centralized.

Southwest Goes Tex-Mex

U.S.-based low-cost carrier Southwest Airlines flies into the international freight transportation field with the launch of a new Houston-Mexico City route. The carrier plans to add Cancun, Puerto Vallarta and Cabo San Lucas to its network by end of summer 2018.

The airline is starting with four roundtrips per day between Mexico City International Airport and William P. Hobby Airport, and will move a range of commodities—including perishables, retail goods, and medical related shipments—with the new service.

To lay the foundation for the international shipping service, Southwest Cargo rolled out a new point-of-sale system, Southwest Cargo Suite, enabling forwarders to book shipping space in advance.

The company also accelerated the delivery dates for 23 firm orders of the 737 MAX 8s aircraft from 2023-2024 to 2021-2022, and deferred 23 orders for the smaller MAX 7. The MAX 8 has the ability to "fly farther and carry more weight," says Wally Devereaux, Southwest's senior director of cargo and charters.

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Internal Audits: The Cornerstone of Compliance

Internal audits are the cornerstone of your compliance program. Monitoring your performance, and that of your Customs broker, is the only way to determine if the policies and procedures you've put in place are effective. You may be asking yourself: How often do we do this? How do we do this? Who has time for this? Good questions! Let's address them one by one:

How Often Do We Do This?

- Weekly Automated Commercial Environment (ACE) Reviews
- Quarterly Post-Entry Reviews

How Do We Do This?

I recommend running your ACE report on a weekly basis to review ongoing activity at a high level. You are looking for:

- Unfamiliar HTS numbers
- New suppliers
- New countries of origin

You're looking for changes in sourcing patterns—new suppliers, products, or origins that have not been run by you for input prior to import. If/when you see something unusual, pull the entry(ies) and audit these transactions in detail. These unknowns have already created risk in your supply chain; now is the time to mitigate that risk.

Quarterly Post-Entry Reviews are the crux of your internal audit program. Establish a sample set of entries for a four-way-match exercise, a process that ensures the entered value/product matches the commercial invoice, purchase order, payment, and receiving records. Any discrepancies among these factors must be understood and explainable. How big is the sample? How do you choose which entries? Your business model and landscape determine your sample. My general approach is a mix of random and judgmental

sampling. I make sure to pull entries across a good range of suppliers, products, and origins. If I've had a problem with a certain supplier, specific documentation, classifications, etc., I pull samples of these transactions every quarter until I'm satisfied the issue has been resolved.

Once the sample is established, it's time to use your Post-Entry Review spreadsheet, which contains key elements of the commercial invoice, Entry Summary (7501), accounts payable records of billing invoices and payments for each entry, and receiving records. Your goal is to ensure the classifications, values, and quantities declared to US Customs and Border Protection (CBP) match what you actually received in your inventory and paid your suppliers. Any discrepancies are assessed in terms of materiality to determine if post-summary corrections are in order and/or training/penalties to suppliers or others are required. You also need to determine if the errors are one-offs or systemic, which may require further auditing of specific transactions. Performing these audits quarterly ensures no issue gets out of control.

Who Has Time For This?

These audits take time, and it is time well-spent. It is also a regulatory requirement to demonstrate reasonable care and, therefore, not optional. If you simply don't have resources to devote to this effort, I suggest you contact your Customs broker to assist you. Hiring a quality Customs broker may be the most cost-effective way to execute these audits.

Discipline Matters

Internal audits may seem daunting, but they are an integral part of your Customs compliance program. Developing this discipline will help you uncover risks in your supply chain, and, quite often, surface opportunities hidden in the patterns of your import activities to improve overall supply chain performance.

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Managing Warehousing Requirements During Peak Periods (Without Committing to Long-term Contracts)

Managing peak period shipment volume is a structural challenge in the U.S. economy. Those preoccupied with executing order fulfillment services spend much of the year thinking about and planning for it. The surge is a three- to four-month peak in first inbound, and then outbound shipments, with overlap. Shipments to retailers come first, followed by a huge spike in shipments directly to consumers. Industries such as toys can see as much as 80 percent or more of their sales in a very short timeframe.

This is primarily an issue for consumer products, because other verticals do not have such spikes in volume during peak season; demand for baby products and medical devices, for example, tends to be relatively flat throughout the year while demand for gift items spikes strongly toward year end.

Warehouses can use a number of techniques to maintain service level agreements (SLAs) – the “guaranteed” turn-around time for an order to go out – during peak demand periods. These techniques include:

1. Manage laborers carefully. From Labor Day to Christmas Eve, ask employees to avoid vacation time, except in areas such as sales and finance. Make additional use of temporary labor, but rely more on additional shifts of previously trained workers. Feather in additional day shifts and night shifts as needed. Start well before peak season, in order to be ready when it comes. Shake out any issues with training or attendance before crunch time. Cross train supervisors and other employees on different tasks, facilities and shifts. Add flexibility and scalability wherever possible, but always at the lowest possible cost.

2. Incentivize staff. When smaller, rely on a core team. If needed, use overtime to help address the challenges of volume spikes, which routinely are between five and 10 times the norm and require additional hands on deck. Hourly workers are incented by the prospect of overtime pay, but the cost curve goes up more steeply than the productivity curve. The latter goes down as steeply, if not more so. Good service is highly correlated to happy, well-rested workers, and vice versa. Provide a career path for all workers, whatever

level they start at, and offer benefits and pay for performance along that path.

3. Set expectations. Plan with clients who have significant historical volume spikes, and be realistic about the ability to maintain SLAs during peak. That may mean running an extra day shift right after Black Friday, working the weekend, whatever it takes. Work Sunday afternoon shifts to address the weekly spike and accumulated volume of the extra online shopping days over the weekend. Get ready to attack the larger seasonal volume spikes, and even the smaller ones – it’s like training for the really big ones.

4. Watch out for carrier issues. Ultimately, all supply chain systems are physical, and subject to physical constraints. The idea that parcel carriers can infinitely multiply their human and hard assets for 22 days of the year is not realistic; there will be a cap to the extra drivers, equipment and sorting capabilities. This is experienced most acutely in ground service delays during those absolute peak days. Carriers can also get hurt if they over-staff and prepare for more volume than they get. All carriers are more incented to not over-staff and over-equip for the volumes because that negatively impacts profits.

5. Technology improves throughput. There is no denying that the move toward ever more sophisticated IT solutions can increase productivity dramatically. But that is impossible without disciplined, expert implementation. Many software implementations fail. Hardware is fickle. Be prepared and expert at troubleshooting, duct tape, spit and vinegar.

The opportunity to manage a highly complex problem requires expert deployment of people, places and things to lead through challenging and demanding times. It is not for everyone, but for those who are up for and excited by the challenge, there is nothing better. Every iteration of the improvement cycle looks different, depending on the unique needs of the organization and how quickly it can be expanded to other areas of the business. That process runs a lot more smoothly when there is a clear mission statement for a peak demand improvement program and a focused plan to roll it out.

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Securing Capacity for Freight Moving In and Out of Mexico

Shipping freight across the U.S.-Mexico border is a complex operation and requires a trusted, reliable logistics provider. With 80 percent of Mexico's exports currently coming to the U.S., and with so many companies having their own Mexican entities for building or supplying components, the overall supply chain between the U.S. and Mexico has become very integrated, making cross-border trade a significant part of the logistics market for both countries.

For shippers, importing to and exporting from Mexico can present a unique set of challenges. One of the toughest challenges that cross-border shippers in today's market face is securing high-quality capacity on both sides of the U.S.-Mexico border.

Managing the Imbalance

Cross-border capacity includes not only trucks, but also the ability to manage trailer capacity. The latter is important due to the trade imbalances that occur between the U.S. and Mexico markets, namely that there are more loads coming into the U.S. than going out.

There are, for instance, several states within Mexico that have outbound freight to the U.S. but very few inbound shipments coming back. Shippers attempting cross-border transportation on their own have to know how to manage the imbalances, and how to figure out solutions that get the trucks to come back to the border. One way to tackle this is to work with a transportation provider with experience in handling this imbalance.

Alternate Solutions

As capacity continues to tighten, or as there's less capacity available in the marketplace, shippers are more apt to find other solutions to get their freight picked up and delivered. If your shipment doesn't require a full trailer, less-than-truckload (LTL) consolidation can serve as a cost-effective solution to cross-border freight challenges when time is not critical.

The company a shipper chooses to work with should offer transloading, or transferring a shipment from one truck to another, and shipment consolidation capabilities.

Transloading consolidates the LTL freight moving south freeing up truckload capacity to handle more deconsolidated shipments moving north. This makes capacity more accessible by leveling the imbalance between the truck, the trailer, and the load.

Additionally, a qualified cross-border carrier should be able to provide a shipper with alternate modes of transportation if a truck is not the best solution for your freight.

Benefits of Facilities with Cross-Docks

Transportation management providers can use their facilities to balance the needs of the customer with the shifts in available capacity to provide the best solution. These balance shifts, which can occur daily, must be managed accordingly to maximize each and every available capacity unit.

Cross-dock facilities allow for increased trailer asset and capacity utilization, which provides customers more options to get their products safely through the border and to the ultimate destination.

Choosing One Provider

Capable of Handling Your Cross-Border Logistics

As U.S. companies expand their presence in Mexico or increase trade with companies in Mexico, the need for reliable logistics providers that can successfully navigate the intricacies of such freight movements will only increase. Working with one provider that can handle the moves from origin to destination, or selecting providers on a piecemeal basis to manage certain aspects of a move, depends largely on the shipper's current infrastructure, its own internal expertise, and knowledge of the market.

If you have employees who can manage multiple layers of the process, then you may be able to 'fill in' as needed with providers that specialize in certain aspects of the cross-border supply chain. A growing number of shippers are outsourcing all of their logistics requirements—from pickup to customs brokerage to delivery—and focusing instead on their core businesses. Shippers should work with a transportation provider that can offer a one-bill solution for all types of cargo crossing the U.S.-Mexico border.

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Is Your 3PL Provider Causing You Headaches? Here is What to Look for in a 3PL Partnership

It's 2018, which means that shippers are looking for 3PLs to perform at higher levels than ever before. Because of various market conditions such as the driver shortage, record freight volumes, a volatile trade environment, and increasingly complex retailer delivery requirements, many 3PLs are only offering customers enhanced technology.

While technological innovation is necessary, there is a crucial component that many 3PLs too often overlook when managing customers' supply chains: the human interactions involved in supply chain work. Whether it is an operations specialist, dock worker, international trade expert, retail logistics specialist or sales representative, those are the people that have the power to make logistics miracles happen.

For shippers, importers, manufacturers, and retail suppliers to get the most out of their relationships with a 3PL provider, look for one that (1) treats its team members with dignity and respect and (2) goes above and beyond for its customers and fellow team members.

What are Some Key Things to Look for?

Every great company begins with setting an example at the top. Leadership must first establish an ethical framework that will allow for its people to come together, share ideas, and work towards a common goal. This will allow shippers, importers, manufacturers, and retail suppliers to receive the best value from their 3PL partner. In turn, this will allow the 3PL partner to establish the proper framework for delivering quality customer service.

Shippers should make sure the 3PL company's leadership works to ensure its team members are in an environment

that fosters collaboration and innovation. Some of the best companies provide opportunities to ensure that its people can share expertise and continuously improve, such as lunch and learns and ongoing educational opportunities.

In addition, some of the best companies also make sure that they recognize their team members' hard work and dedication through performance recognition programs, such as performance-based bonuses and top-performer awards.

By taking a closer look at a 3PL's internal actions to promote team unity, shippers can make sure that they are working with an honest, respectful, and team-focused organization.

Once a 3PL is internally unified, different departments should be able to effectively work together to help each other and their customers. When working with shippers, the best 3PLs can (1) identify additional areas of opportunity in a customer's supply chain and (2) work internally to help the customer meet his or her needs entirely within their organization.

While technology is very helpful in executing specific tasks, technology alone cannot replace quality human interaction. At the end of the day, shippers should make sure that their 3PL provider is working with them in an efficient, friendly, and attentive manner.

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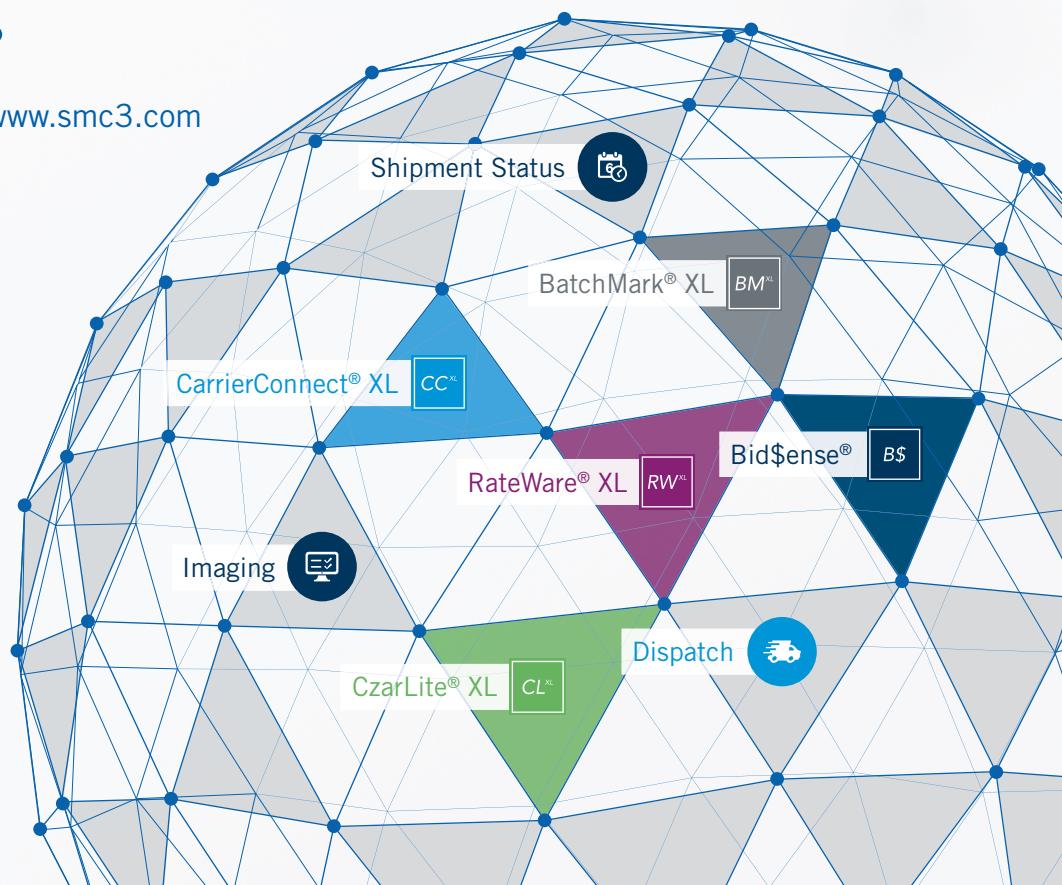
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How an End-to-End Strategy Can Help You Overcome the Capacity Crunch

The 2018 capacity crunch has created what many consider one of the most challenging markets we've ever seen. Today's shrinking driver pool faces an upcoming wave of retirements and disinterested millennials, resulting in constrained truck availability. The ELD mandate has also impacted capacity, with restrictions on the amount of hours driven in a day, leading to a reduction in productivity.

Meanwhile, demand continues to grow. The improving economy, steady growth of e-commerce, and an increase in imports and exports have contributed to rising shipments. As a result, drivers have newfound negotiating power, pushing carriers to raise compensation packages and introduce benefits to better retain or attract them.

While carriers are experiencing the immediate impact of a constrained driver pool, the industry as a whole is bound to feel further effects resonate throughout supply networks, with costs across the board projected to see striking increases. Shippers will not be immune from these far-reaching effects. Pivoting from structuring supply chains around segmented solutions to an end-to-end approach is an excellent way to deal with this new market landscape.

An effective end-to-end strategy can improve supply network flexibility, ensuring you're able to make the most of your resources while optimizing your ability to react to unexpected market variables. With that in mind, here are five tips for refocusing your solution design with an end-to-end mindset:

1. Become a shipper of choice: Because today's drivers and carriers have more freedom than ever to decide which business they accept, shippers of choice have a clear advantage. That's why those hoping to partner with these newly selective carriers need to strive to provide the most value for them and their drivers. This can include streamlining arrival and departure times or providing flexible appointment windows to optimize delivery schedules. A good shipper of choice should also build a close relationship with high-volume carriers to help balance networks, which ultimately improves capacity access.

2. Streamline empty container flow: Working with carriers on best practices for eliminating deadhead and downtime

should always be a priority. Utilizing an effective reverse logistics process, introducing a drop and hook program, optimizing shipment loading processes—all are great ways to eliminate unnecessary costs and inefficiencies. Ensuring goods move as seamlessly as possible with minimum downtime will also reduce equipment expenses while making optimal use of a driver's time.

3. Strategic network selection: Optimizing a supply network to ensure shipments take the most efficient route available is paramount to reducing costs and transit times. The successful network selection strategy starts with proper intelligence gathering, leveraging visibility tools, network research and route analysis to build an in-depth look at the supply chain as a whole.

4. Establish an effective dialogue: Setting up a recurring meeting with a transportation provider can open up a dialogue about how to drive value across a supply chain. This dialogue should also help you understand what market factors are shaping prices and capacity, giving you a better sense of potential pitfalls and pain points as they're developing.

5. Strive for continuous improvement: Striving for continuous improvement is perhaps the most important underlying component of an effective end-to-end strategy. Once you've established an effective dialogue, you'll naturally discover opportunities to develop these strategies. As your end-to-end plan evolves, pain points and growth areas will reveal themselves through analysis and discussion. Ideally, you'll be able to work with your transportation provider to leverage an existing network footprint and solutions portfolio to enhance network synergies, reduce wasted spend, and eliminate various inefficiencies.

The capacity crunch has steadily grown to become a major market influencer, creating a ripple effect that will drive up costs across the industry. It's vital for shippers to pivot towards strategies designed to produce as much value as possible throughout their supply chain. End-to-end solutions can strengthen existing efficiencies while eliminating wasteful costs, on top of making optimal use of the available driver pool. Ultimately, they're an excellent way to prepare your business for the new shape of the market.



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Thinking Beyond Home Delivery

Consumer expectations are becoming increasingly demanding, and matching supply to demand is crucial for any successful supply chain. Speed is where it's at—if you are not moving forward, you are moving backward. As consumers become increasingly savvy online, companies are quickly learning the importance of being at the forefront of change. Providing consumers with all the information up front, including delivery costs, duty costs and delivery dates (rather than service level) can equate to lower abandonment rates, higher sales, and success in the retail landscape.

How to evolve with e-commerce

Understanding what the consumer wants may just make or break your sale. Consumers want choice. Choice empowers.

"40% of shoppers are willing to pay for next day delivery and 22% would pay for delivery within a two-hour slot." (Survey by Trimble, referenced by Econsultancy)

In analyzing the buying trends of the evolving consumer, retailers have found incredible importance in the offering of convenience. Consumers want options that are built around their lifestyle, therefore, providing more information increases awareness and portrays flexibility. Retailers looking to understand what the consumer wants may discover the hard truth that they need to upgrade their logistics offering but, that shift in focus will likely lead to a more positive consumer outlook. And, if the perfect solution doesn't exist, call a team meeting to brainstorm and see if you can create one!

Questions to ask yourself:

1. Do you have online scheduling? Online scheduling provides maximum convenience. The ability to schedule delivery appointments online lets the consumer decide what date and time is best for them.

2. Do you have order visibility? Along with the notion of convenience, consumers are anxious to know when to expect their delivery. Offering full visibility from origin to destination allows the supplier to communicate with the consumer on where their package is and when they can expect it.

3. What service levels are you offering your customers? Having predetermined service levels such as White Glove, Room of Choice, Threshold and Standard provide the consumer with a baseline of choices. The choice is there for them to decide. Whether they need the service due to personal restrictions, for convenience, or if they simply want to do it on their own; they decide.

4. Will you take it to the next level? Are you willing to think 'out of the box' to create a specialized level of delivery allowing such options as doorstep delivery of heavyweight/bulky items, or partnering with an airline to transform ground home delivery into an airfreight solution?

Although the initial process may be cumbersome and daunting, the extra efforts of creating a customized solution can prove extremely beneficial for both immediate and future needs. If your technology can adapt, and your team can manage, a customized solution can offer a reduction in claims, increased efficiency and improved time in transit. Feedback from Sales, Operations and Customer Service, along with the formation of small committees and/or 'secret shoppers' provide insight into the buying experience, as well as some of the positives and negatives a consumer may face.

The teamwork and dependability needed to take these extra steps in the supply chain will showcase you not only as a 3PL, but most importantly, as a partner.



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What Can Humanitarian Supply Chains Learn from the Private Sector?

For-profit corporations have spent the past 20+ years optimizing their supply chains to provide superior customer service, improve responsiveness and cash flow and, ultimately, to boost profits. And a handful of stand-out enterprises like Amazon have actually altered expectations about the sort of results a best-in-class supply chain can deliver. Consumers, in both their personal and professional lives, now expect to receive not just on-time delivery but perfect orders (the right product delivered on-time, undamaged, and with the correct paperwork).

For a number of reasons, humanitarian supply chains have generally been slower than their corporate counterparts to re-engineer their global supply chains. Without a profit motive, most humanitarian organizations have focused on serving their constituencies by bringing them food and medicine above doing so at the lowest possible cost. When faced with famines and disease, this prioritization is pretty understandable. However, as donors begin to focus on allocating their funds to organizations who can deliver results by making the best use of every donated dollar, this has started to change.

As they seek greater supply chain efficiencies, many humanitarian organizations are now looking to the private sector for ideas. Optimizing a global supply chain, especially one that must function in low-infrastructure environments, is no small task. Some such improvements require massive investments. Selecting, configuring, and deploying an Enterprise Resource Planning system (ERP) costs millions for a large organization and full implementation can take years. Are there any inexpensive “quick-hits” that can still deliver significant results in service levels and cost? Yes.

Performance management is a term that has been around forever in the business world. At the top level, every business manages top level metrics like profits and customer satisfaction. But these performance management programs often fail to deliver the results they should as they move further down in the organization. Almost everyone in the business world has probably worked for a company that measures its employees on outcomes they cannot individually control—the fellow who installs transmissions on an assembly line may be measured and incentivized based

on the total number of automobiles that leave the factory each year.

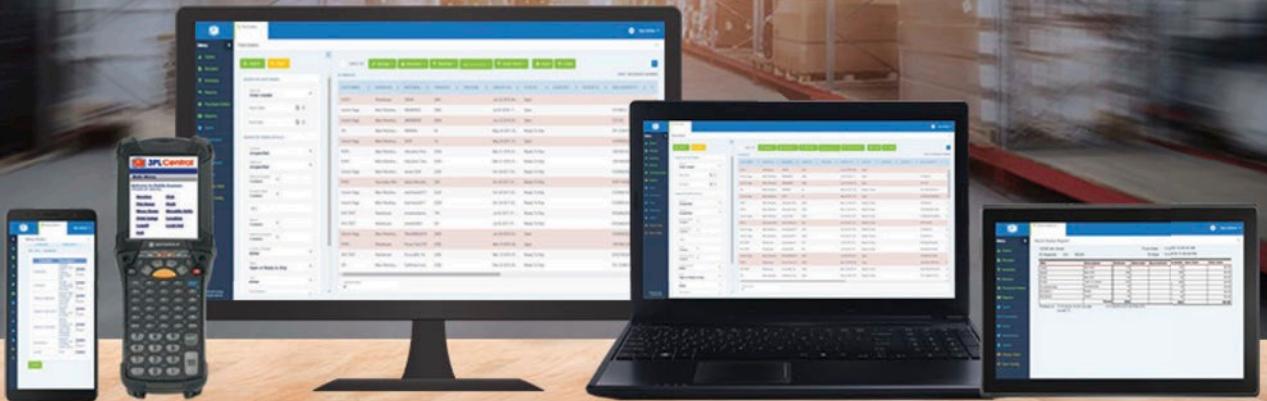
Humanitarian supply chains have an opportunity to employ best practices in performance management to make their donor dollars go far further than they do today. If you lead a humanitarian supply chain, what can you do?

- Think about the functional groups within your organization, like warehousing or transportation. Work with each group to define the outcomes they deliver, calculate baseline performance, establish performance targets, and measure these individuals on performance in reaching those targets.
- Design an incentive program for achievement of performance targets. A pizza party (or whatever) is nice, but nothing drives improvement like money. Invariably, the value of the increased efficiencies far outweighs the cost of the incentives paid out.
- Repeat this process at each level of your internal supply chain operation. Be sure to develop metrics and targets that the workers can actually control. Pickers are measured on their individual results. Individuals who manage the pickers are measured on their collective results. Warehouse managers are measured on the speed and accuracy with which inbound orders are filled.
- At each successive level of the supply chain, the metrics and targets become more cross-functional. An upper level supply chain executive might be measured on perfect orders delivered to customers. Obviously this requires the forecasting, procurement, manufacturing, and distribution functions to work in harmony to achieve these targets.

Every supply chain executive seeks iterative improvement in cost, cycle time, accuracy, and quality. This approach to developing a cascading performance management program is the surest way to align the disparate functions in your supply chain. Measure people on results they can control and they will figure out more efficient and effective ways to do their jobs.

For a humanitarian supply chain, unlike a corporate supply chain, this means fewer hungry children, fewer sick mothers—quite literally the difference between life and death.

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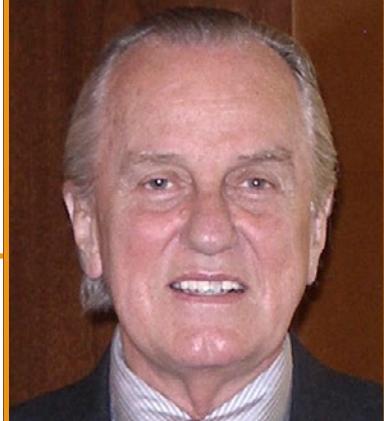


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Data Management—Vital Today!

Years ago, I named my business “Freight Management” but today it should be called “Data Management” since that seems to be the business in which we find ourselves. Driven by competitors, by our clients, and by our own imagination, the effective collection of information can be invaluable if properly used and directed.

But there are value points in managing information gathered from a strong TMS system that can also provide a solid pre-audit program to double check accuracy of bills before payment. These points include:

- 1.** Tracking the duty paid on imported items with an eye to how much then reships to Canada, or falls into other categories, which will allow you to regain much of the duty paid.
- 2.** Having visibility of all shipments moving inbound or outbound until delivered. This information can be pushed or retrieved. This assumes that the freight is tendered by the shipper, or by the vendor, via the TMS that picks the approved carrier for the speed and distance of the shipment. The TMS usually notifies the carrier electronically and a bill of lading is prepared for printing for the consignee.
- 3.** Out of region freight moving from a warehouse outside the service zone is costly and a good TMS reporting system will identify these types of occurrences. Additionally, it should identify what SKUs are involved and how frequently it happened in the past week or month. All of this adds extra costs to the bottom line.
- 4.** Double/triple orders moving the same day to the same customer can be identified and allow steps to be taken in the future to consolidate such orders onto one bill of lading, not two or three. This typically happens when you have many items for sale and a customer such as Walmart will create an order for each one, which then triggers a bill of lading for each. In some cases, they insist on a bill of lading for each PO. A master bill of lading can overcome this need, which includes all the individual bills of lading onto one transaction.

Additionally, carriers will even consolidate the orders and then send one bill.

- 5.** How often is the shipping staff or the vendor using the wrong carrier for the size, speed and distance of the order? This, too, can be expensive, and it is good to know when this occurs and where the failure is occurring.
- 6.** Sometimes freight costs rise, and you may not be sure why. A good TMS should provide a report on all shipments for any period of time with average mileage, average weight, and cost per pound. Maybe freight order size is down, which will tend to raise the cost per pound, or orders are simply farther away than normal.
- 7.** Identifying when accessorials (which are logged and summarized) of a given type are spiking. This could mean more home deliveries, more inside deliveries, etc. Counter action can then be taken to mitigate the costs.
- 8.** Defend against charge back from the major retailers. This is now a major profit center. Allegations of late arrival, etc. are charged against you. A good TMS provides status and location of all shipments during the move, which will help that defense.
- 9.** Develop a report card on all carriers for on-time delivery, claims ratio, or other factors
- 10.** You can also chart the cost of fuel month to month, so you can better see the trends and prepare yourself or your customers.
- 11.** By receiving a delivery receipt from the carrier, the process for filing claims for loss and damage is made easier and more accurate.
- 12.** Finally, a good TMS will provide accurate accrual reports at the end of the month. However, all open orders across all modes must reside in it. The TMS can then calculate the charges you can expect from the carrier even if not billed or received yet.

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What's Driving Truck Regulation?

The trucking industry presents a rich example of the intersection between the public's demand for safety and consumers' demand for low-priced goods delivered when they want them.

The essence of the trucking intersection is the presence of very large vehicles mixed among the very small vehicles motorists drive. Even the dumbest motorist knows that when an accident involves a large truck and car, the car loses. The result is a strong and well-understood public demand for tight trucking regulation, a demand the railroad lobby and political class gleefully leverage.

In trucking's hyper-competitive market, truckers furiously drive as many miles per day as possible to lower costs and increase revenue. Shippers leverage this competition, creating a cost-driven market that shamelessly abandons contractual agreements in search of a few more cents per mile of savings.

This competition leads to two practices that strain the public's tolerance for sharing the highway with big trucks. Both involve the pressure to drive long hours. The most common problem is extending the duty day to make a tight delivery, stop at a preferred rest stop, or pick up a conveniently located load. Most days,

drivers may work less than the legal maximum, but on special days they drive extra, just like we occasionally work well into the night.

The second problem is the more flagrant violation of Hours of Service rules to accomplish things never possible under the normal rules.

For example, moving a load from Los Angeles to Denver, a 1,000-mile trip, would take a truck more than 13 hours, even at 75 mph. A team can do it legally. A solo driver cannot. Yet the team-based expedited carriers complain that their prime competition is single drivers.

It's a Drag

Those pressures create the concept of 'regulatory drag'—the productivity hits from increased regulation.

In some eras of regulatory stability, little changes. We had that through the 1990s and 2000s. However, during the Obama Administration, the safety lobby and its allies in the regulatory agencies proposed almost 30 significant regulatory changes negatively affecting either productivity or the supply of drivers.

The coming dearth of new regulations is due, in part, to a sea change in the direction of regulatory policy. The Trump Administration is solidly in favor of reduced regulation, either through its elimination or a more limited interpretation of existing regulations.

There are three effects of this change. First, the Federal Motor Carrier Safety Administration is making slow progress on two major changes on the horizon: the Drug and Alcohol Database and a comprehensive slate of driver training requirements. Both are scheduled to begin in late 2020, but even during a regulatory-friendly administration, new regulations are often delayed. I expect more delays under Trump's leadership.

Second is the issue of lenient interpretation, or enforcement, of current regulation.

Third is the chance of regulations being eliminated either through legislative or administrative action.

After nine years of regulatory changes almost every year, we are looking at no new regulation until 2021 or 2022. The sharp change in the regulatory environment will change the market direction: downward in price and upward for better capacity utilization. ■

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[BRITAIN LADD on SUPPLY CHAIN]

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Driverless Trucks: A Different Idea

I admire and respect the individuals and companies working on perfecting driverless trucks. However, I don't believe driverless trucks are an innovative concept. In fact, I believe just the opposite: Designing driverless trucks is the wrong solution for transportation.

There is so much effort and capital being directed at wanting to make trucks driverless that I have to ask: If you don't need the driver, why do you need the truck?

Therein lies the crux of my argument. Driverless trucks are not the answer to making transportation more efficient or reducing costs.

Frankly, some driverless truck proponents remind me of the individuals who tried to convince investors and average citizens that a new technology introduced in 2001 would "change not only transportation forever, but also create a better society for all." That technology was the Segway, which failed to achieve anywhere near its predicted popularity or use.

If the purpose of the truck is to do nothing more than pull a trailer, wouldn't it be better to motorize the trailer using a chassis so that a truck isn't required? By "motorized chassis" I mean a driverless chassis capable of hauling trailers that today are pulled by trucks. I want the chassis to be able to haul the

same weight that a truck can pull to ensure there is no loss in efficiency.

A transportation model that requires the use of a truck to pull a trailer is less innovative, less efficient, and more costly than creating a motorized chassis capable of hauling a trailer without the use of a truck.

Benefits of Motorized Trailers

Motorized trailers could provide these increased capabilities:

- By installing cameras on a motorized chassis, a trailer could conceivably back itself into a dock door. Or a person could be tasked with opening a panel on the chassis, removing a joystick, and backing the trailer into the dock door. Based on all available research, I have yet to see where a driverless truck has the ability to back a trailer into a dock door as efficiently as a motorized trailer chassis.

- One constraint of trailers is that either humans or forklifts have to physically go into the trailer to unload the products, a time-consuming and labor-intensive

requirement. A motorized chassis could be created whereby the trailer floor is on a roller system. When a trailer is backed into a dock door, the roller mechanism could be engaged and the trailer would unload itself. Warehouses and other facilities would have to make adjustments to take advantage of such capability.

- To make the chassis more maneuverable, I would create a system of tires and rollers that would allow the chassis to travel down interstates and roads with ease. I would also create an ability for the chassis to move side-to-side, backward and forward, and spin 360 degrees.

- I also want trailers to be designed so that they can easily be removed from a chassis and stacked in a trailer yard, similar to the method for stacking cargo containers.

Some readers will be concerned about the requirements to power a chassis. A chassis could be powered by a diesel or electric motor. Some readers will be concerned about the stability of a trailer being moved on a chassis. Widening the chassis would provide the required stability.

I am not criticizing driverless truck proponents, but I am challenging them to consider a more innovative alternative. ■

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[IT MATTERS]

BY KRISTI MONTGOMERY

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IoT: Where We Are, What Comes Next

The Internet of Things (IoT) is set to disrupt all industries, including the supply chain. While excitement around this disruptive technology is enticing, IoT still has a long way to go. Supply chain executives must be thoughtful and selective when it comes to investing in it.

Let's break down some benefits and drawbacks of IoT in the supply chain.

Benefits. Professionals are excited about minimized expenses. Supply chain IoT vendors are employing data collection in areas of the supply chain that are not expertly monitored today, and promising a lot of insight. This means major savings post-implementation.

Additionally, IoT technologies have the ability to meticulously monitor logistics activities, and can alert users before a situation becomes dangerous, which heightens security. Finally, IoT's promise of real-time visibility has companies excited about enhanced planning and recall capabilities.

Roadblocks. Complications arise when considering IoT implementation. One challenge is having a unified way to integrate the technology. There are no concrete standards setting the boundaries for communication among devices, meaning network protocols and data aggregation are unregulated.

Also, there is real fear around the

"hackability" of an IoT market with huge amounts of data available for the taking. An added issue is that IoT manufacturers are creating proprietary devices that limit capabilities to connect to devices other than those of their own brand.

A few more questions to consider: How long will IoT devices actually last? What will happen during an internet outage since these devices rely on constant connectivity? Where will all the data be stored from an "always-on" device?

Mapping Out a Strategy

Companies that understand the benefits and drawbacks can begin to map out an IoT implementation strategy. IoT will infiltrate every part of the business and, as such, it should directly address the challenges your company is encountering. While no strategy for IoT implementation will fit every organization, here are some key considerations:

■ **Selecting a vendor.** A number of IoT vendors will compete for your company's business and each will promise "the best" service or

offerings. But, some vendors have more credibility. Request references to discuss their successes and ensure the vendor will be reliable.

■ **Realizing the desired data.** Ensure that the IoT device will supply the exact metrics your business is looking to acquire and measure. Push the vendor to explain what data will be delivered, and that it will be easily digestible for your company's use.

■ **Understanding scope.** IoT products often require additional resources. Make sure your facilities and workforce have the bandwidth to support the new technology. Also, the business infrastructure must be able to support always-on devices.

Diving into the Future

Successful organizations are open to the latest tech, so even considering IoT is the first step to diving into the future. But, these devices will require frequent updates to remain relevant and businesses must be prepared for continuous change.

As an industry, it will be pertinent for us to standardize IoT in the supply chain so it can have maximum, progressive impact in the future. This will ensure that the technology continues to adapt to the industry's changing landscape and the customers it serves. ■

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LEAN SUPPLY CHAIN

BY PAUL A. MYERSON

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Are You Ready for Omnichannel Retail?

An omnichannel retail strategy provides a consistent shopping experience across different channels and devices, requiring your supply chain to offer a smooth, positive experience for customers—no matter where and how they interact with your brand.

Some supply chain challenges to address when dealing with an omnichannel retail strategy include:

Supply chain visibility. Consumer expectations are increasing, and supply chains are extending. You need timely and accurate inventory information for all parts of the supply chain, whether physically integrated or separate—for example, distribution centers to support stores and fulfillment centers for e-commerce.

Use technologies such as RFID, barcodes, the Internet of Things, blockchain, and the cloud to track inventory in the warehouse, the store, or in transit.

Network design. Design the network appropriately for rapid delivery, free or low-cost shipping, and free returns, and determine optimal inventory placement.

Consider segmenting the supply chain to achieve optimal stocking and delivery performance, while maintaining low operation cost, by grouping products with shared stocking, delivery, and fulfillment

needs. This may require different supply chain strategies; for example, should you integrate distribution and fulfillment center processes at some echelons of the distribution network and separate at others?

Order fulfillment. Omnichannel retail creates a range of customer touch points—stores, outlets, e-commerce sites, catalogs, and seasonal pop-up locations. This means the supply chain also gains additional responsibilities similar to sales associates and merchandising managers.

Then there is the increased demand—and added complexity—for ship-to-store and ship-from-store delivery, turning retail locations into mini-fulfillment centers requiring picking, packing, and possibly delivery capabilities.

Pricing. Determine if pricing will be channel specific, a single omnichannel price, or some combination as many consumers use smartphones in the store to compare prices—and use online coupons—before purchasing. The price can

help determine if consumers want items delivered to their homes or if they want to pick them up at the nearest store.

Customer service. Omnichannel retail expands the customer experience beyond the store. Many stores contact customers through social media, live chat, or text messaging, so employees need to be trained correctly when they are contacted through any channel.

Consider using CRM systems to keep detailed customer profiles and document interactions, so anyone who deals with that customer will already have their information, which helps reduce customer frustration.

Reverse logistics. A convenient returns policy and process is essential to the customer experience, so make returns convenient through in-store, prepaid mail, and drop point channels.

Develop a strategy that includes omnichannel return options, where all designated return locations have the proper tools and information to determine quick and accurate product disposition.

An omnichannel retail strategy presents many other challenges and supply chain professionals must rise to the occasion. Be part of the solution rather than part of the problem. ■



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[SMART MOVES]

BY TOM DERRY

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How to Reach the Pinnacle of Success

Last year, at age 29, Daniel Kaskinen, manager, strategic sourcing at Premier Inc., became the megawatt winner of the ISM®/Thomas™ 30 Under 30 Rising Supply Stars Recognition Program. He was recognized for his exceptional success at improving efficiencies and saving millions of dollars at his previous company, even at an early point in his career. His secret? “I have very high expectations for myself,” he says. “There is no coasting.”

Kaskinen is among the elite supply management practitioners who know that to succeed, mediocrity is not an option. These individuals are determined to play a critical role in their companies’ competitive positioning on the worldwide stage. They understand that they must master a range of competencies to maintain peak performance.

Those required competencies continually change, as more companies recognize that the supply management function is not just about driving down costs; it’s critical for top-line growth, too.

The fact that supply management is responsible for 86 percent of corporate spending, across industries, reflects a fundamental truth: To a large extent, companies’ success rests on the shoulders of their suppliers and the people who work with them. The C-suite increasingly prizes the individuals and teams who

have the required supply management competencies, strategic vision, and dedication.

This is highlighted in the responsibilities of today’s supply management professionals. Their expertise enables businesses to innovate, increase market share, prevent or mitigate risks, and build strong sustainability/social responsibility programs. Their skill at creating regional supplier networks, and avoiding supply chain interruptions, is fundamental to companies’ agility and growth.

The C-Suite’s Eyes and Ears

Corporations also look to supply management professionals as their eyes and ears. With their knowledge of what customers demand and buy, and their access to data, analytics, and new technologies, supply management keeps companies ahead of trends and competitors.

Indeed, in some organizations, the chief procurement officer position is a stepping stone to the CEO role.

This should serve as inspiration to those in supply management who want to build rewarding careers. They should be relentless in pursuing continuing education, and finding mentors they can confide in.

In addition, we see a shift toward competencies versus pure tasks. Being able to run a spreadsheet or generate a demand forecast is not enough; today’s professionals need to add value. They must think critically about the tasks to come, and demonstrate a breadth of vision.

Aspiring and current leaders need to understand their company’s direction, and communicate effectively to give C-level leaders confidence. Combine these traits with adaptability and flexibility, and they will thrive in any environment.

How can ambitious supply management professionals build on their strengths and fill gaps? Development opportunities abound. Those that lead to internationally recognized credentials are helpful, as they are respected by employers around the world.

Resolve to take that first step. As Dan Kaskinen says: “Be curious, don’t be afraid to ask questions, and never stop learning.” ■



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VIEWPOINT

BY BOB FARRELL

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5 Ways to Mitigate High Freight Rates

Consistent economic growth in industries dependent on logistics has increased freight demand, creating more loads than available trucks. Spot market rates are up 25 to 35 percent over 2017, and analysts expect tight capacity and higher costs to continue into 2019.

The main factors impacting the current freight market during this historic time include:

Driver shortage. To attract new drivers, trucking companies offer signing bonuses and higher wages, ultimately increasing shipping costs.

ELD mandate. Experts report the electronic logging device (ELD) mandate has cut productivity and impacted transit times. A lane that once traveled in one day now takes two, with inherent rate increases.

Carrier confidence. Rates were already overdue for an adjustment in 2017. Heightened by hurricanes, the ELD mandate, and a produce season that dramatically impacted capacity, carriers were able to increase rates based on the high-demand market.

Increasing fuel costs. Fuel costs are currently up 25–30 percent from one year ago, and at their highest level in more than three years.

B2B buying behavior. B2B buyers mirror consumer purchasing behaviors and delivery expectations, resulting in more frequent shipments of lightweight and

bulky items that cube-out trailers and leave less room for heavier, stackable items. To contend, carriers are adjusting rates based on how much trailer space a shipment occupies.

How to Offset Higher Rates

1. Leverage a full suite of multimodal solutions. Treat each shipment as a move, independent of the modes and vendors required to transport. A load that previously shipped via truckload in three days could now take four days with ELDs, so combining rail with truckload and LTL could be more efficient and cost-effective.

2. Become a shipper of choice. In today's market conditions, shippers are competing to book an available truck at a reasonable rate. To attract carriers and save on shipping costs, adopt a "shipper of choice" mentality. Run efficient and friendly dock operations, reduce driver wait times, provide comfortable breakroom and restroom accommodations, and pay carriers quickly and accurately.

3. Leverage technology. Adopt a transportation management system (TMS) that drives operational efficiency and competitive advantages within your supply chain. The TMS should include capabilities such as AI and machine learning to automate processes, integration tools that connect your supply chain and provide full visibility, predictive analytics tools to manage disruptions and make data-driven decisions, and fully supportive mobile environments.

Expose your technology to all constituents in your logistics workflow to automate, manage, and control mission-critical business processes.

4. Centralize transportation procurement. Integrated managed solutions that connect the people, processes, and technology involved in your supply chain drive increased visibility, operational efficiency, and continuous improvement. Utilize strategic sourcing opportunities to connect your freight and lanes with core carriers.

5. Partner with logistics and supply chain experts. Third-party logistics firms offer access to deep carrier networks with reliable capacity, multimodal solutions, and technology that helps mitigate freight market fluctuations and meet customer delivery demand. ■



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TRADE COMPLIANCE STRATEGIST

BY JULIE GIBBS

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How to Prepare for Proposed China Tariffs

At the stroke of midnight July 6, 2018, tariffs against imports of tens of billions in yearly value of Chinese goods took effect for goods entered into or withdrawn from warehouses for consumption.

Here's what you should know:

- The 25-percent duties are based on country of origin, not country of export, and apply only to Chinese products.
- Sectors subject to the proposed tariffs include aerospace, information and communication technology, robotics, and machinery.
- There are two lists of affected products: one goes into effect on July 6, and another that potentially goes into effect later in summer 2018.
- The first list includes 818 tariff lines valued at \$34 billion worth of imports from China. You'll find the list here: bit.ly/TariffList01
- The Office of the U.S. Trade Representative (USTR) recommends a second list, adding 284 product lines to the Section 301 tariffs that cover approximately \$16 billion in Chinese imports. This list will now undergo further review through a public notice and comment process, and another hearing. You'll find the second list here: bit.ly/TariffList02
- Any of the 818 products on the list of tariffs published by the USTR that are admitted into a U.S. foreign

trade zone (FTZ) on or after midnight July 6 may be admitted only as "privileged foreign status," except for products eligible for admission under "domestic status," which are subject to the Section 301 duties. Both "privileged foreign status" and "domestic status" FTZ admissions will be subject to any Section 301 duties upon entry for consumption.

Understanding Tariff Impacts

1. Run an ACE report of your imports and identify items by Harmonized Tariff Schedule number and Chinese country of origin. Calculate the additional 25-percent tariff expense using the imported value of these goods, and provide to upper management for further action.
2. Work with purchasing to determine if they procure any of these items domestically. These items will become much more expensive from your supplier due to the tariffs, and you should consider other sourcing options.
3. All importers of items on the second list proposed for Section 301 tariffs should consider providing

comments to USTR. The effort appears to pay off: After considering comments in its initial review, the USTR removed 515 tariff subheadings from the original list of 1,333 proposed items. Submit comments here: bit.ly/SubmitCommentsHere. For more information about the hearings and request for public comment: bit.ly/NoticeOfAction

4. If your company uses FTZs for manufacturing, consider commenting to the USTR on the unfair treatment of tariffs applied to "non-privileged" parts and materials. Currently, removal from the zone of Section 301 items must be reported at "the highest value foreign component country of origin" on entry documentation. This means the value of non-privileged foreign status parts and materials legally admitted to an FTZ for manufacture into a different finished product will be assessed the additional tariff, even when substantial transformation takes place to create a U.S.-origin good.

5. Consider utilizing duty drawback. Importers can get a 99-percent refund of duties paid on imported Section 301 items that are subsequently exported or assembled into a finished good, then exported. If this program did not have a benefit in the past for your company, it may now. ■

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REVERSE LOGISTICS

BY RON LEMBKE

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Recall Logistics: The Value of Information

Massive recalls—such as the contaminated romaine lettuce in summer 2018 that led to the deaths of five people—provide some lessons helpful to anyone facing a future recall.

With any recall, the first step is alerting the public and removing any harmful product from store shelves and customers' homes. Unlike the romaine lettuce recall, the majority of recalled products will not receive media attention. How can customers learn about the recalls?

Customer registration. If customers have registered the products, it is easy for companies to notify them of the recall. For most consumer products, however, registration levels have historically been low. For many recalled products, such as light bulbs and phone chargers, no registration process is likely to exist. Same for food products.

Point-of-sale serial number/lot code collection. If retailers record the serial number of every item as it is sold, they could identify the purchasers. However, this typically involves scanning a second barcode on the packaging, which means additional cost.

Recall websites. Theoretically, customers could periodically check the Food and Drug Administration and Consumer Safety Product

Commission websites to see if any products they use have been recalled.

As the logistics of the recall unfolds, another important activity is making sure no one else is affected. This involves finding the ultimate cause of the unsafe condition and looking for all other places the item may have been used.

Sometimes this is easy, but often it is not. To more quickly identify the sources of future infections, more and better recordkeeping is needed as products move through the supply chain.

The Holy Grail of Single Scan

Capturing the serial number or lot code at the point of sale would allow a manufacturer to contact every customer who had purchased an affected item. Scanning a second barcode with that information requires too much additional labor to be practical, but if a single barcode could store and scan both the UPC and serial number, and/or lot code, that information could be captured at no additional cost.

Containing the serial number or

lot code in an easy-to-scan barcode would also give customers the ability to scan barcodes on their food products to see if they had been recalled. In fact, if RFID costs ever become low enough to be used on food products, a customer's smart refrigerator could constantly download the most recent list of recalls and notify the customer about any recalled items inside.

Conventional one-dimensional (1D) barcodes cannot store the UPC and lot code or serial number in one barcode. However, two-dimensional (2D) barcodes, such as QR codes and Data Matrix codes, are capable of storing thousands of characters and could easily do the job. A lack of standardization has prevented such a system from being implemented.

Recently, the Standards Committee of the Reverse Logistics Association (RLA) created an open standard for storing UPCs, serial numbers, lot codes, and any other information in a 2D barcode. It has been given the 12N designation as part of the MH10.8.2 standard, and is ISO 15434 compliant.

The RLA hopes that this open standard will help companies not only pursue recalls more effectively, but also improve customer service more broadly. ■

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BY STEVEN PASTOR

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Industrial Development Returns to the Rails

The United States' inadequate supply of Class A industrial space located close to international shipping facilities adds complexity and cost to distribution networks. With sky-high land acquisition and development costs, and limited land availability around the busiest ports, companies are forced to scatter operations in several smaller facilities or pay premium prices for adequate space.

Companies with sophisticated logistics needs are searching for a solution to bypass these increasingly expensive port areas.

Led by a new crop of innovative executives and real estate professionals, modern Class 1 railroads are responding to these demands and spearheading substantial rail-oriented industrial development projects across the nation.

These projects combine rail efficiency with lower land costs and ease of development to help industrial users solve the shortage of well-located industrial space. The lower costs also allow developers to create larger industrial parks than they could in areas near the ports at a fraction of the cost, while still enjoying access to interstate and international shipping options via rail lines.

With construction starting in 2018, Kansas City Southern's (KCS) Southwest International Gateway

Business Park in El Campo, Texas, will take the rail-oriented development project to the next level. Financed and owned by Stonemont Financial, with development by the Ridgeline Property Group, the project will bring to the market approximately 8 million square feet of Class A logistics-oriented industrial space on a 548-acre site.

Access to International Rail

It will also provide unrivaled access not just to the United States via KCS' line running to the St. Louis terminal, but also direct international rail service via KCS' line running down to Mexico's ports.

The project will provide U.S. companies the opportunity to streamline exports. It will also enable U.S. companies and consumers to more easily access foreign raw materials and finished goods to facilitate enhanced economic production.

The El Campo project is a perfect distillation of the factors that play into a successful rail-oriented development project. Most importantly, the town lies directly on an existing Class 1 freight rail line. Access to the more than 41,000 miles of freight rail across the United States is a crucial first step in securing prime locations for rail-oriented development.

Another important factor in these projects is land and development costs. Currently, an 8-million-square-foot project near the nation's two busiest ports—Port Elizabeth in New Jersey or the Ports of Los Angeles/Long Beach—would be difficult and costly to pull off, despite market demand for the space. With significantly lower acquisition and development costs in a place like El Campo, developers have more flexibility in the size and type of projects they can execute.

Many companies with export/import needs are moving to U.S. regions that offer a lower cost of doing business and fewer regulatory burdens, and placing operations near these new, highly efficient rail-oriented properties.

The pace of rail-oriented development will only increase as companies look to create more efficient and less costly logistics networks to meet the needs of a high-speed, global economy. ■



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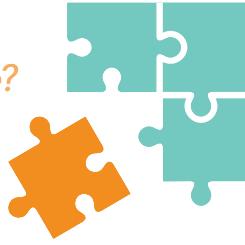


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Supply Chain Challenge?
SOLVED!



Innovative Partnership Reduces Claims and Decreases Time in Transit for Home Delivery

An electronics store faced with consistent freight forwarding damage claims turned to SEKO Logistics for an unconventional solution.

THE CHALLENGE

A leader in top quality, name brand electronics for over 20 years, this electronics retailer makes it happen for customers. But, when faced with consistent LTL damage claims, they were in search of an answer.

Double-boxing served as a transition, however, with a 3.5% damage rate, still proved to be unacceptable. In search of a solution, SEKO Logistics thought 'outside the box' and contacted the area's primary airline to develop a solution.

This store was shipping ground, which resulted in damaged goods and delays. As a customer-focused organization, they needed to see a reduction in claims, as the damaged goods created very unhappy customers and claims

were beginning to affect their bottom line.

THE SOLUTION

Per the client's request for a simple solution, SEKO Logistics conducted a distribution study and discovered that shipments followed the 80/20 principle. The SEKO Solution converts ground home delivery into an air freight solution for shipments that fall between parcel and heavyweight status. The electronics store is now classified as a known shipper to their local airline and is provided with a signed consensus upon shipment drop-off.

After a completely successful trial focusing on Texas/California shipments, the store has now expanded The SEKO Solution to include everywhere that a direct

or connecting flight is available. The results have been "fantastic"—claims have been greatly reduced and time in transit has drastically improved.

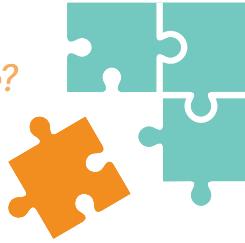
"The customer is thrilled! In looking for a solution, we tried to approach things from a continuous improvement standpoint. We wanted to improve time in transit and reduce damages and we found that this works, and you can save money!"

—Tom Petty, Strategic Client
Director, SEKO Logistics



To learn more about The SEKO Solution, call 630-919-4966, email hello@sekologistics.com or visit www.sekologistics.com

Supply Chain Challenge?
SOLVED!



Safely Transporting Cold Chain Pharmaceutical Products

THE CHALLENGE

As temperature-sensitive biologically based products continue to rise, so, too, do a myriad of obstacles for freight forwarders and transportation companies. The growing cold chain industry calls for adaptations in pharmaceutical transportation in order to meet and exceed growing temperature requirements and safety compliance regulations.

As a transportation provider, MD Express (MDE) continues to incorporate marketplace trends and nuances into their comprehensive service offering.



THE SOLUTION

Pharmaceuticals typically require special attention and handling throughout the supply chain. Consider the following attributes in a potential transportation provider.

Qualification: MD Express maintains a highly specialized network of carriers who have passed a rigorous qualification process. This includes background checks and assessment of required certifications, but also takes a detailed look into driver training records, ensuring that drivers are properly trained on temperature and security breaches.

MD Express also validates both truck and trailer to ensure both pieces of equipment meet strict quality standards.

Technology: Given the importance of temperature control within the industry, carriers must have 24/7 temperature monitoring

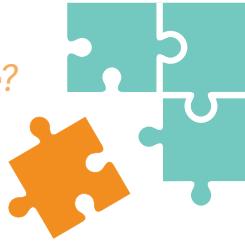
capabilities and consistently carry loads without a deviation in temperature. MD Express employs industry technology to offer their customers the capabilities of load tracking and delay monitoring as an added service.

Peace of Mind: By providing brokerage services, MD Express works with a comprehensive network of qualified cold chain transportation providers who provide exceptional delivery with every transportation load, providing their customers with peace of mind their product will be safely delivered to the end user.



To learn more about MD Logistics' solutions, visit www.mdlogistics.com.

Supply Chain Challenge?
SOLVED!



Transplace TMS Causes Chemical Reaction

Transplace's technology and expertise help Brenntag streamline operations and realize greater visibility.

THE CHALLENGE

With more than 10,000 products and 140 locations throughout North America, Brenntag North America, a leading chemical distributor, has a large number of shipments going in and out of facilities. The company recognized the opportunity to increase visibility of all inbound, outbound, direct and stock transfer shipments and streamline its supply chain operations by centralizing its transportation management activities. The goal was to have all less-than-truckload (LTL), dry van, flatbed, bulk tank and intermodal shipments – across every location and business unit – managed in a transportation management system (TMS).

THE SOLUTION

Brenntag North America identified Transplace as the ideal partner because of its comprehensive logistics technology and experience in the chemical sector. Using Transplace's proprietary software-as-a-service (SaaS) TMS to manage all of its inbound and outbound shipments allowed Brenntag to streamline its operations and realize greater visibility of the entire shipment lifecycle; optimizing and tracking shipments in real-time while providing status updates to customers.

Electronic tendering capabilities provide a clear view of shipment tenders, and the TMS's automated process for finding and assigning

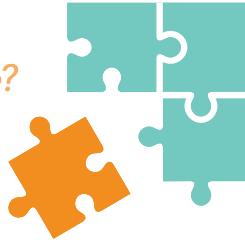
the lowest cost approved LTL carrier saves time while reducing freight costs. Leveraging Transplace's procurement tool has given Brenntag North America access to a larger network of carriers and brokers with the simple click of a button in order to get a load covered quickly and at the most competitive cost – generating significant cost savings. Additionally, automating the invoicing process helped ensure payment accuracy and produced further annual savings.



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Supply Chain Challenge?
SOLVED!



Expertise, Strategic Warehousing Facilitates Unexpected Spike in Inbound Deliveries

Hollingsworth assisted a leading automotive manufacturer with an unexpected surge with strategic negotiations and savvy adjustments to inventory management.

THE CHALLENGE

One of the Big 3 automotive manufacturing brands recently underwent a major, unexpected spike in inbound deliveries to their 3PL supplier's plant. Normally this additional business would be welcome, however this facility was already at full capacity and didn't have the space to accommodate the additional inventory. They were very concerned that the overload would cause a severe backup and disruption within their supply and distribution network.

With proven results for effective inventory management, Hollingsworth was able to provide this customer with a number of strategies to solve this fulfillment predicament.

THE SOLUTION

To address their customer's capacity problem, Hollingsworth's first step was to engaged in negotiations with the plant's landlord. Hollingsworth was able



to acquire additional temporary space in the building to enable the customer to keep up with their increased inbound activity. In addition to adding the additional space, Hollingsworth's creative storage solutions included:

- Consolidation of existing inventory to optimize warehousing capacity.
- De-contenting of products and packaging to increase density and maximize warehouse floor space. This resulted in being able to have multiple parts on a pallet instead of one part per pallet.

- Inventory and material flow analysis to design and implement a racking program that allowed for flexibility to handle more products.

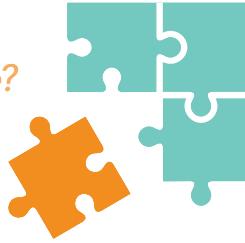
This combination of coordinating additional space with optimization of the customer's existing inventory management enabled them to take on additional business at a reduced cost. Hollingsworth's expertise in full-service fulfillment solutions was the key to this leading automotive brand's success in solving a significant inventory management challenge.

 **Hollingsworth**

To learn more about Hollingsworth's supply chain and order fulfillment solutions, contact Jeremy Haynes – General Manager at jhaynes@hollingsworthllc.com or visit www.hollingsworthllc.com.

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Supply Chain Challenge?
SOLVED!



Simplified Pricing Model Improves Efficiency and Cuts Costs

When a customer needed help with an inefficient consolidation process, Celadon Logistics created a solution.

THE CHALLENGE

A top tier Celadon customer has five geographically-dispersed plants in Mexico that were supplied from the United States using an inefficient consolidation process and a resulting rate structure that was not cost effective. This price structure penalized the customer during weeks when the volumes would drop as pricing was predicated on the volume across all suppliers. The overall effectiveness of the supply chain was hampered by the duplicity of efforts throughout the entire system.

THE SOLUTION

Celadon Logistics was able to establish a simplified pricing model from supplier to final destination as well as a control tower approach to improve efficiency. The pricing structure was transparent, easy to understand and did not penalize if volumes fluctuated in any given week. Additionally, it offered the same pricing structure to all five plants in Mexico as a single solution, leveraging all shipping volumes.

Celadon was able to consolidate loads from multiple suppliers at various consolidation centers to

build full truckloads from northern facilities and deliver directly to the customs broker. Not only does this reduce handling, improve transit times, and provide consistent deliveries before noon, but it also creates cost savings at the broker as they are only processing one delivery versus multiple throughout a given day.

Celadon accomplishes this using an innovative "control tower" approach. When a control tower exists, the available capacity is identified and the under-utilized truckload can have additional freight added to fill out the load. As a result, costs are reduced.



To learn more about Celadon Logistics' solutions, call 866-225-0073 or visit www.celadonlogistics.com.



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3PLs Put on the White Gloves

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3PL PERSPECTIVES 2018

Inbound Logistics' 13th annual 3PL market research report examines challenges, trends, and future expectations that are driving shippers and logistics providers to reinvent the way they manage logistics and supply chain operations.

By Jason McDowell

The current supply chain environment is tumultuous at best, both domestically and globally. Logistics and supply chain professionals may be facing more compounded difficulties in 2018 than they've ever faced before. Fortunately, however, third-party logistics (3PL) providers have stepped up to combat these challenges and help shippers mitigate the increased risks plaguing the supply chain.

On the up side, the U.S. economy is on firm footing and showing signs of continuing expansion. The Made in America movement has manufacturers reshoring operations at higher rates than any time in recent history. While generally a positive, this economic success also leaves shippers facing tight capacity across most major lanes.

The capacity crisis that was narrowly avoided in 2017 has now hit the U.S. supply chain full force. An ever-expanding driver shortage across the trucking sector, combined with recent electronic logging device (ELD) mandates and continuing Hours-of-Service (HoS) regulations, leaves the logistics sector scrambling to find ways to move freight on time as drivers find themselves restricted to fewer hours on the road. A lack of readily available trucking space has caused an intermodal spill-over into the rail sector, as well.

Some shippers are investing in private fleets and other assets to offset capacity issues, but this move poses significant risks for the future. It's important for supply chain professionals

FIGURE 1: How many 3PLs do shippers use?

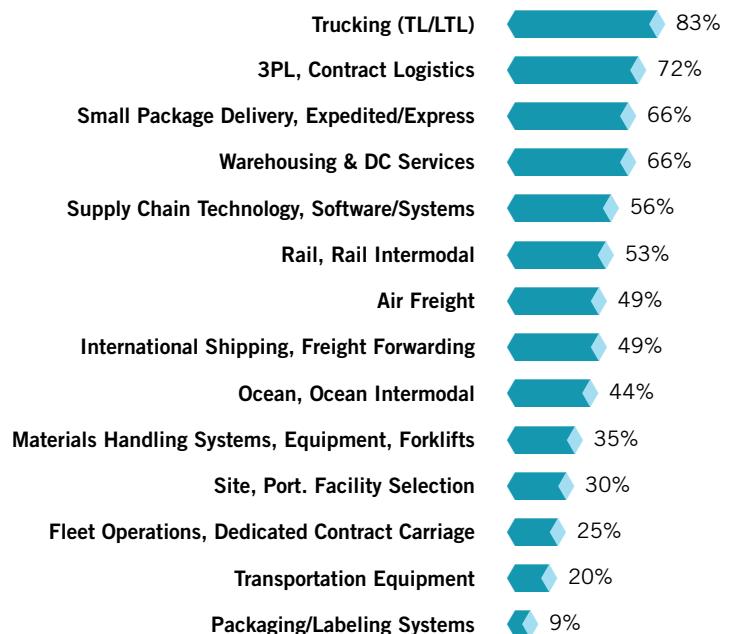


to remember that economic booms like the one we're experiencing now are cyclical. When economic growth eventually slows, and capacity opens up again, shippers that make reactionary investments now will be left with costly unused assets.

Shippers are better off investing resources in logistics partnerships. Supply chain disruptions may stem from skilled labor shortages, tight capacity, fluctuating international trade relationships, outdated technology, or some combination of one or more of these issues. However, it's when the supply chain gets turned on its head that logistics providers shine.

At times like these, shippers must let their 3PLs do what they do best—leverage relationships and experience to address any number of supply chain challenges. 3PLs spend their existence establishing and honing best practices,

FIGURE 2: Services purchased by shippers



and they can apply that expertise across their client base to drive efficiency for all partners.

Inbound Logistics' 13th annual 3PL Perspectives report examines these issues and more, exploring how shippers use 3PLs to combat disruption, access innovative technologies at a lower cost, and find capacity where none seems to exist. Logistics outsourcing is no longer a trend, but a standard as the difficulties of supply chain management grow more complex and diverse. Many shippers even turn to multiple 3PL partners (see Figure 1) to address the widely varied demands they are faced with in today's hectic environment.

Diverse Range of Services

IL's 2018 Top 10 3PL survey data shows that shippers are buying a diverse range of services from their 3PLs. Unsurprisingly, given the current capacity shortage, 83 percent of surveyed shippers use 3PLs to source truckload and less-than-truckload (LTL) services, taking the top spot this year (see Figure 2). However, if that's the only service shippers use their 3PL for, they are leaving value on the table.

As shippers rely on expert partners to handle a range of logistics problems, they begin realizing the benefits of focusing on their own core competencies. Beyond securing capacity, shippers use 3PLs to offset complicated, demanding, or resource-heavy logistics processes with contract logistics services (72 percent), expedited/express services (66 percent), and warehousing and distribution (66 percent). (See Figure 2).

Many respondents to our shipper survey express their appreciation for a wide range of 3PL services:

- “Service alone would be enough, but this business is all encompassing. My 3PL is the only one I use that can take care of all my logistical needs. We have a rapidly growing business and my expectations are high.”
- “My 3PL can always handle anything we throw at them and I don't have to worry about them not getting done on time.”
- “They do an awesome job for us in every way.”

- “They always pick up and deliver on time, and provide excellent customer service. The equipment is always clean, they offer excellent communication with the shipper and receiver, and resolve all issues fast.”

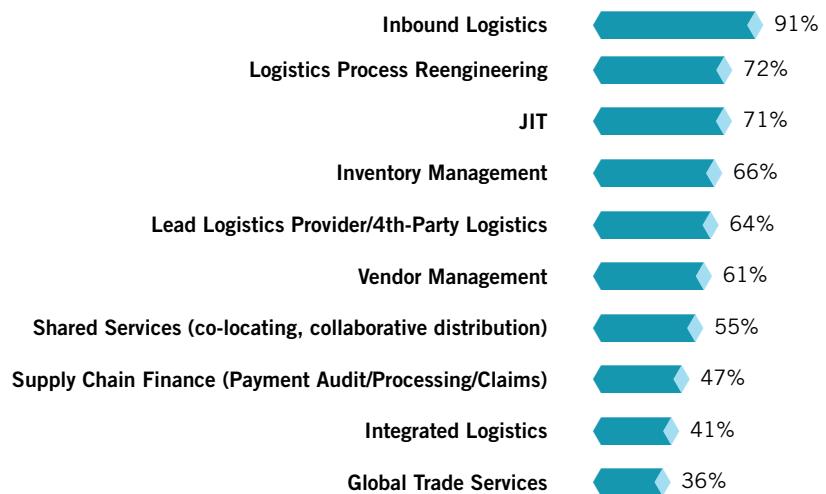
Recognizing this demand for an array of value-added services, 3PLs have responded by offering a wide selection of service options. Demand-driven/inbound logistics tops the list of popular logistics services reported by 3PL survey respondents, with 91 percent delivering this service (see Figure 3).

Of note this year, 72 percent of 3PLs now offer logistics process reengineer-

partners, or some combination of the two. They can create capacity through secondary process improvements such as packaging optimization, business process improvement, new technology, and backhaul programs. 3PLs have demonstrated that they are up to the task of providing this range of efficiencies for their clients.

With a majority of 3PLs offering everything from truckload services (97 percent) to crossdocking (82 percent) to logistics and transportation consulting services (92 percent), logistics partners are fast becoming a true one-stop shop for the shippers they

FIGURE 3: Logistics services offered by 3PLs



ing (see Figure 3), as shifting supply chain demands require innovative new methods to address them. The offering of fourth-party logistics (4PL) services (64 percent)—where a logistics provider takes the lead role in managing all supply chain partners to reduce the shipper's burden of such coordination—is another up-ticking trend that this report has tracked over the past several years.

While strict silos once existed between different aspects of the supply chain, these have largely been broken down in the service provider market. Beyond the usual higher-level logistics process management services, many 3PLs now offer direct transportation or warehousing/distribution services, either via their own assets, through

serve (see Figure 4). When asked what they like most about their 3PL, plenty of shipper respondents offered comments about the diversity of their 3PL's service package:

- “They handle everything.”
- “They complete everything that we need and in the time we need it. There's no need to go anywhere else.”
- “They have a very diverse portfolio of offerings.”
- “They offer a wide range of functions.”
- “This company covers all of the supply chain.”
- “They understand our core organizational make-up, and therefore can set up processes, standard operating procedures, and carriers that best fit our quick-serve model.”

FIGURE 4: Additional services 3PLs offer

WAREHOUSING SERVICES	
E-commerce	51%
Pick/Pack, Subassembly	64%
Crossdocking	82%
DC Management	56%
Site Selection	49%
Transload	66%
Vendor Managed Inventory	63%
Fulfillment	65%
TRANSPORTATION SERVICES	
Small Package	67%
Air Cargo	65%
LTL	98%
Truckload	97%
Intermodal	87%
Ocean	66%
Rail	81%
Bulk	61%
Dedicated Contract Carriage	67%
Fleet Acquisition	24%
Equipment/Drivers	42%
Final Mile/White Glove	61%
SPECIAL SERVICES	
Direct to Store	75%
Direct to Home	53%
Foreign Trade Zone	43%
Import/Export/Customs	61%
Reverse Logistics/Product Lifecycle Management	69%
Marketing/Customer Service/Call Center	40%
Global Expansion (Sourcing/Selling)	22%
Security Analysis	22%
Contingency/Crisis Planning	37%
Logistics/Transportation Consulting	92%
Labor Management	31%
Sustainability/Green Logistics	56%

3PLs and Technology

The modern full-service 3PL must be able to provide the aforementioned service diversity to stay competitive, but many are going one step further. The line between logistics providers and technology providers has blurred as 3PLs round out their service portfolios by offering third-party or proprietary logistics technology solutions.

Supply chain technology has begun advancing so rapidly that many shippers hesitate to invest in the latest solutions for fear that they will be outdated within the next few years. 3PLs have begun to take advantage of this rapid technology development by offering advanced hosted, cloud-based, and/or Software-as-a-Service supply chain solutions to their clients. Shippers of all sizes can now take advantage of advanced supply chain analytics, transportation management systems, warehouse management systems, logistics optimization, big data, and more with only a monthly subscription fee instead of a large upfront investment.

The modern supply chain has simply become too volatile to navigate without appropriate logistics technology solutions. Industry 4.0, the Internet of Things, blockchain, and other disruptive technology advancements have caused a great deal of turmoil across the supply chain management sector. Meanwhile, the Amazon Effect forces shippers to move cargo as efficiently as possible to meet demand, while shifting national and international regulations and information require constantly updated databases and processes.

Our research shows that 3PLs offer a broad range of basic and advanced technology services to combat volatility and unpredictability across the global supply chain. Ninety-eight percent report that they offer electronic data interchange (EDI), and 93 percent sell some form of third-party or proprietary transportation management system (TMS). (See Figure 5.)

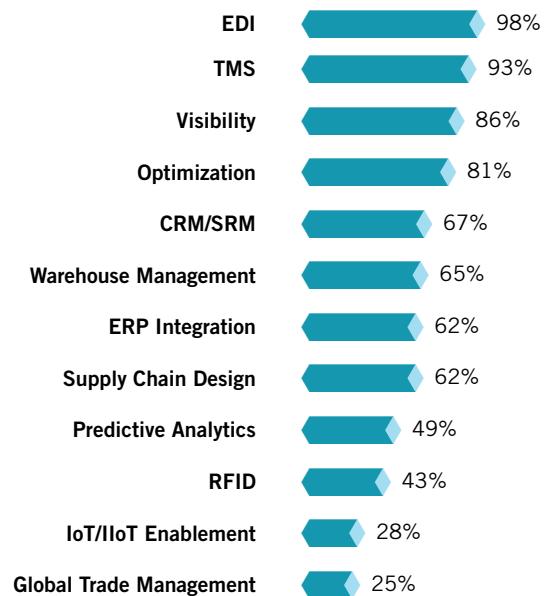
In Figure 2, 56 percent of surveyed shippers report buying logistics technology from their 3PL partner. Many shipper respondents commented on the technology their service providers offer:

- “Our 3PL’s use of technology in the field is up to date and on the leading edge.”

- “Great technology solutions.”
- “Our 3PL invests in innovation and technology.”
- “The 3PL has embraced technology and made it a very easy platform for getting quotes and making shipments.”
- “Quality service, technology, and innovation.”

As manufacturers embrace Industry 4.0, the logistics sector must keep pace. If Supply Chain 4.0 can’t move components and raw materials at the speed that Industry 4.0 innovations require, then the latest industrial revolution will eventually stall out. This puts immense

FIGURE 5: Technology services 3PLs offer



pressure on shippers to keep up to date with the latest technology disruptors that can help them streamline operations.

Though 3PLs are well-invested in the technology market, some up-and-coming technologies make many industry stakeholders nervous. Some technologies—self-driving trucks, delivery drones, blockchain, virtual reality—continue to threaten disruption down the road, but offer no real timetable for implementation in the supply chain. This makes it difficult for shippers to predict how and when these technologies will impact them, making it far easier to rely on a 3PL to provide up-to-date solutions.

Full-Service Third-Party Logistics



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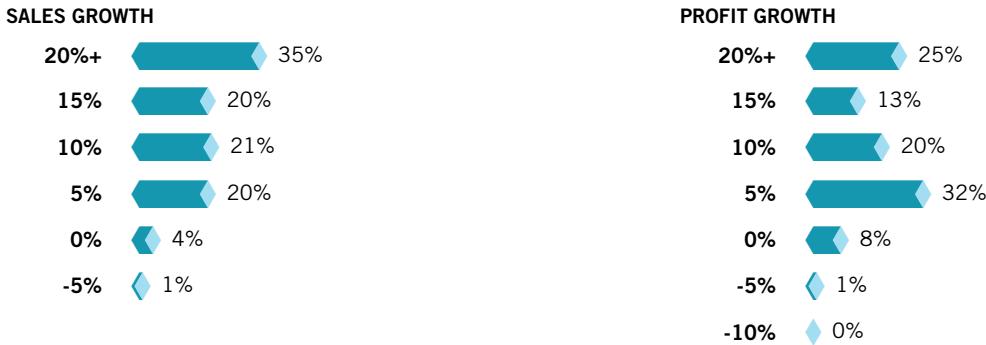


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FIGURE 6: 3PLs report sales and profit growth



The Current 3PL Market

Diverse service portfolios and a wide range of technology solutions have made 3PL partners indispensable for many shippers in recent years.

However, 3PL profits haven't kept pace with the level of growth as providers strive to keep rates down for their customers in the face of higher trucking and intermodal rates. While 35 percent of 3PLs report sales growth of more than 20 percent, only 25 percent report profit growth in excess of 20 percent (see Figure 6).

The influx of business has contributed to growth for many logistics providers. This dedication to affordable service did not go unnoticed by our surveyed shippers, hundreds of whom commented on the cost-effectiveness of their 3PL. Here are some examples:

- “They help us keep the cost of transportation down.”
- “They meet all our cost and service requirements.”
- “They provide timely service and are cost effective.”
- “Very friendly, reliable, and cost-effective partner.”
- “Efficient service at a fair cost.”
- “They worked diligently with us to drastically cut our transportation costs and streamline our transportation program.”
- “Met all our needs by securing cost-effective transportation.”
- “They are about the relationships and not the money. They care about who they partner with and how to work well with them.”

The diversity of services offered by

today's logistics providers reflects the broad range of supply chain challenges shippers struggle with. Transportation costs (45 percent), labor recruitment (26 percent), labor costs (26 percent), customer service (26 percent), and supply chain visibility (23 percent) rank among the top challenges that shippers are turning to 3PLs to solve in 2018 (see Figure 7).

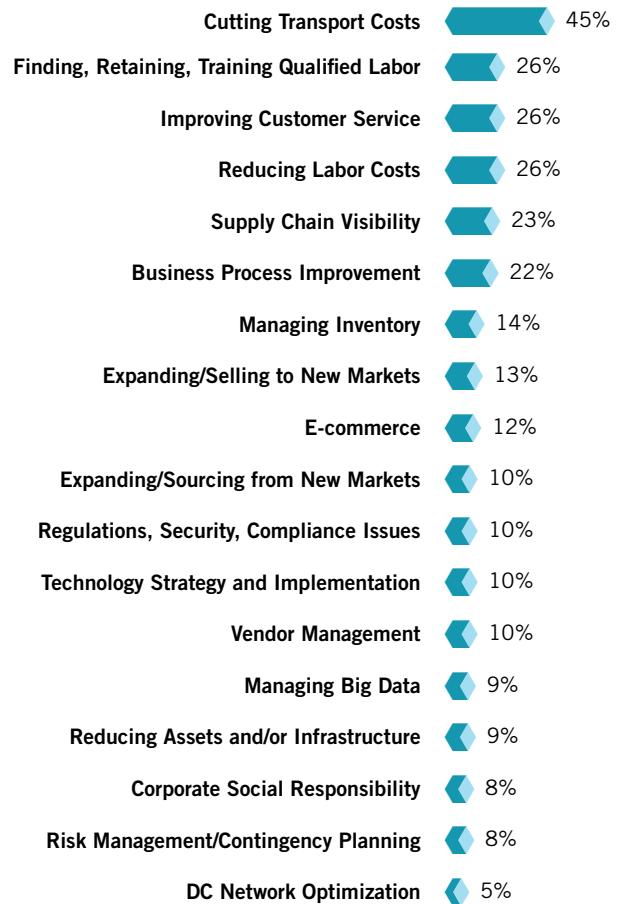
While shippers turn to logistics providers for solutions to their supply chain problems, that doesn't mean 3PLs aren't facing challenges of their own. Top challenges among 3PLs include finding capacity for their clients (76 percent), technology costs (62 percent), recruiting and retaining skilled employees (60 percent), and regulatory compliance (55 percent). (See Figure 8.)

The industries that 3PLs report serving are as diverse as the services and technology that they now offer. Food and beverage and consumer packaged

goods tied at 77 percent as the largest verticals serviced. On the opposite end of the scale, 16 percent of 3PLs say they offer services to any vertical (see Figure 9.)

Customer service is a top priority for shippers in 2018, and 3PLs are delivering. Of note for 3PLs seeking new business, the shippers we surveyed note

FIGURE 7: Top challenges shippers face





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One of the Key Challenges Facing Organizations

is collecting and developing actionable data from their Supply Chains. R2 helps companies migrate through the data noise. We've created a TMS from the shipper's perspective by integrating the needed reporting capabilities with operational functionality.

www.TheBest3PL.com | supplychain@r2logistics.com

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FIGURE 8: Top challenges 3PLs face



FIGURE 9: Verticals 3PLs serve

Aerospace	41%
Agriculture	46%
Apparel & Textiles	61%
Automotive	64%
Chemicals	45%
Construction & Building Materials	62%
Consumer Packaged Goods	77%
Electronics	64%
Energy, Renewable Resources	35%
Energy, Oil, Gas & Coal	32%
Food & Beverage	77%
Grocery	54%
Healthcare	58%
Pharmaceuticals	59%
All	16%

FIGURE 10: Why partnerships fail

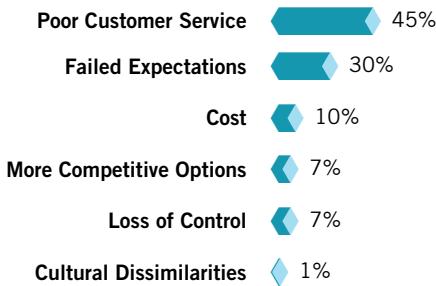


FIGURE 11: Which is more important?



poor customer service (45 percent) and failed expectations (30 percent) as the top reasons for past failed partnerships with logistics providers (see Figure 10). In addition, 75 percent of shippers say that service is more important than price (see Figure 11).

Shippers note the following about the service levels provided by their third-party logistics providers:

- “The customer service and efficiency of our 3PL are unmatched in our region.”
- “Customer service is top notch and

their execution has been the most consistent across the board.”

- “Customer service is elevated above all.”
- “Their customer service exceeds our expectations, and the relationships they’ve made with our logistics representatives are exceptional.”
- “Their customer service is above reproach.”
- “Their passion for excellence and customer service are second to none.”
- “They are responsive, follow through is excellent, and customer service is unmatched.”

Volatility: The New Normal

For better or worse, the Trump administration is redefining relationships with major trade partners around the globe, leaving supply chain managers and logistics providers to deal with a host of new tariffs on products, components, and materials; broken trade agreements; and import and export hassles and regulations.

In addition, a slew of disruptive technologies hover just over the horizon, threatening to disrupt the way we manage our supply chains.

Ocean and airfreight rates and capacity fluctuate wildly as providers try to compensate for market volatility. Truck driver shortages in the United States and abroad continue to threaten capacity and hold carriers back from expanding to meet demand.

Bombarded by Risk

Meanwhile, hurricanes, earthquakes, and other natural disasters continually threaten to disrupt the global supply chain. The same environmental threats causing this increase in disasters have consumers demanding sustainable supply chains behind the products they purchase.

Technology development and speed-to-market today occurs at a faster rate than at any time in history. While the digitalization of supply chains supports increased visibility, efficiency, innovation, and globalization in nearly every vertical, it also opens stakeholders to cybersecurity risks.

Supply chain managers around the world are being bombarded by these risks, and more, every day. 3PLs offer the expertise, technology, and service diversity to help supply chain stakeholders mitigate these risks and survive in the volatile supply chain landscape that has become the new normal. ■

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Guest Check

SERVER	TABLE	GUESTS	CHECK NUMBER
			984796
✓	Warehousing		
✓	Transportation Management		
✓	Value Added Services		
✓	Fulfillment		
✓	Inventory Management		
		TAX	
Thank You			TOTAL



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TOP 100 3PLS

It's a boon year for third-party logistics providers offering innovative, flexible, and reliable solutions to meet shipper demands. Presented alphabetically, these are the 100 3PLs *Inbound Logistics* editors chose as the best of the best.

Search the 3PL Decision Support Tool for an even deeper dive: bit.ly/3PL-DST

A.N. Deringer

888-612-6239 | anderinger.com

Asset/Non-Asset: Both

Areas Served: Global

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Inventory Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Final Mile/White Glove

Special Services: Direct to Store/Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Security Analysis, Consulting, Sustainability

Technology Services: EDI, GTM, Optimization, Predictive Analytics, TMS, Visibility, WMS

Agility Logistics

714-617-6300 | agility.com

Asset/Non-Asset: Non-asset

Areas Served: Global

Markets Served: Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Mgmt, Vendor Mgmt

Warehousing Services: Transload, Fulfillment

Transportation Services: Air, LTL, TL, Intermodal, Ocean, Rail, Bulk

Special Services: FTZ, Import/Export/Customs, Consulting

Technology Services: EDI, Supply Chain Design, Visibility

Alliance Shippers

800-222-0541 | alliance.com

Asset/Non-Asset: Both

Areas Served: Global, US/Canada/Mexico

Markets Served: Manufacturing, Retail, Wholesale, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Shared Svcs

Warehousing Services: Pick/Pack, Subassembly, Crossdock, DC Mgmt, VMI, Fulfillment

Transportation Services: Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

Special Services: Direct to Store, FTZ, Import/Export/Customs, Marketing/Customer Svc/Call Center, Security Analysis, Contingency/Crisis Planning, Consulting, Sustainability

Technology Services: CRM/SRM, EDI, Optimization, TMS, Visibility, WMS

Americold

808-888-4877
americold.com

Asset/Non-Asset: Asset

Areas Served: Global

Markets Served: E-Commerce, Retail, Wholesale, Transportation

Logistics Services: Integrated Logs., JIT, Inbound Logs., Logs. Process Reengineering, Inventory/Vendor Mgmt

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, X-dock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, LTL, TL, Rail, Bulk, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Global Expansion, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

CRM/SRM Customer/Supplier Relationship Mgmt

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT/IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less Than Truckload

TL Truckload

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

APL Logistics

602-357-9100 | apllogistics.com

Asset/Non-Asset: Both

Areas Served: Global

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Inventory Mgmt, Vendor Mgmt

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Transload, VMI, Fulfillment

Transportation Services: Air, LTL, TL, Intermodal, Ocean, Rail

Special Services: Direct to Store, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability

Technology Services: EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, WMS

Ascent Global Logistics

800-614-1348 | ascentgl.com

Asset/Non-Asset: Both

Areas Served: Global, US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Transload, VMI, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, DCC, Equipment/Drivers, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, Import/Export/Customs, Marketing/Customer Svc/Call Center, Consulting

Technology Services: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, TMS, Visibility, WMS

Approved Freight Forwarders

562-296-9863 | approvedforwarders.com

Asset/Non-Asset: Asset

Areas Served: Global, US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: Integrated Logistics, JIT, Inbound Logistics, Inventory Mgmt

Warehousing Services: Pick/Pack, Crossdock, Transload, VMI, Fulfillment

Transportation Services: Small Package, LTL, TL, Intermodal, Ocean, Rail, DCC, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Consulting

Technology Services: EDI, Sustainability, Visibility, WMS

Atlanta Bonded Warehouse

678-322-3120 | atlantabonded.com

Asset/Non-Asset: Asset

Areas Served: US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, LTL, TL, Intermodal, Ocean, Rail, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

Special Services: Direct to Store, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, WMS

Armada

412-406-5700 | armada.net

Asset/Non-Asset: Non-asset

Areas Served: Global

Markets Served: Retail, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt

Warehousing Services: Pick/Pack, Subassembly, Crossdock, DC Mgmt, VMI, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Rail, Bulk, DCC

Special Services: Contingency/Crisis Planning, Consulting, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, WMS

Bender Group

775-788-8800 | bendergroup.com

Asset/Non-Asset: Both

Areas Served: US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Supply Chain Design, TMS, Visibility, WMS

CRM/SRM Customer/Supplier Relationship Mgmt

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT/IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less Than Truckload

TL Truckload

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

BLG Logistics

205-886-6183 | blg-logistics.com

Asset/Non-Asset: Both

Areas Served: Global

Markets Served: Manufacturing, E-Commerce, Retail, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, VMI, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, DCC

Special Services: FTZ, Import/Export/Customs, Reverse Logistics/PLM, Consulting, Labor Mgmt, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

BNSF Logistics

855-481-9658 | bnsflogistics.com

Asset/Non-Asset: Non-asset

Areas Served: Global, US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance

Warehousing Services: DC Mgmt, Transload

Transportation Services: Small Package, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Final Mile/White Glove

Special Services: FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Global Expansion, Consulting

Technology Services: CRM/SRM, EDI, ERP, Freight Payment/Claims/Auditing, Optimization, Sustainability

Bolloré Logistics

718-525-5038 | bollore-logistics.com

Asset/Non-Asset: Non-asset

Areas Served: Global

Markets Served: Transportation

Logistics Services: LLP/4PL, Integrated Logistics, Global Trade Svcs, Logistics Process Reengineering, Inventory Mgmt, Vendor Mgmt

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, VMI

Transportation Services: Air, LTL, TL, Intermodal, Ocean, Bulk, DCC, Final Mile/White Glove

Special Services: FTZ, Import/Export/Customs, Reverse Logistics/PLM, Consulting, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS

Burriss Logistics

800-805-8135

burrisslogistics.com

Asset/Non-Asset: Both

Areas Served: US/Canada/Mexico

Markets Served: E-Commerce, Retail, Transportation

Logistics Services: Inbound Logistics, Inventory/Vendor Mgmt

Warehousing Services: E-Commerce, Pick/Pack, X-dock, DC Mgmt, VMI, Fulfillment

Transportation Services: LTL, TL

Special Services: Direct to Store

Technology Services: EDI, TMS, Visibility, WMS

C.H. Robinson

320-491-0343 | chrobinson.com

Asset/Non-Asset: Non-asset

Areas Served: Global

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: Pick/Pack,

Subassembly, Crossdock, VMI, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, Final Mile/White Glove

Special Services: Direct to Store, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Global Expansion, Contingency/Crisis Planning, Consulting, Sustainability

Technology Services: CRM/SRM, EDI, Optimization, IoT/IIoT Enablement, TMS, Visibility

CaseStack

855-638-3500 | casestack.com

Asset/Non-Asset: Non-asset

Areas Served: US/Canada/Mexico

Markets Served: Retail

Logistics Services: Integrated Logistics, Inbound Logistics, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Transload, VMI, Fulfillment

Transportation Services: LTL, TL, Intermodal, Ocean, Rail

Special Services: Import/Export/Customs, Consulting, Sustainability

Technology Services: ERP Integration, Optimization, TMS, Visibility, WMS

CLX Logistics

800-288-4851 | CLXlogistics.com

Asset/Non-Asset: Non-asset

Areas Served: Global

Markets Served: Mfg, Retail, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Vendor Mgmt

Transportation Services: Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition

Special Services: FTZ, Import/Export/Customs, Reverse Logistics/PLM, Global Expansion, Security Analysis, Contingency/Crisis Planning, Consulting, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, SC Design, TMS, Visibility, WMS

Celadon Logistics Services

317-972-7000 | celadonlogistics.com

Asset/Non-Asset: Asset
Areas Served: US/Canada/Mexico
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Shared Svcs
Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Transload, VMI, Fulfillment
Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove
Special Services: FTZ, Import/Export/Customs, Marketing/Customer Svc/Call Center, Global Expansion, Consulting, Labor Mgmt, Sustainability
Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Supply Chain Design, TMS, Visibility, RFID, WMS

Coyote Logistics

877-626-9863 | coyote.com

Asset/Non-Asset: Non-asset
Areas Served: Global, US/Canada/Mexico
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation
Logistics Services: Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Mgmt, Vendor Mgmt
Warehousing Services: Crossdock, Site Selection, VMI, Fulfillment
Transportation Services: Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, Final Mile/White Glove
Special Services: Direct to Store, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Consulting, Sustainability
Technology Services: EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, WMS

Crane Worldwide Logistics

888-870-2726 | craneww.com

Asset/Non-Asset: Both
Areas Served: Global, US/Canada/Mexico
Markets Served: Manufacturing, E-Commerce, Retail, Services/Government, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Inventory Mgmt, Vendor Mgmt, Shared Svcs
Warehousing Services: Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, VMI, Fulfillment

Transportation Services: Air, LTL, TL, Intermodal, Ocean, DCC, Fleet Acquisition, Equipment/Drivers
Special Services: Direct to Store, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability
Technology Services: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, Visibility, WMS

Corporate Traffic Logistics

800-787-2334 | corporatetraffic.com

Asset/Non-Asset: Both
Areas Served: Global, US/Canada/Mexico
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Vendor Mgmt
Warehousing Services: Crossdock, Transload
Transportation Services: Air, LTL, TL, Intermodal, Rail
Special Services: Direct to Store, Direct to Home, Reverse Logistics/PLM
Technology Services: EDI, ERP Integration, GTM, Optimization, TMS, Visibility

CRST Logistics

319-390-6253 | crst.com

Asset/Non-Asset: Non-asset
Areas Served: US/Canada/Mexico
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Vendor Mgmt, Shared Svcs
Warehousing Services: Crossdock
Transportation Services: Air, LTL, TL, Intermodal, Rail, DCC, Final Mile/White Glove
Special Services: Direct to Store, Direct to Home, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Contingency/Crisis Planning, Consulting, Sustainability
Technology Services: EDI, ERP Integration, Optimization, Supply Chain Design, TMS

CT Logistics

216-267-2000 | ctlogistics.com

Asset/Non-Asset: Both
Areas Served: US only
Markets Served: Mfg, E-Commerce, Retail, Wholesale, Svcs/Gov't, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, SC Finance, Shared Svcs
Warehousing Services: DC Mgmt, Site Selection, Transload, VMI, Fulfillment
Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Equipment/Drivers
Special Services: Direct to Store, Marketing/Customer Svc/Call Center, Global Expansion, Consulting, Sustainability
Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, SC Design, IoT/IIoT Enablement, TMS, Visibility

CTSI-Global

888-836-5135 | ctsi-global.com

Asset/Non-Asset: Non-asset
Areas Served: Global, US/Canada/Mexico
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation
Logistics Services: LLP/4PL, Inbound Logistics, Supply Chain Finance
Warehousing Services: Site Selection
Special Services: Consulting, Sustainability
Technology Services: EDI, Optimization, Supply Chain Design, TMS, Visibility

Distribution Technology

704-587-5633
distributiontechnology.com

Asset/Non-Asset: Both
Areas Served: US only
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Inventory Mgmt, Shared Svcs
Warehousing Services: Pick/Pack, Subassembly, Crossdock, DC Mgmt, Fulfillment
Transportation Services: Small Package, Air, LTL, TL, Intermodal, Rail, Bulk, DCC, Equipment/Drivers, Final Mile/White Glove
Special Services: Direct to Store, Consulting, Labor Mgmt
Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Supply Chain Design, Visibility, RFID, WMS

Dupré Logistics

800-356-3659 | duprelogistics.com

Asset/Non-Asset: Both
Areas Served: US/Canada/Mexico
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance,

DHL Supply Chain

877-277-1054 | logistics.dhl

Asset/Non-Asset: Non-asset
Areas Served: Global, US/Canada/Mexico
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs
Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment
Transportation Services: LTL, TL, Intermodal, Rail, Bulk, DCC, Equipment/Drivers
Special Services: Direct to Store, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability
Technology Services: CRM/SRM, EDI, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

DF Young

610-725-4000 | dfyoung.com

Asset/Non-Asset: Non-asset
Areas Served: Global, US/Canada/Mexico
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation
Logistics Services: LLP/4PL, Inbound Logistics,

DSC Logistics

847-398-6800 | dsclogistics.com

Asset/Non-Asset: Both
Areas Served: US/Canada/Mexico
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs
Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment
Transportation Services: Small Package, Air, LTL, TL, Intermodal, Rail, Bulk, DCC
Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability
Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

Supply Chain Finance
Warehousing Services: Site Selection
Special Services: Consulting, Sustainability
Technology Services: EDI, Optimization, Supply Chain Design, TMS, Visibility

Inventory Mgmt, Vendor Mgmt
Warehousing Services: Crossdock, DC Mgmt, Transload, VMI
Transportation Services: Small Package, Air, LTL, TL, Intermodal, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove
Special Services: Direct to Store, Import/

Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Contingency/Crisis Planning, Consulting, Sustainability
Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID

CRM/SRM Customer/Supplier Relationship Mgmt
DCC Dedicated Contract Carriage
FTZ Foreign Trade Zone
GTM Global Trade Management

IoT/IIoT Internet of Things/Industrial Internet of Things
LLP Lead Logistics Provider
LTL Less Than Truckload
TL Truckload

TMS Transportation Management System
VMI Vendor Managed Inventory
WMS Warehouse Management System

Echo Global Logistics

800-354-7993 | echo.com

Asset/Non-Asset: Non-asset

Areas Served: US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Process Reengineering, Payment Auditing/Processing, Vendor Mgmt, Shared Svcs

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Final Mile

Special Services: Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svcs, Consulting, Sustainability

Technology Services: CRM/SRM, EDI, ERP, Freight Payment/Claims/Auditing, GTM, Optimization, Predictive Analytics, Sustainability, TMS, Visibility

FedEx Supply Chain

800-677-3110 | supplychain.fedex.com

Asset/Non-Asset: Both

Areas Served: US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, LTL, TL

Special Services: Direct to Store, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Consulting, Sustainability

Technology Services: EDI, Optimization, Predictive Analytics, Supply Chain Design, Visibility, WMS

ELM Global Logistics

631-233-3200 | elmlogistics.com

Asset/Non-Asset: Asset

Areas Served: Global, US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade, Inbound Logistics, Logistics Process Reengineering, SC Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Transload, VMI, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

Special Services: Direct to Store/Home, FTZ, Import/Export/Customs, Reverse/PLM, Mktg/Customer Svc/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IoT Enablement, TMS, Visibility, RFID

FLS Transportation Services

800-739-0939 | flstransport.com

Asset/Non-Asset: Non-asset

Areas Served: US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Inbound Logistics

Transportation Services: TL, Intermodal, Final Mile/White Glove

Special Services: Direct to Store, Consulting

Evans Distribution Systems

313-388-3200 | evansdist.com

Asset/Non-Asset: Both

Areas Served: US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: Integrated Logistics, JIT, Inbound Logistics, Supply Chain Finance, Inventory Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, DCC, Final Mile/White Glove

Special Services: Direct to Store, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Consulting, Labor Mgmt

Technology Services: CRM/SRM, EDI, ERP Integration, TMS, Visibility, RFID, WMS

Fidelitone

847-487-3300 | fidelitone.com

Asset/Non-Asset: Both

Areas Served: US only

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, LTL, TL, Rail, DCC, Equipment/Drivers, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Global Expansion, Consulting, Labor Mgmt, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, IoT/IoT Enablement, TMS, Visibility, RFID, WMS

CRM/SRM Customer/Supplier Relationship Mgmt

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT/IoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less Than Truckload

TL Truckload

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

Freight Management

714-632-1440

freightmanagement.com

Asset/Non-Asset: Non-asset

Areas Served: Global

Markets Served: Transportation

Logistics Services: LLP/4PL, Integrated Logistics, Inbound Logistics, Supply Chain Finance, Vendor Mgmt

Warehousing Services: DC Mgmt, Site Selection

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, Reverse Logistics/PLM, Consulting

Technology Services: EDI, ERP Integration, Optimization, TMS, Visibility

General Dynamics Information Technology

703-995-8700 | gdit.com

Asset/Non-Asset: Both

Areas Served: Global

Markets Served: Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: Pick/Pack, Subassembly, Crossdock, Site Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, Equipment/Drivers, Final Mile/White Glove

Special Services: Direct to Store, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

FW Logistics

877-393-7483 | fwlogistics.com

Asset/Non-Asset: Asset

Areas Served: US only

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: LTL, TL, Rail, DCC, Fleet Acquisition, Equipment/Drivers

Special Services: Direct to Store, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center

Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS

Geodis

615-987-2524 | geodis.com

Asset/Non-Asset: Non-asset

Areas Served: Global, US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Global Expansion, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability

Technology Services: EDI, ERP Integration, GTM, Optimization, Supply Chain Design, TMS, Visibility, RFID, WMS

GlobalTranz

866-275-1407 | globaltranz.com

Asset/Non-Asset: Non-asset

Areas Served: US/Canada/Mexico

Markets Served: Mfg, E-Comm, Retail, Wholesale, Svcs/Gov't, Transportation

Logistics Services: LLP/4PL, Integrated Logs., JIT, Inbound Logs., Logistics Process Reengineering, SC Finance, Inventory/Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Final Mile/White Glove

Special Services: Direct to Store/Home, FTZ, Im/Ex/Customs, Reverse/PLM, Mktg/Customer Svc, Global Expansion, Security Analysis, Contingency Plans, Consulting, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, SC Design, IoT/IIoT, TMS, Visibility, RFID, WMS

Holman Distribution

253-872-7140 | holmanusa.com

Asset/Non-Asset: Both

Areas Served: US only

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

Logistics Services: Integrated Logistics, JIT, Inventory Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, Fulfillment

Transportation Services: LTL, TL, DCC, Equipment/Drivers, Final Mile/White Glove

Special Services: Direct to Store, Reverse Logistics/PLM, Labor Mgmt

Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, IoT/IIoT Enablement, TMS, WMS

J.B. Hunt

479-820-0000 | jbhunt.com

Asset/Non-Asset: Both
Areas Served: US/Canada/Mexico
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs
Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment
Transportation Services: LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove
Special Services: Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability
Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

Kane Is Able

570-558-5113 | kaneisable.com

Asset/Non-Asset: Both
Areas Served: US only
Markets Served: Manufacturing, E-Commerce, Retail, Services/Government, Transportation
Logistics Services: Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Mgmt, Vendor Mgmt, Shared Svcs
Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment
Transportation Services: Small Package, LTL, TL, Intermodal, Rail, DCC
Special Services: Direct to Store, Import/Export/Customs, Reverse Logistics/PLM, Consulting, Labor Mgmt, Sustainability
Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Supply Chain Design, TMS, Visibility, RFID, WMS

Johanson Transportation Service

800-742-2053 | johansontrans.com

Asset/Non-Asset: Non-asset
Areas Served: Global
Markets Served: Manufacturing, Retail, Wholesale
Logistics Services: Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Vendor Mgmt
Warehousing Services: Crossdock, Site Selection, Transload

Transportation Services: Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC
Special Services: Direct to Store, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Consulting, Sustainability
Technology Services: CRM/SRM, EDI, GTM, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility

KAG Logistics

800-536-3638 | kaglogistics.com

Asset/Non-Asset: Non-asset
Areas Served: US/Canada/Mexico
Markets Served: Transportation
Logistics Services: LLP/4PL, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt
Warehousing Services: Transload, VMI
Transportation Services: Rail, Bulk, DCC,

Final Mile/White Glove
Special Services: Marketing/Customer Svc/Call Center, Contingency/Crisis Planning, Consulting
Technology Services: EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility

KDL (Keystone Dedicated Logistics)

877-535-7717 | kdlog.com

Asset/Non-Asset: Non-asset
Areas Served: US/Canada/Mexico
Markets Served: Manufacturing, Wholesale
Logistics Services: LLP/4PL, Integrated Logistics, Inbound Logistics, Supply Chain Finance
Warehousing Services: Crossdock, Transload
Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove
Special Services: Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Global Expansion, Consulting
Technology Services: CRM/SRM, EDI, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility

Kenco

800-758-3289 | kencogroup.com

Asset/Non-Asset: Both
Areas Served: US/Canada/Mexico
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Services
Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment
Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Equipment/Drivers, Final Mile/White Glove
Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability
Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

Knight-Swift Transportation

800-489-2000 | knight-swift.com

Asset/Non-Asset: Both
Areas Served: US/Canada/Mexico
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Shared Services
Warehousing Services: Crossdock, Transload
Transportation Services: LTL, TL, Intermodal, DCC, Equipment/Drivers
Special Services: Direct to Store, Import/Export/Customs, Reverse Logistics/PLM, Consulting, Sustainability
Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Supply Chain Design, TMS, Visibility, WMS

Landstar System

877-696-4507 | landstar.com

Asset/Non-Asset: Non-asset
Areas Served: Global, US/Canada/Mexico
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT
Warehousing Services: Pick/Pack, Subassembly, Crossdock, DC Mgmt, Transload, VMI, Fulfillment
Transportation Services: Air, LTL, TL, Intermodal, Ocean, Rail, Bulk
Special Services: Direct to Store, Import/Export/Customs, Reverse Logistics/PLM, Contingency/Crisis Planning, Consulting
Technology Services: CRM/SRM, EDI, Optimization, TMS, Visibility

Lynden

888-596-3361 | lynden.com

Asset/Non-Asset: Both
Areas Served: Global, US/Canada/Mexico
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation
Logistics Services: Integrated Logistics, JIT, Inbound Logistics, Inventory Mgmt, Vendor Mgmt
Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, Transload, VMI, Fulfillment
Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Final Mile/White Glove
Special Services: Direct to Store, Direct to Home, Import/Export/Customs, Contingency/Crisis Planning, Consulting, Sustainability
Technology Services: EDI, Visibility, RFID

LEGACY Supply Chain Services

877-289-0576 | legacyscs.com

Asset/Non-Asset: Both
Areas Served: Global
Markets Served: Mfg, E-Commerce, Retail, Wholesale, Transportation
Logistics Services: Integrated Logistics, Global Trade, Inbound Logistics, Logistics Process Reengineering, SC Finance, Inventory, Vendor Mgmt
Warehousing Services: Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment
Transportation Services: Air, LTL, TL, Intermodal, Ocean, Rail, DCC, Equipment/Drivers, Final Mile/White Glove
Special Services: Direct to Store/Home, FTZ, Im/Ex/Customs, Reverse/PLM, Security Analysis, Contingency Plans, Consulting, Sustainability
Technology Services: EDI, GTM, SC Design, TMS, Visibility, RFID, WMS

Loup

800-303-4544 | louplogistics.com

Asset/Non-Asset: Both
Areas Served: US/Canada/Mexico
Markets Served: Manufacturing, Retail, Wholesale, Svs/Government, Transportation
Logistics Services: Integrated Logistics, JIT, Inbound Logistics, Inventory Mgmt, Vendor Mgmt, Shared Svcs
Warehousing Services: X-dock, DC Mgmt, Site Selection, Transload, VMI
Transportation Services: LTL, TL, Intermodal, Rail, Bulk, Final Mile/White Glove
Special Services: Direct to Store, Contingency Planning, Consulting
Technology Services: EDI, Optimization, Predictive Analytics, SC Design, Visibility

Mallory Alexander International

800-257-8464 | mallorygroup.com

Asset/Non-Asset: Non-asset
Areas Served: Global
Markets Served: Mfg, E-Comm, Retail, Wholesale, Services/Government
Logistics Services: LLP/4PL, Integrated Logs., JIT, Global Trade, Inbound Logs., Logistics Process Reengineering, SC Finance, Inventory/Vendor Mgmt
Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment
Transportation Services: Small Pkg, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove
Special Services: Direct to Store/Home, FTZ, Im/Ex/Customs, Reverse/PLM, Mktg/Customer Svc/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability
Technology Services: CRM/SRM, EDI, GTM, Optimization, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

CRM/SRM Customer/Supplier Relationship Mgmt
DCC Dedicated Contract Carriage
FTZ Foreign Trade Zone
GTM Global Trade Management

IoT/IIoT Internet of Things/Industrial Internet of Things
LLP Lead Logistics Provider
LTL Less Than Truckload
TL Truckload

TMS Transportation Management System
VMI Vendor Managed Inventory
WMS Warehouse Management System

Matson Logistics

877-647-8782 | matson.com

Asset/Non-Asset: Both

Areas Served: Global, US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Inventory Mgmt, Vendor Mgmt

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: LTL, TL, Intermodal, Ocean, Rail, DCC

Special Services: Direct to Store, FTZ, Import/Export/Customs, Global Expansion, Consulting, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Supply Chain Design, TMS, Visibility, RFID, WMS

Miller Intermodal Logistics Services

601-709-8000 | MILS3PL.com

Asset/Non-Asset: Both

Areas Served: US/Canada/Mexico

Markets Served: Transportation

Logistics Services: LLP/4PL, Integrated Logistics, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: Crossdock, Site Selection, Transload, VMI

Transportation Services: LTL, TL, Intermodal, Rail, Bulk, DCC, Equipment/Drivers

Special Services: Reverse Logistics/PLM, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability

Technology Services: EDI, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility

ODW Logistics

614-549-5000 | odwlogistics.com

Asset/Non-Asset: Both

Areas Served: US only

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

Logistics Services: LLP/4PL, Integrated

MD Logistics

317-838-8900 | mdlogistics.com

Asset/Non-Asset: Asset

Areas Served: US only

Markets Served: E-Commerce, Retail, Wholesale, Transportation

Logistics Services: Integrated Logistics, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Inventory/Vendor Mgmt

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, VMI, Fulfillment

NFI

877-544-5835 | nfiindustries.com

Asset/Non-Asset: Both

Areas Served: Global, US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, SC Finance, Inventory Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Odyssey Logistics & Technology

855-412-0200 | odysseylogistics.com

Asset/Non-Asset: Both

Areas Served: Global

Markets Served: Manufacturing, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: Crossdock, Site Selection, Transload, VMI

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Global Expansion, Labor Mgmt

Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, TMS, Visibility, RFID, WMS

Transportation Services: Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Consulting, Labor Mgmt, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers

Special Services: Direct to Store, FTZ, Import/Export/Customs, Marketing/Customer Svc/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Consulting, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet

Acquisition, Equipment/Drivers

Special Services: Direct to Store, FTZ, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Security Analysis, Consulting, Labor Mgmt

Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID, WMS

Penske Logistics

800-800-5290 | penskelogistics.com

Asset/Non-Asset: Both

Areas Served: US/Canada/Mexico

Markets Served: Mfg, E-Comm, Retail, Wholesale, Svs/Gvt, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, SC Finance, Inventory Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Fulfillment

Transportation Services: Small Package, LTL, TL, Intermodal, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

Special Services: Direct to Store/Home, FTZ, Im/Ex/Customs, Reverse/PLM, Contingency Plans, Consulting, Labor Mgmt, Sustainability

Technology Services: CRM/SRM, EDI, ERP, GTM, Optimization, Predictive Analytics, SC Design, IoT/IIoT, TMS, Visibility, RFID, WMS

Performance Team

866-775-5120 | performanceteam.net

Asset/Non-Asset: Both

Areas Served: US only

Markets Served: E-Commerce, Retail, Wholesale, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, Inbound Logistics, Logistics Process Reengineering, Inventory/Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, LTL, TL, Intermodal, Rail, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

Special Services: Direct to Store/Home, FTZ, Reverse, Mktg/Cust. Svc, Security Analysis, Contingency Plans, Consulting, Sustainability

Technology Services: CRM/SRM, EDI, ERP, Optimization, SC Design, TMS, Visibility, RFID, WMS

Pilot Freight Services

800-447-4568 | pilotdelivers.com

Asset/Non-Asset: Non-asset

Areas Served: Global, US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Services/Government, Transportation

Logistics Services: Integrated Logistics, Global Trade Svcs, Inbound Logistics, Inventory Mgmt

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, VMI, Fulfillment

Transportation Services: Air, TL, Intermodal, Ocean, Bulk, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Global Expansion, Consulting

Technology Services: CRM/SRM, EDI, ERP Integration, GTM, TMS, Visibility, WMS

PLS Logistics Services

888-814-8486 | plslogistics.com

Asset/Non-Asset: Non-asset

Areas Served: US/Canada/Mexico

Markets Served: Manufacturing, Retail, Wholesale, Services/Government

Logistics Services: JIT, Inbound Logistics, Supply Chain Finance, Inventory/Vendor Mgmt

Transportation Services: Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Consulting

Technology Services: EDI, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility

Port Jersey Logistics

609-495-1300 | portjersey.com

Asset/Non-Asset: Both

Areas Served: US only

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, LTL, TL, Intermodal, DCC, Final Mile/White Glove

Special Services: Direct to Store, Reverse Logistics/PLM, Consulting

Technology Services: CRM/SRM, EDI, Predictive Analytics, Supply Chain Design, TMS, Visibility, WMS

Purolator International

888-511-4811 | purolatorinternational.com

Asset/Non-Asset: Non-asset

Areas Served: US/Canada/Mexico

Markets Served: Mfg, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Inventory/

Vendor Mgmt

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, VMI, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Final Mile/White Glove

Special Services: Direct to Store/Home, FTZ, Im/Ex/Customs, Reverse/PLM, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Supply Chain Design, TMS, Visibility, RFID, WMS

CRM/SRM Customer/Supplier Relationship Mgmt

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT/IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less Than Truckload

TL Truckload

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

Port Logistics Group

877-901-6472
portlogisticsgroup.com

Asset/Non-Asset: Both
Areas Served: US/Canada/Mexico
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Mgmt, Shared Services
Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Transload, VMI, Fulfillment
Transportation Services: Small Package, LTL, TL, Intermodal, Rail, Bulk, DCC, Equipment/Drivers, Final Mile/White Glove
Special Services: Direct to Store, Direct to Home, FTZ, Reverse Logistics/PLM, Sustainability
Technology Services: EDI, ERP Integration, Optimization, TMS, Visibility, RFID, WMS

Rakuten Super Logistics

866-955-7793 | rakutensl.com

Asset/Non-Asset: Both
Areas Served: US only
Markets Served: E-Commerce, Retail, Wholesale, Transportation
Logistics Services: Global Trade Svcs, Inbound Logistics, Inventory Mgmt
Warehousing Services: E-Commerce, Pick/

Rinchem

505-342-4395 | rinchem.com

Asset/Non-Asset: Both
Areas Served: Global
Markets Served: Manufacturing, Wholesale, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Mgmt
Warehousing Services: Pick/Pack, Subassembly, Crossdock, DC Mgmt, Transload, VMI, Fulfillment

ProTrans

317-240-4100 | protrans.com

Asset/Non-Asset: Non-asset
Areas Served: US/Canada/Mexico
Markets Served: Manufacturing, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs
Warehousing Services: Pick/Pack, Subassembly, Crossdock, Transload, VMI, Fulfillment
Transportation Services: Air, LTL, TL, Intermodal, Ocean, Rail, DCC, Equipment/Drivers
Special Services: FTZ, Import/Export/Customs, Reverse Logistics/PLM, Consulting
Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, WMS

Pack, Subassembly, Crossdock, DC Mgmt, VMI, Fulfillment
Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk
Special Services: Import/Export/Customs, Consulting
Technology Services: CRM/SRM, ERP Integration, TMS, RFID, WMS

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Equipment/Drivers, Final Mile/White Glove
Special Services: FTZ, Import/Export/Customs, Reverse Logistics/PLM, Consulting, Sustainability
Technology Services: EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, WMS

R2 Logistics

214-451-4671 | r2logistics.com

Asset/Non-Asset: Non-asset
Areas Served: US/Canada/Mexico
Markets Served: Manufacturing, Retail, Wholesale, Services/Government, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance
Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, Final Mile/White Glove
Special Services: Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/PLM, Contingency/Crisis Planning, Consulting, Sustainability
Technology Services: EDI, TMS, Visibility

Regal Logistics

253-922-2250 | regallogistics.com

Asset/Non-Asset: Non-asset
Areas Served: US/Canada/Mexico
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs
Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment
Transportation Services: Small Package, Air, LTL, TL, Intermodal, Rail, DCC, Equipment/Drivers, Final Mile/White Glove
Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Consulting, Labor Mgmt
Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, TMS, Visibility, RFID, WMS

CRM/SRM Customer/Supplier Relationship Mgmt
DCC Dedicated Contract Carriage
FTZ Foreign Trade Zone
GTM Global Trade Management

IoT/IIoT Internet of Things/Industrial Internet of Things
LLP Lead Logistics Provider
LTL Less Than Truckload
TL Truckload

TMS Transportation Management System
VMI Vendor Managed Inventory
WMS Warehouse Management System

ROAR Logistics

716-983-7878 | roarlogistics.com

Asset/Non-Asset: Non-asset

Areas Served: Global, US/Canada/Mexico

Markets Served: Manufacturing, Retail, Wholesale, Transportation

Logistics Services: Global Trade Svcs, Inbound Logistics

Warehousing Services: Pick/Pack, Subassembly, Crossdock, Transload, Fulfillment

Transportation Services: LTL, TL, Intermodal, Ocean

Special Services: Import/Export/Customs, Consulting

Technology Services: EDI, Optimization, TMS

RRD Logistics Solutions

877-744-3818 | dls-ww.com

Asset/Non-Asset: Non-asset

Areas Served: Global, US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, DCC, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Consulting, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, GTM, Optimization, TMS, Visibility, WMS

Saddle Creek Logistics

888-878-1177 | scllogistics.com

Asset/Non-Asset: Both

Areas Served: US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics

Process Reengineering, Supply Chain Finance,

Romark Logistics

908-789-2800 | romarklogistics.com

Asset/Non-Asset: Both

Areas Served: US only

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Ruan

866-782-6669 | ruan.com

Asset/Non-Asset: Both

Areas Served: US/Canada/Mexico

Markets Served: Manufacturing, Retail, Wholesale, Transportation

Logistics Services: Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: Pick/Pack, Subassembly, Crossdock, Site Selection, Transload, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

Special Services: Direct to Store, Import/Export/Customs, Reverse/PLM, Marketing/Customer Svc/Call Center, Contingency/Crisis Planning, Consulting, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, WMS

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

Special Services: Direct to Store, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

Ryder

305-500-3161 | ryder.com

Asset/Non-Asset: Asset

Areas Served: Global, US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: LTL, TL, Intermodal, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Global Expansion, Consulting, Labor Mgmt, Sustainability

Technology Services: CRM/SRM, EDI, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

Schneider

920-592-4200 | schneider.com

Asset/Non-Asset: Both

Areas Served: Global

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Security Analysis, Contingency/Crisis Planning, Consulting, Sustainability

Technology Services: CRM/SRM, EDI, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

Shippers Group

678-981-3577 | shipperswarehouse.com

Asset/Non-Asset: Both

Areas Served: US only

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, LTL, TL, Intermodal, Rail, DCC, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/PLM, Consulting, Labor Mgmt, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

SEKO Logistics

630-919-4800 | sekologistics.com

Asset/Non-Asset: Both

Areas Served: Global

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Transload, VMI, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Global Expansion, Contingency/Crisis Planning, Consulting, Sustainability

Technology Services: EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, WMS

Sunset Transportation

314-756-8580 | sunsettrans.com

Asset/Non-Asset: Non-asset

Areas Served: Global, US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt

Warehousing Services: Crossdock, Site Selection, Transload, VMI

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Contingency/Crisis Planning, Consulting, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility

Seldat

732-348-0000 | seldatinc.com

Asset/Non-Asset: Asset

Areas Served: US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, VMI, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

Syfan Logistics

855-287-8485 | syfanlogistics.com

Asset/Non-Asset: Both

Areas Served: US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: JIT, Inbound Logistics

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers

Special Services: Consulting

Technology Services: EDI, Optimization, TMS, Visibility

syncreon

248-377-4700 | syncreon.com

Asset/Non-Asset: Non-asset

Areas Served: Global

Markets Served: Manufacturing, E-Commerce, Retail, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site

Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, LTL, TL, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, Import/Export/Customs, Reverse Logistics/PLM, Consulting, Labor Mgmt, Sustainability

Technology Services: CRM/SRM, EDI, ERP Integration, Predictive Analytics, Supply Chain Design, TMS, WMS

Taylorred Services

844-746-4833 | taylorredservices.com

Asset/Non-Asset: Both

Areas Served: US/Canada/Mexico

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Transportation

Logistics Services: LLP/4PL, Inbound Logistics

Warehousing Services: Pick/Pack, Subassembly, DC Mgmt, Transload, VMI, Fulfillment, X-dock

Transportation Services: LTL, TL, Intermodal, Ocean, Rail

Special Services: Direct to Store/Home, Reverse/PLM, Mktg/Customer Svc, Consulting, Labor Mgmt

Technology Services: WMS

TransGroup Global Logistics

206-244-0330 | transgroup.com

Asset/Non-Asset: Non-asset

Areas Served: Global

Markets Served: Mfg, E-Commerce, Retail, Wholesale, Services/Gov't, Transportation

Logistics Services: Integrated Logs., JIT, Global Trade, Inbound Logs., Logs. Process Reengineering, Inventory/Vendor Mgmt

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Transload, VMI, Fulfillment

Transportation Services: Small Pkg, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, Final Mile/White Glove

Special Services: Direct to Store/Home, FTZ, Im/Ex/Customs, Reverse/PLM, Consulting, Sustainability

Technology Services: EDI, ERP Integration, GTM, TMS, Visibility, RFID, WMS

Transplace

866-413-9266 | transplace.com

Asset/Non-Asset: Non-asset

Areas Served: US/Canada/Mexico

Markets Served: Manufacturing, Retail

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Vendor Mgmt, Shared Svcs

Warehousing Services: Pick/Pack, Subassembly, Crossdock, Transload, VMI

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, Final Mile/White Glove

Special Services: FTZ, Import/Export/Customs, Contingency/Crisis Planning, Consulting, Sustainability

Technology Services: EDI, GTM, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility

Tucker Company Worldwide

856-317-9600 | tuckercompany.com

Asset/Non-Asset: Non-asset

Areas Served: Global, US/Canada/Mexico

Markets Served: Mfg, E-Commerce, Retail, Wholesale, Svcs/Gov't, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Vendor Mgmt

Warehousing Services: Crossdock, Site Selection, Transload

Transportation Services: Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Equipment/Drivers, Final Mile/White Glove

Special Services: Direct to Store, Reverse/PLM, Security Analysis, Contingency Plans, Consulting

Technology Services: EDI, ERP, TMS, Visibility

Transportation Insight

828-485-5000 | transportationinsight.com

Asset/Non-Asset: Non-asset

Areas Served: Global

Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation

Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs

Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove

Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability

Technology Services: EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IoT Enablement, TMS, Visibility, RFID, WMS

CRM/SRM Customer/Supplier Relationship Mgmt

DCC Dedicated Contract Carriage

FTZ Foreign Trade Zone

GTM Global Trade Management

IoT/IIoT Internet of Things/Industrial Internet of Things

LLP Lead Logistics Provider

LTL Less Than Truckload

TL Truckload

TMS Transportation Management System

VMI Vendor Managed Inventory

WMS Warehouse Management System

Universal

586-467-1457 | UniversalLogistics.com

Asset/Non-Asset: Both
Areas Served: Global, US/Canada/Mexico
Markets Served: Manufacturing, Retail, Wholesale, Services/Government, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Inventory Mgmt, Vendor Mgmt, Shared Svcs
Warehousing Services: Pick/Pack, Subassembly, Crossdock, DC Mgmt, Transload, VMI, Fulfillment
Transportation Services: Air, TL, Intermodal, Ocean, DCC, Equipment/Drivers, Final Mile/White Glove
Special Services: Direct to Store, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability
Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

UTXL

800-351-2821 | UTXL.com

Asset/Non-Asset: Non-asset
Areas Served: US/Canada/Mexico
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation
Logistics Services: LLP/4PL, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Shared Svcs
Warehousing Services: Crossdock
Transportation Services: LTL, TL, Intermodal, Bulk, DCC, Equipment/Drivers
Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Security Analysis, Contingency/Crisis Planning, Consulting, Sustainability
Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility

CRM/SRM Customer/Supplier Relationship Mgmt
DCC Dedicated Contract Carriage
FTZ Foreign Trade Zone
GTM Global Trade Management

Unyson

314-819-6300 | unyson.com

Asset/Non-Asset: Non-asset
Areas Served: Global
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs
Warehousing Services: E-Commerce, Crossdock, Site Selection, Transload, VMI,

Fulfillment
Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Final Mile/White Glove
Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Global Expansion, Contingency/Crisis Planning, Consulting, Sustainability
Technology Services: EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility

UPS Supply Chain Solutions

502-345-3212 | ups.com

Asset/Non-Asset: Both
Areas Served: Global
Markets Served: Manufacturing, E-Commerce, Retail
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt
Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Final Mile/White Glove
Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Security Analysis, Contingency/Crisis Planning, Consulting, Sustainability
Technology Services: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Supply Chain Design, TMS, Visibility, RFID, WMS

Verst Logistics

859-485-1212 | verstlogistics.com

Asset/Non-Asset: Asset
Areas Served: US/Canada/Mexico
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs
Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment

Transportation Services: Small Package, Air, LTL, TL, Intermodal, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers
Special Services: Direct to Store, Direct to Home, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability
Technology Services: CRM/SRM, EDI, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, WMS

IoT/IIoT Internet of Things/Industrial Internet of Things
LLP Lead Logistics Provider
LTL Less Than Truckload
TL Truckload

TMS Transportation Management System
VMI Vendor Managed Inventory
WMS Warehouse Management System

Veritiv

770-797-4734 | veritivcorp.com

Asset/Non-Asset: Both
Areas Served: US/Canada/Mexico
Markets Served: Transportation
Logistics Services: Integrated Logistics, JIT, Inbound Logistics, Supply Chain Finance
Warehousing Services: Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment
Transportation Services: Small Package, LTL, TL, Intermodal, Rail, DCC
Special Services: Direct to Store, Consulting, Sustainability
Technology Services: CRM/SRM, EDI, ERP Integration, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, WMS

WSI (Warehouse Specialists, LLC)

920-831-3700 | wsinc.com

Asset/Non-Asset: Asset
Areas Served: US only
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs
Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment
Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove
Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability
Technology Services: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

Wagner Logistics

816-421-3520 | wagnerlogistics.com

Asset/Non-Asset: Both
Areas Served: US only
Markets Served: E-Commerce, Retail, Wholesale, Transportation
Logistics Services: Integrated Logistics, Inbound Logistics, Inventory Mgmt
Warehousing Services: E-Commerce, Pick/

Pack, Subassembly, Crossdock, DC Mgmt, Fulfillment
Transportation Services: Small Package, LTL, TL, Intermodal, DCC, Equipment/Drivers
Special Services: Direct to Home, Reverse Logistics/PLM, Consulting, Labor Mgmt
Technology Services: CRM/SRM, EDI, TMS, Visibility, WMS

Werner Logistics

402-895-6640 | werner.com

Asset/Non-Asset: Asset
Areas Served: Global, US/Canada/Mexico
Markets Served: Manufacturing, Retail, Wholesale, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade Svcs, Inbound Logistics, Logistics Process Reengineering, Supply Chain Finance, Inventory Mgmt, Vendor Mgmt
Warehousing Services: Pick/Pack, Subassembly, Crossdock, Site Selection, Transload

Transportation Services: Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Fleet Acquisition, Equipment/Drivers, Final Mile/White Glove
Special Services: Direct to Store, Direct to Home, FTZ, Import/Export/Customs, Reverse Logistics/PLM, Global Expansion, Contingency/Crisis Planning, Consulting, Sustainability
Technology Services: CRM/SRM, EDI, Optimization, Predictive Analytics, Supply Chain Design, TMS, Visibility, RFID

Yusen Logistics (Americas)

800-414-3895 | yusen-logistics.com

Asset/Non-Asset: Non-asset
Areas Served: Global, US/Canada/Mexico
Markets Served: Manufacturing, Retail, Services/Government, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Inbound Logistics, Logistics Process Reengineering, Inventory Mgmt, Vendor Mgmt, Shared Svcs
Warehousing Services: Pick/Pack, Subassembly, Crossdock, Transload, VMI, Fulfillment
Transportation Services: Air, LTL, TL, Intermodal, Ocean, Rail, Bulk
Special Services: FTZ, Import/Export/Customs, Reverse Logistics/PLM, Marketing/Customer Svc/Call Center, Consulting, Sustainability
Technology Services: EDI, GTM, Optimization, Supply Chain Design, TMS, Visibility, RFID, WMS

XPO Logistics

844-742-5976 | xpo.com

Asset/Non-Asset: Both
Areas Served: Global
Markets Served: Manufacturing, E-Commerce, Retail, Wholesale, Services/Government, Transportation
Logistics Services: LLP/4PL, Integrated Logistics, JIT, Global Trade, Inbound Logistics, Logistics Process Reengineering, SC Finance, Inventory Mgmt, Vendor Mgmt, Shared Svcs
Warehousing Services: E-Commerce, Pick/Pack, Subassembly, Crossdock, DC Mgmt, Site Selection, Transload, VMI, Fulfillment
Transportation Services: Small Package, Air, LTL, TL, Intermodal, Ocean, Rail, Bulk, DCC, Equipment/Drivers, Final Mile/White Glove
Special Services: Direct to Store/to Home, FTZ, Im/Ex/Customs, Reverse Logistics/PLM, Mktg/Customer Svc/Call Center, Global Expansion, Security Analysis, Contingency/Crisis Planning, Consulting, Labor Mgmt, Sustainability
Technology Services: CRM/SRM, EDI, ERP Integration, GTM, Optimization, Predictive Analytics, Supply Chain Design, IoT/IIoT Enablement, TMS, Visibility, RFID, WMS

GlobalTranz is your one-stop logistics solutions provider.

GlobalTranz is more than a third-party logistics company. We're a strategic partner with a full-suite of transportation services and logistics solutions. From multi-modal shipping to managed transportation, we drive efficiencies and add value for our customers' evolving supply chain challenges.

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OR VISIT **GLOBALTRANZ.COM**

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Multimodal Brokerage Services

Put our best-in-class carrier network and highest level of service across all modes and equipment to work for you.



GTZconnect™ TMS Platform

End-to-end automation combined with data-driven insights in one seamless, easy-to-use logistics platform.



Managed Transportation

A strategic partnership-approach to drive efficiencies and predictable results to your supply chain.



Supply Chain Solutions

From white glove delivery to drop trailer programs, we tailor solutions for your specific business goals.



Project Logistics

Trusted expertise and turnkey solutions for oversized and heavyweight shipments to anywhere in the world.

INBOUND LOGISTICS
TOP 10
3PL PROVIDER
2018

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TOP 10 3PL

Excellence Awards

From truckload capacity constraints to the intricacies of trade compliance, the global supply chain presents shippers with an ever-shifting set of logistics conundrums. That's when they turn to the experts: third-party logistics (3PL) providers.

Logistics is what 3PLs do. By handling a portion or all of a company's transportation and logistics operations, 3PLs help shippers deal with a complicated and essential part of their business. When companies know their supply chain is in competent hands, they're free to focus on what they do best—customer service, production, and profitability.

Each year, the *Inbound Logistics* Readers' Choice Top 10 3PL Excellence survey gives shippers the chance to give a shout-out to providers that have taken on so much of their load.

Approximately 13,000 voters responded to the 2018 survey and detailed the hallmarks of white-glove service: attentiveness, reliability, flexibility, and ability to execute.

Survey Says

With such a diverse and robust sampling of industries and job titles giving feedback, *Inbound Logistics'* annual survey provides a widely varied analysis of today's global supply chain.

From procurement to transportation management, manufacturing to retail, shippers from all links of the supply

chain across 55 different countries chimed in, including supply chain decision-makers from household names such as Amazon, Apple, Ford Motor Company, General Electric, Hershey, IKEA, Kimberly-Clark, Pfizer, Starbucks, Target, Toyota, Walmart, and Unilever.

Those companies spend millions on transportation and logistics services each year from logistics providers like those honored here. (See *About the Survey Respondents on page 116* and *Vote of Thanks on page 124* for more background on this year's voters.)

With 2017 bringing extreme weather events and 2018 ushering in global trade tensions, 3PLs need to remain reliable to ensure seamless and solvent supply chains. The most laudable providers offer experience, innovation, technology solutions, and the global connections necessary to keep shipments moving.

Service Reigns

Overall, shippers prioritize service—75 percent of survey respondents rate service as more important than price. Meanwhile, only 25 percent say price is their main concern. Forty-five percent rate poor customer service as the reason 3PL partnerships fail.

Year after year, the *IL* 3PL survey reveals the pivotal role customer service plays in shipper supply chains. The best partnerships are not always the cheapest, but they get the job done every time.

AND THE WINNERS ARE...

1 Echo

2. Transplace

3. J.B. Hunt

4. SEKO

5. Werner

6. C.H. Robinson

7. Kenco

8. Penske

TIE

8. XPO

9. GlobalTranz

TIE

9. Unyson

10. Sunset



ONES TO WATCH

These 3PLs did not receive enough votes to place on this year's Top 10 list, but they have a large following among our readers.

- Allen Lund
- Amazon - FBA
- Coyote
- DHL
- Dupré
- OIA
- PLS
- Ryder
- Saddle Creek
- Schneider
- Uber
- Unishippers
- Yusen

WHAT IS MORE IMPORTANT?

Service **75%**
Price **25%**

WHAT IS THE #1 REASON 3PL RELATIONSHIPS FAIL?*

Poor customer service **45%**
Failed expectations **30%**
Cost **10%**
More competitive options **7%**
Loss of control **7%**
Cultural dissimilarities **1%**

**Note: Some respondents selected multiple answers.*

Source: ILTop 10 3PL survey

ABOUT THE SURVEY RESPONDENTS

FUNCTION

Logistics/distribution	34%
Corporate	30%
Supply chain/purchasing	15%
Transportation management	12%
Operations	9%

INDUSTRY

Retail/e-commerce/wholesale	47%
Manufacturing	39%
Services	14%

ANNUAL TRANSPORT/LOGISTICS SPEND

\$10-\$49 million	39%
More than \$50 million	26%
\$1-\$10 million	22%
Less than \$1 million	13%

SERVICES READERS BUY

Motor freight (TL/LTL)	83%
Third-party logistics (3PL), contract logistics	72%
Small package delivery, expedited freight, express services	66%
Warehousing & DC services	66%
Supply chain technology, software/systems	56%
Rail, rail intermodal	53%
Air freight	49%
Intl. shipping, freight forwarding	49%
Ocean, ocean intermodal	44%
Materials handling systems, equipment, forklifts	35%
Site, port, or facility selection	30%
Fleet operations, dedicated contract carriage	25%
Transportation equipment	20%
Packaging/labeling systems	9%

IN THEIR OWN WORDS

A SAMPLING OF READER COMMENTS

"Sunset handles our needs, getting the best prices and smoothly getting our elevators shipped from manufacturers." - Advantage Elevator

"GlobalTranz is on top of everything. Manufacturing a commodity product means I need to be competitive all the time. GlobalTranz is willing to work with me on price when necessary, keep me up to date when loads are time sensitive, and the whole team is just a blast to work with." - Belco Forest Products

"Kenco is an excellent supply chain partner and very customer and patient focused." - Bracco Diagnostics Inc.

"J.B. Hunt is always on top of its game, offering flexibility and great communication." - Branded Spirits USA

"C.H. Robinson has gone way above and beyond helping me figure out logistics. Every single part of C.H. Robinson has been a delight to work with, and as my company grows, it will be in part because they took the time to help me in my first days. C.H. Robinson has treated me like gold." - Equiventurous LLC

"Echo is my number one. If there is a problem they handle it from start to finish; they file all claims and disputes for us. We never have to touch a thing. We provide them with the information, and their reps go to bat for us. It is great to know they are always in our corner." - GMG Products LLC

"Werner always meets or exceeds our demands." - Kyrox

INTEGRATED SOLUTIONS

SUPPLY CHAIN SOLUTIONS & DEDICATED CONTRACT TRANSPORTATION

RUAN



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Don't spin your wheels with an inefficient supply chain. Reduce costs when you optimize your supply chain with Ruan, an asset-based 3PL. From comprehensive Supply Chain Solutions to Dedicated Contract Transportation to Value-Added Warehousing, we work with you to design a solution that brings everything together, seamlessly and affordably.

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1 Echo Global Logistics

WHY THEY WON: At Echo, service and technology combine to create a leading 3PL. The logistics sector is on an impressive technology growth trajectory, and Echo has remained at the forefront of this growth with its increased technology investment and ongoing innovation.

“Our strong client partnerships helped us evolve our offerings by designing unique solutions to address their challenging and ever-changing needs,” says Doug Waggoner, chairman of the board of directors and chief executive officer. “This helps differentiate us in the marketplace and allows us to build stronger relationships with our customers.”

Austin Ryan, logistics manager at Stonecrop Technologies, praises

the 3PL for being a reliable partner. “Transparency and the desire to drive constant improvement are keys to any successful partnership, and you’ll get both with Echo. Their ability to apply data-driven analytics to develop overall strategic initiatives is invaluable, and as our company has continued to grow, Echo has continued to excel.”

Customers commend Echo for its stellar customer service, communication, and competitive rates. “Our mission is to exceed client expectations and be the first choice for carrier partners,” says Waggoner. “The transportation sector is a highly competitive, rapidly expanding industry, where our employees’ experience, combined with our extensive network and proprietary technology, help us deliver unrivaled results.”



Doug Waggoner
Chairman and CEO

CLIENT ROSTER:

- ACTION GYPSUM SUPPLY
- ARCHWAY
- CHOLULA HOT SAUCE
- CULLIGAN INTERNATIONAL
- GREENHECK
- JOHNSTONE SUPPLY
- MONSTER BEVERAGE
- STONECROP

2 Transplace

WHY THEY WON: Transplace leverages its deep vertical expertise, scale, and proprietary technology to deliver on the promise of strong execution and value delivery to the community of shippers that move more than \$7.5-billion worth of freight through its logistics platform annually.

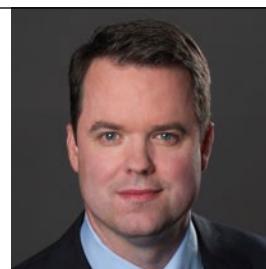
“Sonoco selected Transplace because of its scale, strong engineering capabilities, and knowledge of the North American freight network,” says Richard Wynne, global sourcing director at Sonoco. “The partnership has added significant value to our organization.”

“We are a tireless advocate for shippers, working closely not only to ensure that their logistics networks are optimized to perform at the highest

possible service level with the lowest possible landed cost, but also to be a partner in continuous improvement and innovation, so that their networks evolve to meet the ever-increasing demands of their customers,” says Transplace CEO Frank McGuigan.

The 3PL recognizes challenges the shipping community faces with evolving consumer buying patterns, a greater need for visibility, and velocity in their networks.

“The next generation of network management is upon us, and shippers need objective, transparent partners that bring the industry’s best technology and expertise to lead them through these changing times,” says McGuigan.



Frank McGuigan
CEO

CLIENT ROSTER:

- BAKER HUGHES
- BASF
- NESTLÉ WATERS
- DEL MONTE
- BORG WARNER
- CALUMET
- CAMPBELL SOUP
- CUMMINS
- HUHTAMAKI
- USG CORPORATION



3 J.B. Hunt Transport Services



Shelley Simpson
Executive Vice President and
Chief Commercial Officer

WHY THEY WON: J.B. Hunt forges long-term relationships with customers and includes supply chain management as an integral part of its strategy. The 3PL helps shippers drive out cost and adds value and functionality.

“Today’s supply chain customers are adapting to the growing expectations of their consumers. J.B. Hunt customers expect full visibility, shorter delivery windows, and a seamless customer experience,” says Shelley Simpson, executive vice president and chief commercial officer. “They need actionable, real-time data and reliable capacity from a company they can trust to get the job done.”

Utilizing an integrated, multimodal approach, the 3PL provides capacity-oriented solutions centered on delivering customers value and industry-leading

service. The company’s technology solution, J.B. Hunt 360, has seen significant growth, as the company continues expanding its capabilities to provide shippers and carriers with a better, streamlined platform for doing business. Customers notice and praise the 3PL for its great service and communication, competitive rates, and dependability. “They are always on top of their game, offering flexibility and great communication,” a customer says.

On-time deliveries are another strong point for the 3PL. “J.B. Hunt takes care of our transportation needs and goes the extra mile to get carriers in on time,” says one customer. Another customer agrees, “They truly take ownership of the freight tendered to them and make sure containers are delivered within the timeline published.”

4 SEKO Logistics



James Gagne
President and CEO

WHY THEY WON: SEKO Logistics stands out because of its people, technology, proactive attitude, and attention to customer service. “Our global network provides the infrastructure to meet the growing global demands of our client base and, as a mid-sized and global 3PL, we are small enough to care, yet, we have a large enough network to scale,” says President and CEO James Gagne.

Customers praise the 3PL for its attention to detail and customer service. “With a robust plan for expansion, we want to have a relationship with a partner and carrier that can grow with us,” says Mason Jones, marketing director at TruGolf.

As consumer buying expectations rapidly change and disrupt traditional

supply chains, SEKO has been successful by listening to its clients and continuing to develop omnichannel logistics and white-glove solutions that emphasize the customer experience and customer demand, rather than supply.

“At our core, we are a technology-enabled, demand chain management logistics provider,” says Gagne. “We believe the future is not solely comprised of being a one-stop shop logistics company with assets all over the world.

“It’s not about being everywhere,” he adds. “It’s about having the right people, partnerships, and technology to create the best client experience possible.”

CLIENT ROSTER:

- CATH KIDSTON
- DANAHER
- DIPPIN' DOTS
- ESCALADE SPORTS
- JAGUAR/LAND ROVER
- KELLOGG'S
- PEAK SCIENTIFIC
- REISS
- TRUGOLF



5 Werner Logistics

WHY THEY WON: Werner Logistics is supported by leading-edge technology, experienced professionals, and an extensive global network to manage the shipping needs of customers.

“Werner Logistics was able to react to our problem quickly, helping us minimize the impact to our end customer,” says one customer. “When I contacted them, I had all the confidence they would provide solutions and options.”

The 3PL helps shippers manage supply chain costs using optimal modes, schedules, and its vast partner carrier network, in addition to its asset-based

resources for a wide range of capacity solutions.

“Werner continues to support our customers with truckload services in the middle-mile segment of the home delivery business, utilizing our extensive asset-based capabilities,” says President and CEO Derek Leathers. “We support our own final-mile services network and those of our strategic partners with capacity and expedited services. This has been a fast-growing part of our asset division growth and we consider this a key advantage to our overall service offering.”



Derek Leathers
President and CEO

CLIENT ROSTER:
DOLLAR GENERAL
THE HOME DEPOT
TARGET
WALMART

6 C.H. Robinson

WHY THEY WON: As supply chains grow in both size and complexity, transportation management technology is an important way C.H. Robinson helps shippers gain a competitive advantage and exceed its customers' expectations.

“We have the largest pool of capacity in North America so we can match and manage the best carriers of all sizes to optimize the supply chain and ensure reliability for our customers,” says CEO John Wiehoff. “We continue to evolve our technology with an eye toward speed and efficiency—helping our people do more, think more, and solve more complex supply chain challenges.”

Customers praise the 3PL for its reliability, technology, and customer service. “Our C.H. Robinson team is consistently working with us to bring value-added solutions to our needs to better service our customers. We would

not be leading the market if not for our CHR team,” says one LTL customer.

The 3PL is focusing on what the innovative supply chain of the future will look like, and recognizes it will take people, processes, and technology to meet current and future challenges.

“The ELD mandate, combined with an already tight capacity market, has really heightened reassessments of desirable freight and appropriate pricing,” says Wiehoff. “Organized and efficient loading and unloading times will become even more important.”

“Both carriers and shippers are analyzing their networks and processes to identify and solve capacity shortages,” he adds. “C.H. Robinson has the largest pool of quality, reliable capacity in North America, with a network of more than 73,000 active contract drivers.”



John Wiehoff
CEO

CLIENT ROSTER:
TARGET
QUEST DIAGNOSTICS
DOLLAR GENERAL
BLUE RIDGE
PRODUCT SOLUTIONS



7 Kenco

WHY THEY WON: Kenco is the largest woman-owned third-party logistics company in the United States and one of the only 3PLs that offers an in-house, vertically integrated suite of services.

“We are a nationally recognized leader in innovation, being one of the first and only U.S. 3PLs to establish a dedicated innovation lab,” says President and CEO Denis Reilly. “To help customers respond to the changing market demands, operational needs, and competitive pressures, Kenco invested in its technical solution and design capabilities by adding talent from companies such as Amazon, Tesla, and other global 3PLs.”

Kenco offers the scale and capabilities of a large corporation,

along with customer service focused on long-term value and entrepreneurial agility. “For 68 years, our agility, customer dedication, and common-sense solutions have driven uncommon value and built relationships that span decades,” says Reilly.

“We have a strong partnership with Kenco,” says one customer. “The Kenco employees at our sites care about us as a company and care about serving our customers’ needs.”

Other customers applaud the 3PL’s technology, execution, and procurement capabilities. “They are honest and seem to care about their employees,” says another customer. “Kenco always strives to find ways to serve customers better and save them money.”



Denis Reilly
President and CEO

CLIENT ROSTER:

AMERICAN STANDARD
CARRIER
DUPONT
FANZZ
GENERAL MILLS
HONEYWELL
KOMATSU
RECKITT BENCKISER
STRYKER MEDICAL
WHIRLPOOL

8 Penske Logistics TIE

WHY THEY WON: Penske Logistics finds new and improved ways to coordinate all aspects of customers’ supply chain service every day.

“Penske Logistics provides us with the platform, technology, and execution we need to ensure world-class distribution services,” says one customer. “Truly, it has been a collaborative partnership since day one.”

Penske partners with customers to create solutions that help address critical business needs around trucking capacity, trucking and warehouse labor shortages, and leveraging technology investments across shippers’

enterprises to increase productivity and supply chain transparency.

“A robust economy, low unemployment, and strong consumer and business confidence has created unprecedented demand for logistics and supply chain solutions,” says President Marc Althen.

“Close collaboration between shippers and logistics providers has never been more important to compete successfully in today’s demanding market,” he adds.



Marc Althen
President

CLIENT ROSTER:

KROGER
TOYOTA
GENERAL MOTORS
WHIRLPOOL
FORD
CARDINAL
DELPHI
NOVELIS
LOWE’S
SHINOLA



TOP 10 3PL Excellence Awards

8 XPO Logistics TIE

WHY THEY WON: XPO's people, technology, assets, and expertise work together to help customers around the globe succeed. The 3PL empowers employees to deliver world-class customer service through its information technology. XPO's global team of technologists understands how to drive innovation for customers' benefit.

"We are willing to invest significant resources and capital to create mutually beneficial solutions," says Ashfaque Chowdhury, president, supply chain-Americas and Asia Pacific. "In this era of rapid innovation, we continue to focus on technology to meet demand and overcome labor shortages."

XPO works closely with customers to look at their entire supply chains, from

point of origin to the end consumer. "We've invested significant resources in developing customized programs that deliver continuous measured cost savings and efficiency improvements for customers," says Chowdhury.

XPO's experience can help companies reach their end goals quickly and efficiently. "Companies leverage XPO's scale, innovation, and expertise, as well as our global footprint," says Chowdhury.

Customers commend the 3PL for going above and beyond. "XPO has proven to be a customer-centric organization, willing to do whatever it takes to meet our needs and expectations," says Brad Morris, vice president of global logistics and fulfillment for Nu Skin.



Ashfaque Chowdhury
President, Supply Chain - Americas and Asia Pacific

CLIENT ROSTER:

- BOEING
- CUMMINS
- DISNEY
- VERIZON
- NU SKIN
- SIEMENS
- TRINITY HEALTH
- NAVISTAR
- EUROPEAN WAX CENTER
- DOW CHEMICAL

9 Unyson TIE

WHY THEY WON: New supply chain demands, including speed to market through multiple supply chain channels and the capacity to execute, provide unique challenges that Unyson specializes in. The 3PL's holistic approach analyzes procedures and leverages technology to provide complete supply chain visibility, optimize processes, gain access to multi-modal capacity, and lower cost.

"Our partnership with Unyson has delivered value not only in terms of reducing our freight costs, but in meeting and exceeding our customers' service requirements," says Lindley Bennett, senior transportation manager at Massimo Zanetti Beverage Group. "By striving to fully understand our needs, the team they provide us with

has increased the overall visibility of our logistics functions, helped manage costs, and driven continuous improvement initiatives that have helped us manage our business better."

Unyson starts with each customer's unique needs and creates a highly tailored solution that combines technology, operational excellence, and personal engagement.

"Over the past year, we have listened to the needs of our customers and reacted to that feedback by investing heavily in our technology," says Chairman and CEO David Yeager. "Increased visibility, better access to capacity, and enhanced supply chain modeling are deliverables that we give to our customers to improve their supply chains."



Dave Yeager
Chairman and CEO

CLIENT ROSTER:

- BIG LOTS
- KIMBERLY CLARK
- TOYOTA
- LOWE'S
- PFIZER
- NESTLÉ
- OWENS CORNING
- WD40
- AMAZON
- JACK LINKS



9 GlobalTranz **TIE**

WHY THEY WON: GlobalTranz offers continuous improvement processes and robust technology platforms to manage freight demands and market shifts, and optimizes logistics with maximum visibility to satisfy buyers' increasing delivery expectations.

"GlobalTranz has differentiated itself through technology. Technology is embodied in our culture, how we execute, and the way we manage our relationships with our shipper customers, freight agents, carrier partners, and employees," says Chairman and CEO Bob Farrell.

"We do everything through a technology lens. We create end-to-end freight management through

a full range of systems integration options to seamlessly flow information between the supply chain of our customers and partners; all while leveraging the ubiquity of social media and other networking platforms."

Customers compliment the 3PL's reliability, customer service, and pricing. "GlobalTranz is our go-to any time freight needs to be moved," says one customer. "Not only do they respond quickly to requests, but updates are communicated from the time freight leaves the dock to the time it's delivered."

Another customer adds: "Our partnership with GlobalTranz is key to seeing our commitment to excellence and on-time performance."



Bob Farrell
Chairman and CEO

10 Sunset Transportation

WHY THEY WON: Sunset Transportation puts customers first and works to perfect its approach to arranging logistics and freight. "We began our relationship with Sunset six years ago and the bond between our companies has matured and adapted in all the right ways," says Brad Knechtel, vice president of materials at Hopkins Manufacturing Corp. "Sunset's team has proven they are truly the right size fit for our logistics program; one they helped us design with flexibility and visibility to our entire supply chain."

Communication is key when handling supply chain challenges and disruptions. "Our customers face many challenges and disruptors in the current market. As their partner, it is incumbent

upon us to provide real-time actionable data and market trends to ensure they are cost competitive, the freight is on time and intact, and they are knowledgeable of any regulations that may affect their business or their customers' business," says COO Lindsey Graves. "We do this through a robust configurable dashboard platform and a comprehensive approach to account management and communication."

Sunset says the key to its success is its exceptional customer service, and customers agree. "Sunset is always quick to take care of and answer any and all questions I have," says one customer. "We have a great line of communication and receive excellent customer service."



Lindsey Graves
COO

3M • 3M Korea • 4IMPRINT • 99cents Only Stores • Abbott Labs • Abercrombie & Fitch • AccuTec Blades • Acura • Adirondack Direct • Advanced Coating Systems • Advanced Food Products • AERO Industrial • Afton Chemical • AGC Automotive • AGC Chemicals Americas • Agri Beef • Agropur • AH Tensor • Air Lite Manufacturing • Akzo Nobel • Albertson's Companies • Alcoa • Alibaba Group • Allianz • Alphabet - Google • Alphamin • Alpinion USA • Alternative Apparel • Amalgamet Canada LP • Amazon • Amazon Robotics • AMC Trans • Amcor Flexibles • Ameren • America Rents • American Battery • American Beverage • American Eagle Steel • American International Chemical • American Licorice • American Micro Industries • American Paper • American Standard Brands • American Sugar • American Traders • American Wholesale Club • Ameriwood • AMF Electric • Amgen • Amrac • Anadarko Petroleum • Anchor Packaging • Anchor Wall Systems • Anderson Arms • Anheuser-Busch Inbev • Annamaet Petfoods • Anodyne Coffee Roasting • AO Smith • Apex Tool Group • Apollo Aerospace Components • Apple • Applebees • Appleton Coated Materials • Archer Daniels Midland • Arizona Beverages USA • Arkansas Diesel Engines • Arnold Industries South • Ashley Furniture • AT&T • Atlanta Brewing Company • Atlantic Coast Brands • Atlantic Corporation • Atlas Copco • Auntie Anne's • AutoZone • Avalon Flooring • Avery Dennison • Avitar Company • Avon • AZZ Nuclear • Bacardi USA • Baldor/ABB • Bally Plus • Bally Sunglass & Optical • BASF • Bassett • Bed Bath and Beyond • Belk Hudson • Berkshire Hathaway • Best Brands • Best Buy • Best Food Service • Beumer Group • Big D Supermarkets • Big Dutchman USA • Big K Wine • Big Lots • Billabong • BIO-CAT Microbials • Biofresh Middle East • BioPlus • Birchbox • Blanton's Candies • Blue Apron • Blue Buffalo • BMS Manufacturing • Boeing • Bomag Americas • Bombardier Trans RCS • BorgWarner • Bosch Thermotechnology • Bosch Vietnam • Bountiful Harvest • Bowman Andros Products • Boyce Prodcuts • Boyd Metals • Boyer Candy • BP • BP Pipeline • Bracco Diagnostics • Brainard Rivet Company • Brenntag NA • Bridgestone Bandag • Bridgville Plastics • Brinkmann • Bristol-Myers Squibb • Brittain Machine • Brooks Fashions • Brown Jordan (China) • Brugola USA • Brunswick/Life Fitness • Buckskin Mining • Buehler Foods • Bugle Boy • Builders Square • Buildmaster Tools • BULK-FLOW • Bulldog Safety Anchors • Bumble Bee Foods • Burger Chef • Butler's Pantry • Buy Floors Direct • Cabot • Cargill Bulgaria EOOD • Callahan Auto Parts • Campbell Soups • Camping World • Can-Do National Tape • Canon Solutons America • Carboline • Cardinal Stores • Cargill • Carl Durfees • Carnival Cruise Lines • Carvel • Casa Cuervo SA de CV • Cascade Aircraft • Cascades Tissue • Castalite • Caterpillar • Cathay Pacific Cargo • CEBI Electromechanical China • Celanese • Celestica • Cento Fine Foods • Century Drill and Tool • Cerrado Coffees USA • Champion Bolt & Supply • Channel Home

TO ALL WHO VOTED



Thank You

Who votes for the Top 10 3PL Excellence Award winners? *Inbound Logistics* readers do. Here's a sampling of voters' industries and company sizes—from leading corporations to SMBs. This year, more than 13,000 of you cast ballots and shared praise for the 3PLs that support your supply chain, logistics, and transportation operations, and keep your company globally competitive.

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3PLs Put on the **WHITE GLOVES**

**Logistics service providers dish up VIP
service for their shipper customers.**

By Merrill Douglas

July 2018 • Inbound Logistics **127**

Order breakfast in a diner, and if the server comes back fast with hot eggs and home fries on a clean plate, and then returns with refills on coffee, you've had good service.

But order breakfast in an upscale hotel and you might expect a bit more: table linens, just-baked croissants, maybe a rose in a silver vase.

Good service is what third-party logistics (3PL) providers must deliver just to stay in business. Outstanding service is what 3PLs deliver to stand apart from the competition, delight their shippers, and gain a stellar reputation.

How do 3PLs deliver white-glove service? Here are some examples.

Solving Problems Before They Emerge

Port Jersey Logistics starts the superlative treatment the moment it brings a new customer on board. "We have a well-refined onboarding process that we don't stray from," says Erik Holck, the company's director of business development.

Asking a series of probing questions, an employee drills down into the customer's business and logistics processes, looking for incipient challenges that maybe the customer hasn't even noticed yet. "Then we take that to the next level, beginning to work on solutions to correct some of those issues before they turn into problems," Holck says.

Based in Cranbury, New Jersey, Port Jersey Logistics offers public and contract warehousing, value-added distribution services, managed transportation, and transportation brokerage. Its customers are companies that sell food, food ingredients, food packaging, and consumer packaged goods (CPG). To solve problems for those shippers, and help them become more efficient, Port Jersey Logistics makes a careful study of its customers' customers—big retailers such as Costco, Target, Sam's Club, Amazon, and CVS.

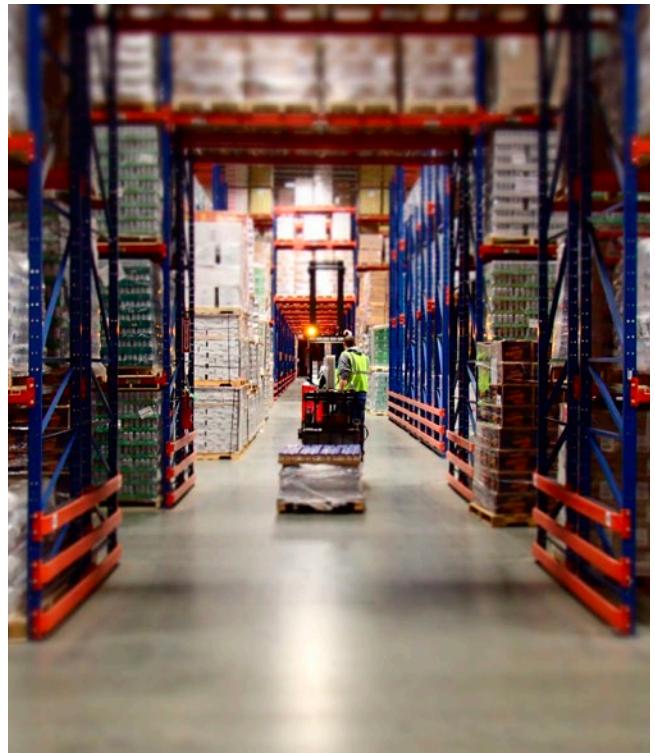
"We want to be experts at servicing the retailer that sells the food or CPG," Holck says. Each retailer has specific requirements for packaging, labeling, delivery, and more. Miss a detail, and a supplier gets slapped with a penalty.

Port Jersey Logistics takes on the compliance burden for customers, learning the requirements inside out and making sure shippers adhere. Averting errors saves customers a great deal of money. "It's probably the single biggest area of cost savings that we bring to the table," Holck says.

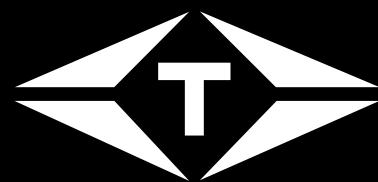
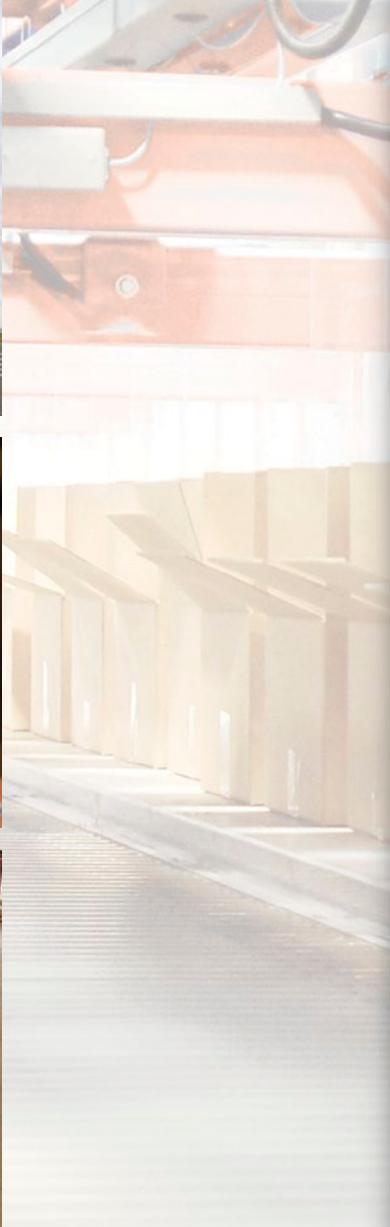
The 3PL also saves customers money by spotting other kinds of errors. Holck points to a European food maker that had been using Port Jersey Logistics for about one year to service its U.S. customers. "We began to notice that their inventory was at an unsustainable level compared to their order volume," he says.

The products had a shelf life of about 18 months, but the company was stockpiling two years' worth of some items. The shipper hadn't noticed the situation, which could have forced the company to throw away some unsold product.

"We asked to get together to talk about it," Holck says. A careful review established the customer was carrying 35 percent too much inventory. Dialing that back not only averted waste, but also cut the cost per case from about \$1.50 to \$1.25.



In addition to offering public and contract warehousing, Port Jersey Logistics specializes in servicing food and CPG retailers.



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Teamwork and creative responses are key to offering shippers white-glove logistics services.

The shipper and 3PL then put their heads together on another problem: Customers were placing too many orders for loose cases rather than full pallets or full layers. Staff at Port Jersey Logistics spent three months coaching the customer on how to improve the situation.

“They instituted order minimums and got their cost per case below \$1 for the first time since we began working with them,” Holck says.

Personal, Flexible, and Fast

If you do business with R2 Logistics, one special touch you might notice right away is that almost no one in the company has voice mail. “You’re always talking to a real human being on our operations team,” says Frank Dreischarf, vice president of supply chain solutions at R2, in Jacksonville, Florida. The company also cross-trains all of its operations employees, so anyone on the team can assist any customer if a shipment hits a snag.

A non-asset-based 3PL, R2 Logistics offers transportation services across all modes to shippers in all industries. Its devotion to direct communication extends not only to shippers who call one of its offices, but also to carriers on the road.

“It’s standard operating procedure for us to make five check calls to the driver,” Dreischarf says. “We don’t talk to dispatchers; we talk directly to drivers.” Those conversations, plus data obtained through the Descartes MacroPoint tracking system, help R2 head off delivery problems before they occur.

The 3PL also makes a point of responding to customers’ needs with speed and flexibility. Dreischarf recalls the Friday when a first-time customer called in a panic at 4 p.m., desperate to get parts to a plant in Virginia to prevent a shutdown. “We need a flatbed to pick up in the next 90 minutes and deliver tomorrow morning,” the customer said. The shipper had been looking for a truck all day.

R2 works with more than 14,000 carriers, with an average fleet size of 34 trucks. “We have a significant amount of capacity we work with day in and day out,” Dreischarf says. “We were able to quickly find this customer a solution.”

Joel Premuda, global transportation manager at Scotts Miracle-Gro in Marysville, Ohio, also cites R2 for its quick and creative responses. In 2017, for example, after Hurricanes Irma and Maria, Scotts’ chief executive officer became heavily involved in recovery efforts in the British Virgin Islands. Scotts and several partner companies needed to quickly truck donated supplies to a freight forwarder, who would handle the last leg of the trip. R2 agreed right away.

And then the 3PL moved fast. “We were giving R2 same-day notice to get loads picked up and moved from the Midwest to Florida,” Premuda says. “The logistics required, the extra effort, the steps required to be on call and get that delivery in there early, being on the phone late at night—it all went way above and beyond.”

R2 moves just as quickly when Scotts needs special care in its ordinary operations. Not long ago, for instance, the shipper was looking for more frequent, more detailed information on the progress of some of its shipments. “I told them, ‘We want breakfast, lunch, and dinner updates,’” Premuda says. “Within 12 hours, they had information coming out at breakfast, lunch, and dinner.”

Premuda asked for the reports to arrive as emails addressed to specific people, with the information formatted in a specific way. “They said, ‘No problem. You’ll have it at breakfast tomorrow.’”

The Staff is the Secret Sauce

Like R2 Logistics, Knichel Logistics in Gibsonia, Pennsylvania, bases its white-glove service on strong communications. The company not only keeps information flowing freely between the 3PL and its customers and vendors, but also makes sure everyone on staff gets all the information they need to give customers what they require.

“If everyone is not on the same page, that makes it difficult to service a customer in the best way, whether from the finance end, or from operations, or even from sales,” says Kristy Knichel, the company’s president and CEO.

A non-asset-based 3PL, Knichel Logistics focuses particularly on intermodal transportation, which accounts for about 80 percent of its business. The company’s efforts to collect and disseminate information about a customer’s needs start with the onboarding process. “We follow a structure where every department does its job in making sure customers are assisted in the way they need to be assisted, throughout the whole transaction,” Knichel says.

For example, someone in the company’s finance group talks with the customer about setting up a convenient payment process, including the format in which Knichel Logistics will provide the necessary paperwork. Someone from the pricing group asks about the kinds of loads and lanes the shipper will give to Knichel Logistics, and what special requirements apply.

Also, like Port Jersey Logistics, Knichel Logistics makes a special effort to understand the shipper’s customers.

That’s the way to avoid chargebacks. “We want to make sure we understand what the customers expect and, in turn, what they can expect of us,” Knichel says.



DID YOU KNOW

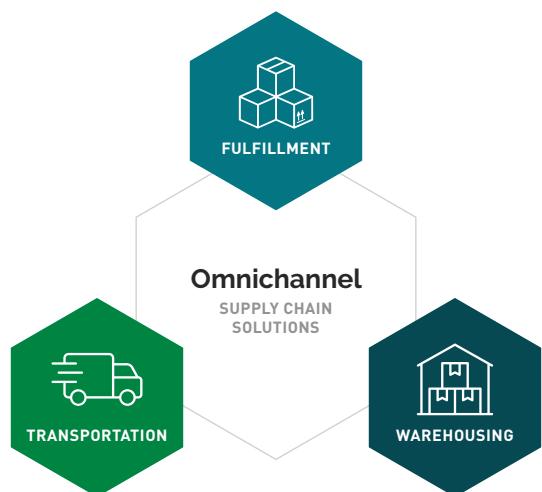
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Since a shipper's needs may change over time, Knichel Logistics stands ready to respond. For example, if a customer's volume surges, or it suddenly needs new services, the 3PL can increase trailer pools with little to no notice.

That's what happened recently when one customer gave the company a new lane. "We established a pool of eight containers in one day," Knichel says. Capacity was tight in the market, but Knichel Logistics had partnerships it could call upon to get the containers.

"Once equipment became available at the ramp, the shipper got the empties dropped, so that the customer could start loading right away," Knichel says.

Although data plays an ever-increasing role in Knichel Logistics' operations, the company tries to marry technology with old-fashioned customer service. Well-trained associates, many of whom have worked for Knichel for a decade or more, are key. "These people are obsessed with going the extra mile for our customers," she says.

Knichel Logistics cultivates that enthusiasm by taking good care of its employees, buying lunches, hosting celebrations—once even offering in-office massages. "You can bring in a new account, but the people who keep it are the people who work that account every single day, the customer service people," Knichel says. "If you take care of your people, they take care of the business."

'Yes' is the Default Answer

At UTXL, about half the freight under management calls for expedited team transportation. But this 3PL treats even its non-rush loads as though every minute counts.

"We've designed all our processes around expedited service," says Mark Hogan, CEO at UTXL in Kansas City. "That means 24-hour tracking, 24-hour live customer service, and micromanaging."

This approach keeps operations simple, and brings a sense of urgency to all interactions with customers. "We think of everything we touch as though it's going to shut down a manufacturing plant if it isn't delivered on time," he says.

A non-asset-based 3PL, UTXL focuses on door-to-door, over-the-road transportation, with heavy emphasis on full truckloads and, more recently, on multi-stop runs. Many customers turn to UTXL to find extra capacity during surges in their business. UTXL helps by tapping what Hogan calls "invisible capacity"—carriers who aren't always easy to find.

"These are the carriers that don't have sales teams, EDI, or electronic communications devices," he says.

To make sure those carriers provide outstanding service, UTXL uses technology solutions that not only help staff



R2 Logistics cross-trains its operations employees so anyone on the team can assist any customer if a problem arises.

operate quickly and efficiently, but that also enforce compliance with established processes.

UTXL keeps its operations staffed around the clock seven days a week. "We book almost 50 percent of our business after 6 pm, when everyone else has gone home," Hogan says.

Another hallmark of UTXL's approach is that when a customer calls with even the knottiest problem, the service representative may not say "No" without express permission.

"Our people are only empowered to say 'Yes' or 'Yes, but...'" without a supervisor's approval," Hogan says. Before the supervisor okays a negative response, staff put their heads together to see if they can concoct a solution.

One night, for example, a company that makes packaging for a beverage manufacturer learned at 11 pm that this customer was nearly out of packaging. Unless the beverage company got a delivery right away—preferably two trailer loads—it would have to shut a production line in Houston. The distance from origin to destination was approximately 1,000 miles.

UTXL's employees started contacting expedited carriers. "I had our people seeking out one or two teams in the neighborhood of the origin that could drop everything and do this," Hogan says. No one seemed to have an available team. But then UTXL started asking for teams who were under loads but could afford to delay them. One carrier had two teams available.

"So they dropped their trailers at their yard and sent two teams over," Hogan says. "We got new trailers, picked up the loads, and they were on their way to Houston within three hours of that phone call."

Employees at third-party logistics providers might not literally don white gloves to dispense their special brand of service. But when they roll up their sleeves, the customer service results can be extraordinary. ■

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How to Choose a TMS

Q: *What are some important things to consider when selecting a TMS solution?*

A: Deploying a Transportation Management System (TMS) can be complicated, time-consuming, and expensive. Fortunately, this does not need to be true, thanks to systems with a Software-as-a-Service (SaaS) delivery model, which help you navigate the process of selecting and deploying a TMS solution in a fraction of the time and cost of traditional solutions.

Frequently, enterprise-wide TMS are identified as the most needed add-on module to established ERP and WMS deployments. While enterprise TMS solutions are an option, realizing quick ROI greatly depends on the delivery model. A cloud-based solution beats the legacy deployment methods by an order of magnitude. Deployment time is measured in weeks rather than months or years. Cost is predictable, with a monthly subscription versus millions in capital expenses.

With the SaaS delivery model, the vendor manages the hardware, infrastructure, software, tools, and personnel. Upgrades are seamless, and there is no need to schedule deployment windows to support upgrades, fixes, and patches.

In addition, there is no concern about who on your team will work with the added servers, databases, tools, and network connections and whether or not they have the right skills for the task.

Because integration with existing systems is important, select a vendor with proven experience in quickly integrating with leading ERP or WMS systems. This requires an open system architecture that supports multiple data formats including XML, EDI, and Web Services.

The next significant integration criterion is the scope of carrier connectivity. The higher the number of carriers familiar with the solution you are evaluating, the easier it will be to establish data links between your TMS and your carriers.

Consider these features in the evaluation checklist:

- Open architecture to enable accelerated data mapping
- Supports multiple integration options including XML, EDI and Web Services
- Proven record integration with commercially available ERP or WMS
- Growing integrated carrier network
- Ad hoc, real-time reporting
- Cloud computing capabilities
- Security, redundancy, reliability, scalability
- Support for all pertinent modes of transportation

Q: *How long should deployment take?*

A: Once you have decided on a cloud solution, narrow your list down further by looking for a vendor with repeatable processes that get their customers online quickly and smoothly.

A three-month deployment window should be your benchmark. A short and efficient implementation process means you can start realizing the return on your TMS investment sooner than later. Implementation best practices include:

- Pre-filled forms to guide requirements gathering and configuration
- Experienced deployment team with domain expertise
- Regular stakeholder check-in meetings

Rapidly realize ROI (in some cases, 10-12 weeks) with a short deployment cycle, savings in hardware, tools, and personnel.

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George Kontoravdis, PhD

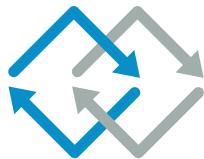
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The Future of Supply Chain Visibility



Martin Hubert

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Q: *What is the future of supply chain visibility?*

A: If you look at where we've been, supply chain visibility used to mean the ability to track and trace a product in transit. Then, it evolved into the ability to manage by exception. Now, we are evolving to the point where we can share information between members of the supply chain; automate processes such as ordering, quotation, and route optimization; and collaboratively work together to manage the exceptions. In the future, systems will be able to automatically decide upon appropriate courses of action based upon analysis of data and rules-based algorithms.

Nearly 25 years of historical transaction and performance data are the foundation of the logic we build into our systems. Historical data can be compared to vendor tariffs, transit times, and other parameters to optimize vendor selection and routing. Supply chain partners have collaboration tools to manage exceptions. Machine Learning algorithms analyze those human interventions and teach the system to anticipate how human decision-makers would handle the exceptions.

Q: *What is a Control Tower?*

A: A Control Tower is a data hub that connects supply chain members to increase visibility and improve decision-making utilizing real-time analytics. Data is shared transparently between suppliers, customers, and vendors to lower costs, improve efficiency, and mitigate exceptions. Exceptions can be managed from within the platform.

Our cloud-based platform easily integrates with your existing ERP and WMS systems to provide total visibility from order to delivery. Using a flexible architecture, we are able to customize functionality and views based on your unique needs and the roles within your supply chain. Partners can see where shipments are in real time and take actions as necessary.

Q: *What are the advantages of a cloud-based platform?*

A: Having your Transportation Management System (TMS) in the cloud provides a scalable architecture that reduces costs and administration efforts. Users are able to access information from anywhere they have internet connectivity. No more waiting until Monday morning to find out what went awry over the weekend. Now, you can receive a notification of an exception, immediately access the data, drill down to the issue, connect with your supply chain partners, and take action to correct the issue the instant things go awry. This saves you time, money, and frustration.

Q: *How can machine learning improve my business?*

A: Machine learning can be used to factor dynamic parameters such as weather, dwell time, cargo capacity, and recent carrier performance into your cargo routing decisions. Dynamically incorporating data such as weather forecasts and recent carrier performance into your routing decisions can improve your on-time delivery performance. Pricing models that factor in your remaining capacity can be used to enhance profitability.

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BLOCKCHAIN: WHAT'S BEHIND THE HYPE?

138 Inbound Logistics • July 2018



Blockchain is the topic of the moment in supply chain.
But what can it really do for supply chains today,
and where can it take us tomorrow?

By Lisa Harrington

Blockchain is “The New Internet,” at least according to Accenture and DHL, in a recently published study on blockchain’s supply chain applications. “Implementing blockchain in logistics could remove the need for intermediaries, while also verifying, recording, and coordinating transactions autonomously,” notes the report. “Blockchain-based supply chains would eliminate an entire layer of complexity from global supply chains.”

Many agree, including Jon-Amerin Vorabutra, senior vice president, risk, process and IT at Nova Molecular Technologies and former vice president of innovation at LoadDelivered Logistics. “This technology will enable greater supply chain efficiency than ever before, from conducting payment and audits to tracking inventory and assets,” he asserts.

These grand statements are just a small hum in the buzz surrounding blockchain and its application to supply chain. But what is the reality of adoption rates today? Can blockchain really deliver all the benefits it’s purported to offer? And is it a technology for every size and type of company?

The short answer to these questions: It depends. The longer answer is well worth exploring.

But first, some background.

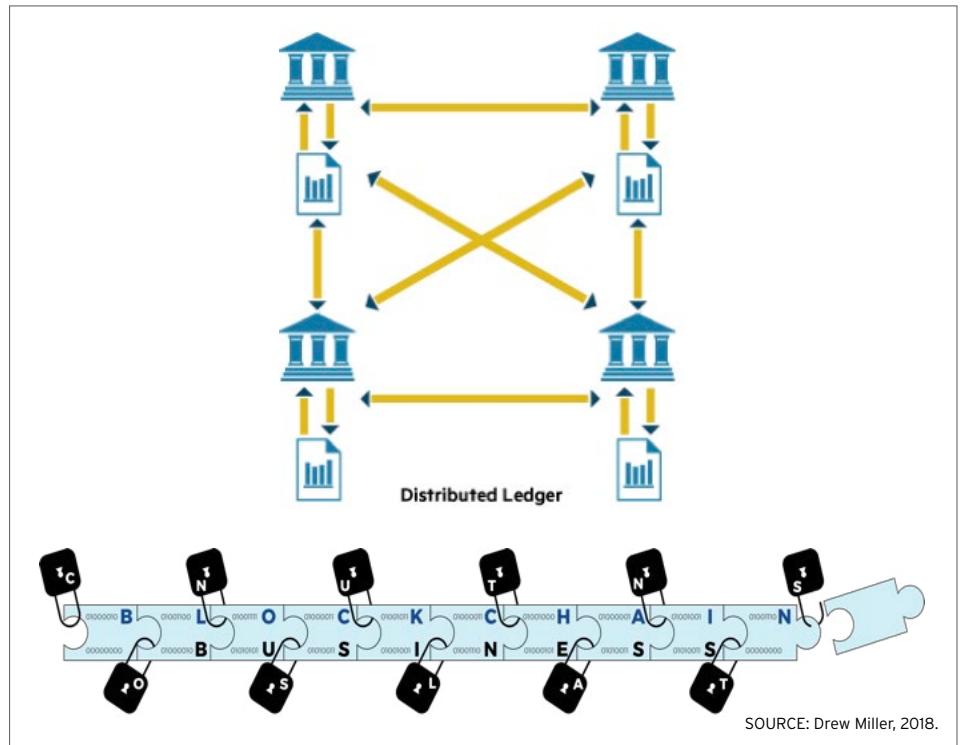
What is blockchain in supply chain? Simply defined, blockchain is a distributed database that holds records of digital data or events in a way that makes them tamper-resistant. It essentially is a safe, “single version of the truth” about transactions and activities occurring across complex supply chain ecosystems.

While participants in a blockchain may access, inspect, or add to the data, they cannot alter or delete existing data. The original information stays put, leaving a permanent and public information trail of transactions. Depending on the type of blockchain, data-privacy protection can be very robust, as can the

capabilities for end-to-end visibility, track and trace, security, and condition monitoring.

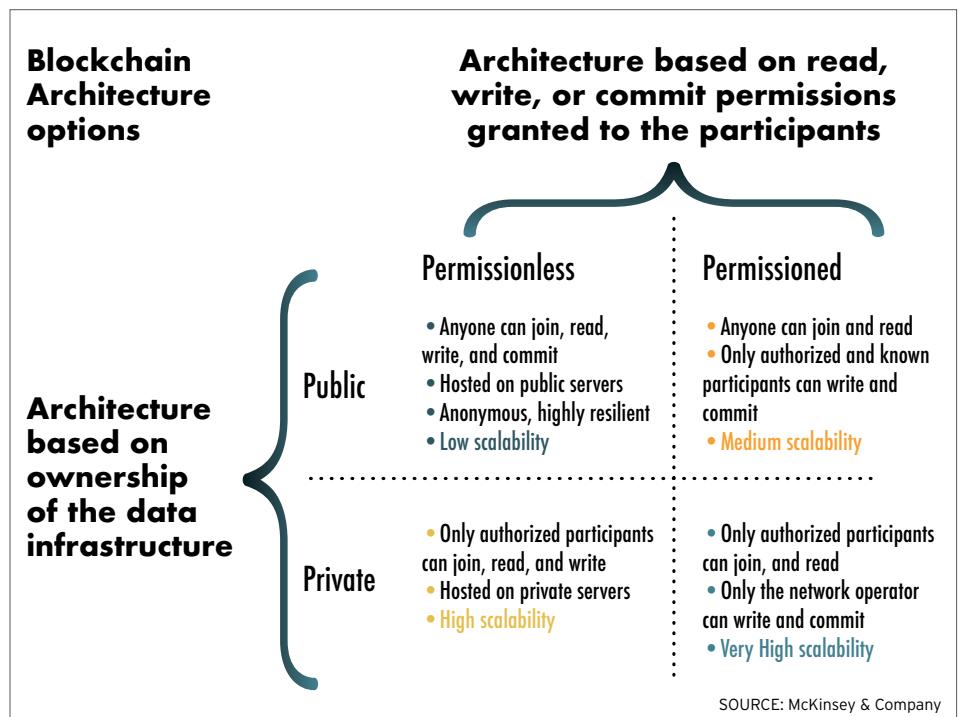
“In the end,” says Drew Miller, managing director of Blockchain Business Consultants, “blockchain is a record-keeping mechanism that makes it easier, safer, and simpler for businesses to work together over the internet.” (See Figure 1.)

FIGURE 1: Blockchain supply chain distributed with single ledger platform



SOURCE: Drew Miller, 2018.

FIGURE 2: Private vs. public blockchain attributes



SOURCE: McKinsey & Company



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Blockchains come in two flavors: private and public.

In a private blockchain, a private entity(ies)—Walmart or Amazon, for example—controls the computers and the blockchain. Admission is by invitation only to trading partners such as suppliers, buyers, transportation companies, and financial institutions. All parties agree to participate by the rules of the private blockchain.

“Private, permissioned blockchain allows businesses to start extracting commercial value from blockchain implementations,” McKinsey & Company writes in a 2018 report entitled *Blockchain Beyond the Hype: What is the Strategic Business Value?*

“Dominant players can maintain their positions as central authorities or join forces with other industry players to capture and share value,” McKinsey says. “Participants can get the value of securely sharing data while automating control of what is shared, with whom, and when.”

Unlike a private, permissioned blockchain, a public blockchain is completely open. Anyone can join and participate. Bitcoin, the world’s first cryptocurrency (electronic cash), was one of the first public blockchain networks.

Public blockchains carry two significant drawbacks for commercial users. One is the substantial amount of computational power required to maintain a distributed ledger at such a large scale.

Two is the lack of privacy and protection of proprietary data. *Figure 2* explains the private versus public blockchain architecture and capabilities.

Smart Contracts: The Key Enabler

Having a distributed blockchain ledger is fine, but what really makes this technology pay off is imbedded smart contracts. “Smart contracts are every bit as important as blockchain,” says Miller. “You put your contract terms on the blockchain, and the platform executes those terms as it receives confirmation that tasks are completed and meet the contract terms.”

For example, if a truck delivers a shipment, and meets the contractual service-level agreement, the smart contract automatically issues payment. No waiting for payment, no invoicing, no administrative costs. (See *Figure 3*.)

How far off is widespread adoption of blockchain in supply chain? Most experts say three to five years. “But that timeline could accelerate if a big and ‘neutral’ company, such as Google or IBM, launches an end-to-end commercial blockchain,” notes Steve Banker, vice president, SCM at ARC

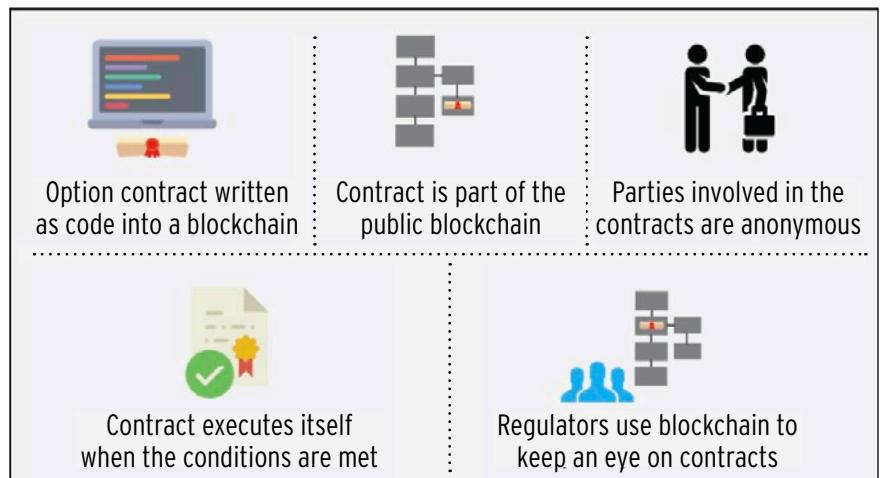
Where’s the Beef? Now You’ll Know

While many industries are still considering blockchain for supply chain, one beef company is ready to give it a meaty role. Georgia agribusiness enterprise Kelly Products started using a blockchain system for tracking beef and other proteins through Farmview Market, which it started in 2015, before making it available to producers across the Southeast.

“Utilizing blockchain technology for our new tracking system gives producers the opportunity to streamline their protein tracking and make it accessible and transparent,” says Stuart Edmondson, chief technology officer of Kelly Registration Systems, the software division of Kelly Products.

Participating producers will track their cattle and livestock through RFID and collect the data at predefined intervals. Since the solution is built on blockchain technology, the data will be easily accessible to the producers’ partners, retailers, and consumers.

FIGURE 3: How smart contracts work



Source: Codebrahma, 2018

Advisory Group. At that point, adoption could escalate quickly.

The key differential in this scenario is that the blockchain “owner” is a neutral party, and not a Walmart, for example, where companies might worry about the security of their proprietary, competitive information.

Another essential for widespread adoption: The blockchain must cover the end-to-end supply chain, not just point-to-point transactions. It needs to cover every single supply chain “touch” to deliver the greatest return on investment and make the change management process worth the effort and cost.

Is Blockchain Right For You?

Blockchain, at its current maturity level, is not right for every type and size of company.

“For big companies, carriers, third party logistics (3PL) providers and shippers, I see immediate value,” says David Broering, president, North American Non Asset at NFI. “International supply chains have all kinds of moving parts, and many players—carriers, ports, manufacturers, suppliers, financial institutions, government regulators, and customs.

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So, having secure and shared control of these moving parts makes total sense.”

Blockchain also makes sense for cold chain, high-value, and/or heavily regulated industries such as food and pharmaceuticals, Broering says.

From a trucking perspective, however, Broering says investing in blockchain is not a viable strategy at the moment. He cites several reasons:

- The average length of haul is short—just 700 miles—a simple point-to-point transaction.

- The hand-offs to trading partners are limited in number—shipper-receiver.

- Trucking companies typically don’t have profit margins that allow investment in always-on connectivity or big data systems, including blockchain.

To make an informed decision on whether or not to implement blockchain, Miller recommends using a decision matrix (Figure 4). Rather than just answering yes or no to the questions, he suggests weighting the answers on a scale of 1 to 10, where 1 is “not important” and 10 is “critical.” Then tally the score to see where the answer falls on your decision scale.

Evolution, Not Revolution

Blockchain is a technology platform that’s here to stay and holds great potential for the supply chain environment.

That said, broad adoption remains years away. Early adopters will be those companies and sectors that have the most at stake—high value (diamonds), high risk (defense technology), high compliance requirements (fresh food and temperature controlled), and high service performance requirements (3PLs that service these at-stake customers).

Return on investment is an issue. Adopting blockchain means restructuring how supply chains operate. Therefore, change management—internal and external—is a major undertaking and carries a significant cost.

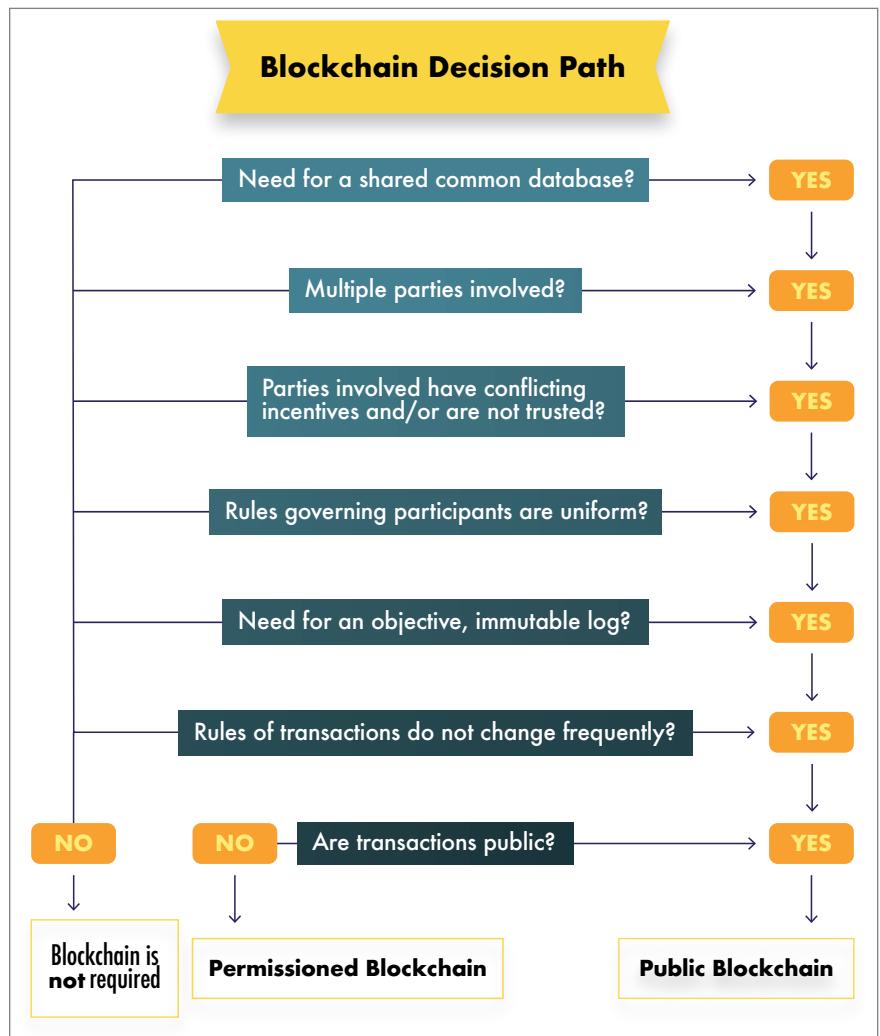
Balancing the cost of change against the return on efficiencies, speed and agility, risk reduction, and ultimately profitability is something every company will have to regularly assess as the technology rapidly evolves. ■

No Hype: Five Real Benefits

Blockchain unquestionably will generate benefits for those users with large, multi-national businesses. Steve Banker of ARC sums up these expected benefits. Supply chain blockchain:

1. Creates a single, immutable version of the truth about what’s happening in the supply chain—where, how, why, with whom, and in what condition (physical, contractual/regulatory compliance).
2. Drives significant improvements in operational efficiencies via smart contracts, thereby eliminating or reducing the need for middlemen and their costs, as well as reducing internal administrative procedures such as invoicing and error resolution.
3. Creates a more secure physical and cyber supply chain by locking down information and maintaining a complete chain of custody record for all goods movements.
4. Fosters greater supply chain resiliency by eliminating single points of failure. If one node goes down, the blockchain keeps running.
5. Can capture Internet of Things (IoT) and sensor inputs for condition monitoring, track and trace, and serialization, thereby increasing product safety and security.

FIGURE 4: Making an informed decision on implementing blockchain



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The Automotive Supply Chain: DISRUPTION DOWN THE ROAD

As electric and autonomous vehicles—and new business models—shift into gear, automakers and their suppliers will need more than GPS to navigate the bumpy terrain.

By Merrill Douglas

July 2018 • Inbound Logistics 147

Automakers looking toward the future of their industry might as well be driving from Kansas to Oz, so extreme are the transformations they're likely to find ahead.

"This change will be greater than when we went from buggies to the horseless carriage," says Mark Gottfredson, co-head of the North American automotive and transportation practice at consulting firm Bain & Company.

Given the advent of electric and autonomous vehicles, the rise of ride-sharing services, and shifting notions about who needs to own a car, the automotive industry landscape could soon grow unrecognizable. "From the habits we have, how we transport ourselves, how the supply chains are going to break down, the great historic companies that will end up failing, and the ones you never heard of that suddenly will be on everybody's tongues, the change will be very dramatic," Gottfredson says.

Today, auto companies measure sales of electric vehicles (EVs) in thousands, not millions, per year, and autonomous vehicles (AVs) are still in the development stage. But the pace of evolution is likely to speed up soon. For example, the batteries that power EVs are getting cheaper at a faster rate than observers predicted just a few years back.

"We're rapidly coming to where it will be less expensive to buy an electric vehicle than to buy one with an internal combustion engine," Gottfredson predicts.

The market is also letting go of the idea that nearly

Producing electric vehicles in large volumes could result in disruptive change for automotive supply chains.



PHOTO: Wallenius Wilhelmsen Solutions

Wallenius Wilhelmsen Logistics' Vehicle Processing Center in Brunswick, Georgia, provides a range of services—including battery charging for electric vehicles—to automotive and equipment manufacturers.

everyone needs to own a car. "Our research projects that as much as 30 percent of all new car sales will be purchases by fleet management and ride-sharing companies," says Wayne Washington, vice president and head of business development, vehicle processing centers, at Wallenius Wilhelmsen (WW) Solutions in Parsippany, New Jersey.

In one adjustment to the evolving market, some automakers now offer subscription services. "With a subscription, drivers can change their vehicles regularly, depending on their particular needs," Washington says.

Automakers are also claiming new territory in the shifting landscape. "They're forming partnerships, and investing in technology companies at a rapid pace," Gottfredson says. "But many of them don't have a good strategy."

Emerging Scenarios

How these disruptions will change automotive supply chains is hard to predict, since the future of transportation—who will buy vehicles, what they'll look like, what components they'll require, and who will make them—is still taking shape. But a few scenarios are starting to emerge.

For instance, as EVs take hold, there will be less freight shipped to automakers and their suppliers. "There are far fewer parts in batteries than there are in internal combustion engines, so it's just a matter of less volume," says David Buckby, an analyst with Transport Intelligence (Ti) in Bath, UK, and co-author of the *Automotive Supply Chain and Logistics 2018* study.



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In the longer term, AVs could also redefine the parts that automakers source. “We won’t have a steering wheel; we won’t have a steering rack,” Buckby says.

Future auto supply chains could also feature different raw materials. “For instance, lithium and cobalt are going to become very important to batteries,” Buckby says. In vehicles that stick with internal combustion, the quest for greater fuel efficiency will drive demand for lighter materials. “Carbon fiber will become increasingly important; steel will become less important,” he adds.

Getting a Charge

While the biggest changes are a few years off, the industry is already starting to adjust. For instance, companies that sell EVs need to charge their batteries before shipping them to dealerships or buyers. Charging is one service that WW Solutions provides at some of its vehicle processing facilities, located at ports around the world.

Many automakers—also known as original equipment manufacturers (OEMs)—provide proprietary chargers for use at processing facilities. That adds cost for the OEMs.

“WW Solutions is partnering with technology companies to develop a standardized charger that can be used to charge multiple types of vehicles across OEMs and be deployed as needed, depending on the peaks and valleys of customers’ volumes,” says Washington.

WW Solutions is also running test programs at some processing facilities to help it understand what other services and facility enhancements vehicles will require in the future.

Battery Chain

Well before those EVs are ready for charging, OEMs and suppliers face challenges in transporting batteries to assembly plants. Many of the batteries used in EVs are of the lithium-ion variety, classified as dangerous goods due to their risk of combustion. Companies that make and transport them must conform to regulations that vary by country, mode of transport, and other factors.

“Violation of any regulation may result in a production slowdown because the material will not be available, or in payment of fines,” says Achim Glass, head of the global automotive vertical at Kuehne + Nagel (KN) in Schindellegi, Switzerland.

Supply Chain Disruption: Do or Die

Some supply chain disruptions come out of nowhere, and automakers have just an instant to respond. That was the case in May 2018, when an explosion and fire destroyed a factory belonging to supplier Meridian Magnesium in Eaton Rapids, Michigan. Ford, General Motors, Fiat Chrysler, and Mercedes relied on that plant for parts.

For Ford, the disaster halted production of the popular F-150 truck and other vehicles. To get assembly back on track, Ford decided to ship several die tools, including one weighing 87,000 pounds, to a Meridian Magnesium plant in Nottingham, England. When production restarted there, Ford flew the parts back to Michigan daily on a 747.

To move the massive die, Ford worked with Active On-Demand, an expedited carrier that is part of Roadrunner Transportation Systems. Active On-Demand had the die trucked to an airport in Columbus, Ohio, where it was loaded onto an Antonov Airlines AN-124-100 aircraft, one of the largest cargo planes in the world.

“Very few aircraft in the on-demand air cargo industry can fly a die that big,” says Tom Stenglein, president of Active On-Demand in Belleville, Michigan.

Transporting an item that size would normally take about 10 days, but Active On-Demand completed the job in just five. “It came down to working around the clock to make this happen,” Stenglein says.



Active On-Demand provided Ford with white-glove service that included a dedicated team member accompanying the die as it was shipped via air charter to Europe on an ANTONOV Airlines AN-124-100 (above), one of the largest aircrafts in the world.





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Morey Corporation's engineering, manufacturing, and business professionals work at its 240,000-square-foot design innovation and manufacturing campus. The company supplies electronic components to the automotive industry, and is seeking to identify alternative sources for parts that might become hard to find in the future.

Responding to this challenge, KN has introduced KN Battery Chain, which it calls the world's first end-to-end logistics solution for transporting and storing lithium batteries and cells along the battery's lifecycle. KN currently offers the service for transportation between Asia and Europe and for logistics activities within Europe. "We will soon provide the service in North America," Glass adds.

A company shipping batteries from, for example, Japan to Germany would have three transportation options with KN Battery Chain—by air from Tokyo to Frankfurt, by sea to Vladivostok and then by rail to Germany, or by sea from Japan to Hamburg.

KN Battery Chain takes responsibility for meeting the successive regulations that apply to lithium ion batteries all along the supply chain. "The benefit for customers is that they do not have to worry about conflicting regulations, as Kuehne + Nagel will ensure that cargo is always in compliance," Glass says.

Parts in Short Supply

While looking ahead to future challenges, automakers and their suppliers also struggle with more immediate disruptions. One current problem is a shortage of basic electrical parts, says George Whittier, COO and vice president of operations at Morey Corp., a manufacturer in Woodridge, Illinois.

Morey makes customized electronic components for several industries, including automotive. Its subsystems go into products such as vehicle lights made with light-emitting diodes (LEDs), and start-stop systems used in newer cars to reduce idling time.

To cope with a shortage of basic electrical parts, some automotive suppliers hoard what they can find to protect their customers.

The proliferation of electronics in vehicles and in a vast range of other products—from computers to kitchen appliances—has boosted demand for basic components such as resistors and capacitors. To complicate that problem, as supplies start tightening, companies that can get hold of those components are buying as many as they can to hoard for future use, Whittier says.

Staying Ahead of the Problem

Like other suppliers to the automotive industry, Morey tries to stay ahead of the problem by identifying alternative sources for parts that could soon become hard to find.

"The second thing we do is look at upgrade components," Whittier says.

For instance, if a customer specifies an industrial grade component, and Morey can't find a source for that item, it might recommend a more costly, automotive-grade equivalent. When necessary, Morey might also ask permission to use a lower-grade component that still meets the customer's need.

The shortage also has forced Morey—like every other company in the market—to engage in the sort of hoarding that perhaps helped to cause the problem in the first place. "This is inflating our inventory," Whittier says. "But we're going to get the parts so we can protect our customers."

The rise of EVs and AVs—as well as the advent of new systems for safety, comfort, and entertainment in conventional vehicles—will further boost demand for electrical components, while also redefining how the automotive supply chain works, from first mile to last. ■



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Managing Global Supply Chains: **A SHORE BET**

Should you offshore, nearshore, or reshore? It helps to understand how each model impacts the supply chain before you ante up.

By Karen M. Kroll



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In the late 1990s, Mitchell Metal Products, a metal products manufacturer based in Merrill, Wisconsin, licensed production of its wreath rings—which hobbyists use as the base for decorative wreaths—to a manufacturer in the United Kingdom. The goal was to locate finished products nearer to customers in the UK and Europe.

“That strategy was successful for about eight years,” says Tim Zimmerman, president of Mitchell Metal.

In 2008, the British pound strengthened; at various points during the year, it zoomed to more than twice the U.S. dollar. (In comparison, as of mid-May 2018, the pound was worth about \$1.35.) “The cost of production in the UK, along with shipping to mainland Europe, became too costly,” Zimmerman recalls.

So he brought production back to the United States. The move afforded Zimmerman and his colleagues a more complete understanding of some previously “hidden” costs they had incurred by shifting production offshore. These included the cost and time required to provide tech support and replacement parts for production equipment from a continent away. Once these expenses no longer hit the books, their absence became highly visible, Zimmerman says.

Where to Go

Like Mitchell Metal Products, companies continually evaluate where they can most cost-effectively manufacture their products, especially as many of the lower wage rates that drove organizations to offshore production in the 1980s and 1990s have steadily risen.

One example: between 2006 and 2016, average wages in China more than doubled, according to the Global Wage Report, 2016/2017, a publication of the International Labour Organization.

A greater understanding of the impact of shoring decisions is prompting some companies to take a more all-encompassing look at their strategies. For instance, many are assessing the potential sales lost when they can't modify products manufactured far from their customer base quickly enough to keep pace with changing consumer preferences.

Shore Up Your Knowledge

From supply chain benefits to sourcing hurdles, here are the basics of offshoring, nearshoring, and reshoring.

Offshoring

Moving manufacturing processes or services overseas, to take advantage of lower costs.

Tip for success

■ Consider for products that are less complex and made in higher volume, or ones that incorporate less intellectual property.

Advantages

■ Lower wage rates; can reduce overall operating costs.
■ Access to a vast labor pool.

Challenges

■ Differences in culture, labor laws, time zones, and language.
■ Cost and time required to provide tech support and replacement parts for production equipment from far away.
■ Inability to quickly modify products manufactured far from the customer base to keep pace with changing consumer preferences.
■ Smaller manufacturers may have difficulty putting rigorous quality control processes in place.
■ Adds supply chain complications.
■ Hidden costs (see sidebar, p. 160)

Nearshoring

Moving a business operation to a nearby country, especially in preference to a more distant one.

Tip for success

■ Consider for products that are less complex and produced in higher volume

Advantages

■ Lower wage rates, while keeping production operations closer to home.
■ Shortens supply chains, compared to offshoring.

Challenges

■ Even when the nearshore country is next to a company's base of operations, culture, labor laws, time zones, and language differ.
■ Securing quality products.

Reshoring

Moving a business operation that was moved overseas back to the country from which it was originally relocated.

Tips for success

■ Increase the use of automation and robotics to chip away at differing labor costs.
■ Emphasize product quality and customer service over price difference.

Advantages

■ Easier access to customer base; can respond faster to demand.
■ The ability to carry less inventory.
■ Avoiding hidden costs.

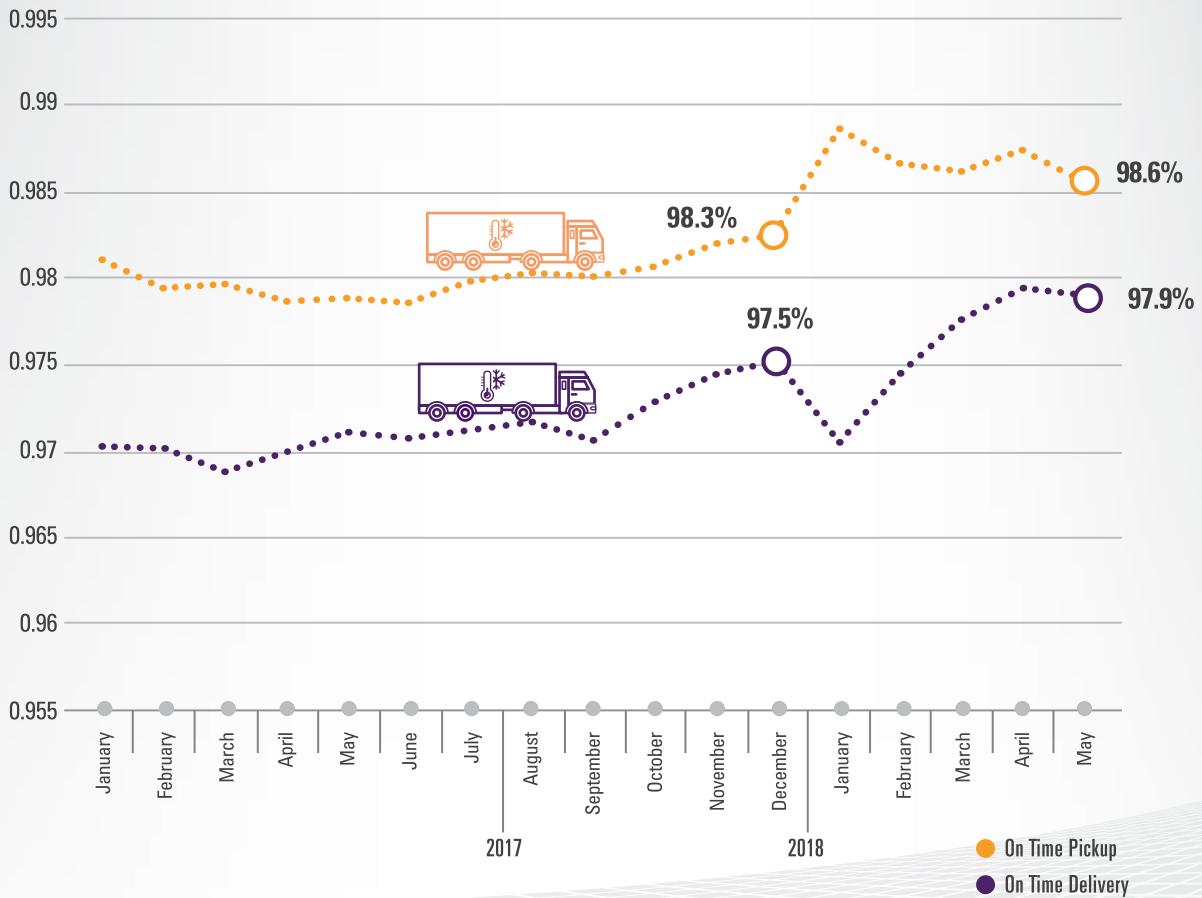
Challenges

■ Finding the right skilled labor.
■ Securing the supply chain for raw material. More stringent regulations in the United States sometimes mean companies can't source the same materials they used elsewhere.
■ Some companies won't pay a premium for products produced domestically.

Companies are asking which “shoring” option makes the most sense: Is it offshoring, or producing in countries that offer lower wage rates, even if they're on the other side of the globe? Should they nearshore, or move production to countries that are close to the company's domestic base, yet can offer lower costs? Will reshoring, or bringing production back to the company's home country, offer the most benefit? Each approach will impact supply chains in different ways.

Even as companies scrutinize the costs and benefits of

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offshoring, the practice remains strong. Between 2010 and 2014, sales in China—the largest destination for U.S. firms looking to offshore—by foreign affiliates of U.S. multinationals jumped from \$107 billion to \$204 billion, according to the U.S. International Trade Commission.

Challenges remain, however. Quality can be one, says Anthony Urbaites, senior principal with consulting firm The Keystone Group. While the largest manufacturers can employ rigorous processes to meet quality standards, less-sophisticated manufacturers aren't always able to put those systems in place, he notes.

When products contain components sourced from around the globe, the complexity of the supply chain becomes "extreme," says Bill Conerly with Conerly Consulting. These longer supply chains need to incorporate flexibility to handle emergencies, such as floods that slow the ships transporting goods. Two obvious solutions—padding the schedule or holding more inventory—are expensive, he notes.

Companies also need to consider differences in culture, time zones, and language. "I don't think anyone has perfected this," Conerly says.

Nearshoring Can Reduce Risks

Given the challenges inherent in offshoring, nearshoring can seem like an optimal compromise, as it promises lower wage rates, while keeping production operations closer to home. "Shortening the supply chain reduces risk," Conerly says, as products spend less time in transit. In addition, nearshoring can minimize delays that can occur when operations are scattered across the globe.

More than two-thirds of respondents to an Alix Partners 2016 survey of manufacturing companies serving North America and western Europe say they would consider nearshoring to meet U.S. and European demand. That's up from 40 percent one year earlier.

At the same time, nearshoring can bring its own set of challenges. Even when the nearshore country is next to a company's base of operations, labor laws and customs, as well as the culture, differ. Securing quality products also can be a challenge.

Proven Strategies

A few tactics can improve offshoring and nearshoring operations. Urbaites recommends companies focus on products that are less complex and made in higher volume. That reduces the likelihood they'll have to address thorny technical problems from far away.

Urbaites also recommends offshoring products that incorporate less intellectual property, as companies typically have little recourse if a foreign entity steals their intellectual property.

Communication is key. Original equipment manufacturers (OEMs) sometimes ask Christen Holmberg, director of sales and marketing with Jefferson Rubber Works, a Worcester, Massachusetts-based supplier, to manage vendors overseas. Before production starts, Holmberg initiates an "in-depth



Wreath-ring maker Mitchell Metal Products brought production back to the United States to gain manufacturing and transportation cost savings.



Faced with longer in-transit time for products, companies that offshore sometimes pad the schedule or hold more inventory, two expensive options to prepare for supply chain disruptions.

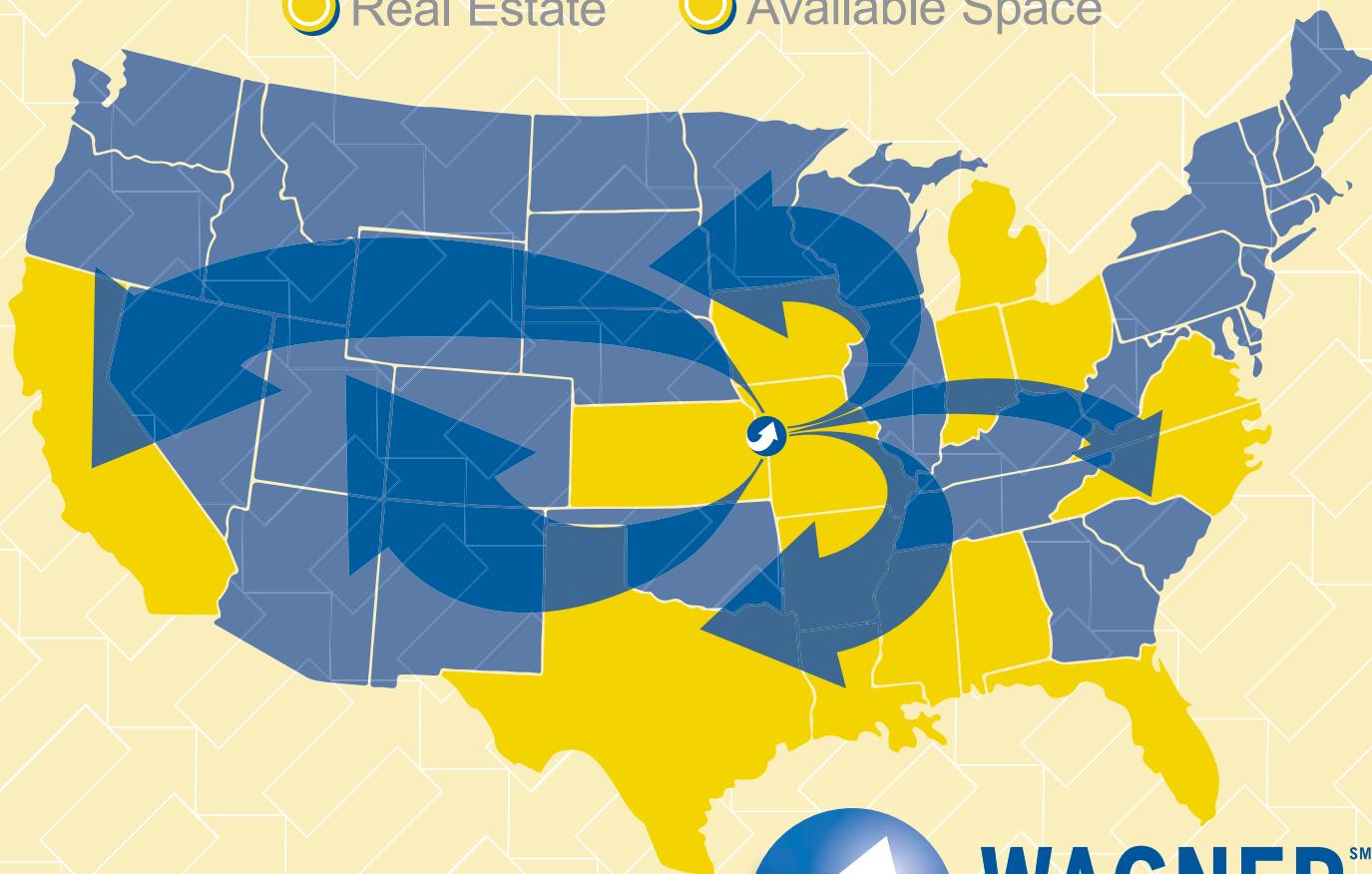


China's Shanghai Port bustles with activity as the country remains the largest destination for U.S. firms considering offshoring, even as average wages have more than doubled.

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conversation” with the customer to pinpoint how the product will be used and in what environment.

Jefferson obtains documentation on the material to be used, as well as samples it can test to ensure it meets performance criteria. These steps “keep everyone honest,” Holmberg says.

Advanced enterprise planning solutions that provide visibility across supply chains also are critical.

Patrick Ven den Bossche, partner and expert in global supply chain strategies with A.T. Kearney, works with clients on “trade war gaming” to identify how different changes will impact supply chains that incorporate offshored or nearshored production. For instance, an organization can assess how different increases in oil prices will affect transportation costs.

The Pull of Reshoring

Given the challenges inherent in both offshoring and nearshoring, reshoring can make sense in some cases.

When Zimmerman of Mitchell Metal Products talks with potential customers that are debating between his firm and an offshore competitor, he helps them identify all the expenses they can expect to incur from offshoring. He includes those that aren’t initially apparent, such as the time consumed by making an engineering change when the manufacturer is across the globe.

“Generally, 30 percent of the time we go up against an offshore business, we’re able to justify bringing the work here,” he says.

Returning to Home Base

Jefferson Rubber Works is seeing an uptick in opportunities from companies that want the firm to quote production domestically, even when they had been manufacturing outside the United States, Holmberg says.

The reasons for the shift? “The complexity, the lead time, and the difficulty managing specifications and quality” from thousands of miles away, he says.

In 2013, the market in which Jefferson competes was split, with approximately 80 percent of its products manufactured overseas and 20 percent domestically, Holmberg says. Today, the breakdown is about 70/30. In five years, it may be closer to 50/50, he adds. Key to this happening will be increasing the use of automation and robotics to chip away at differing labor costs.

A key benefit of reshoring is flexibility. If a company decides to change a model or style, it’s easier to handle this when its operations are nearby, Conerly says. And by establishing a domestic presence to serve domestic customers, companies typically can carry less inventory.

Challenges of Reshoring

At the same time, reshoring brings its own set of challenges. One is finding the right skilled labor. “For the past 15 years, parents have not sent their kids to school to learn manufacturing,” Van den Bossche notes.

The situation should improve in another decade, given

Uncovering Offshoring’s Hidden Costs

Some companies deciding whether or not to offshore production operations focus on the most visible costs, such as labor rates. While that’s a logical first step, the decision to offshore impacts many other costs. Of the companies that run the numbers on all costs, both visible and hidden, about 25 percent end up reshoring, says Harry Moser, founder of the Reshoring Initiative, which promotes reshoring, insourcing, and foreign direct investment, among other sourcing options, and provides tools and support for companies evaluating sourcing locations.

Moser works with companies to highlight the many costs inherent in offshoring, including those that aren’t highly visible. They include the following:

- Inventory carrying costs
- Packaging, as offshored products typically require complex packaging to meet requirements of origin and destination countries
- Travel costs, both at startup and ongoing
- Freight insurance
- Costs to manage end-of-life inventory
- Emergency air freight
- Rework or quality costs incurred from operating at a distance
- The risk of challenges to intellectual property
- Lost orders due to slow response
- The impact on innovation when managing from a distance
- The impact on product differentiation when managing from a distance

efforts to promote STEM (science, technology, engineering, and math) classes, as well as the work of many community colleges to offer courses that will help prepare students for jobs with nearby companies.

In addition, the growing automation of many factory functions is helping manufacturing shed its image of “being a bunch of dirty jobs,” Van den Bossche says. “The new plants are gleaming and shiny.”

Another critical reshoring issue is “securing the supply chain for raw material,” Holmberg says. In some cases, tighter regulations in the United States mean companies can’t use the same materials they used elsewhere. Instead, they must find alternatives the Environmental Protection Agency considers safe.

Price remains a concern, as not all companies will pay a premium for products produced domestically. Those that do often say quality customer service and rapid responses are more valuable than a modest cost difference.

“You can’t beat them on price,” Holmberg says. “You have to beat them on service and quality.” ■



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STRAIGHTEN UP AND FLY RIGHT

Air freight doesn't have to blow your transportation budget. Pilot these strategies to keep costs in line.

By Karen M. Kroll

A logistics maxim holds that “air freight is an ocean shipment gone bad,” says Neel Jones Shah, senior vice president and head of global air freight for Flexport Inc., an air and ocean freight forwarder.

Many shippers likely can relate: They planned to move their goods using a less expensive but slower transportation mode. Then, a disruption—a supplier running late, a port strike—upends their plans, and they shift to air to meet their deadlines.

Those decisions can play havoc with transportation budgets. “Air freight is used when time outweighs cost,” notes Jim Hendrickson, professor of marketing and logistics at The Ohio State University.

While air freight typically costs more than other transportation modes, shippers can contain this expense. Among the key steps: holding

reasonable safety stocks, checking that air freight is truly needed, evaluating which type of air freight makes the most sense, and forecasting supply chain needs as accurately as possible.

Buoyant Airfreight Rates

Shippers have little sway over some forces currently driving airfreight costs. One is the economy. As most countries have recovered from the recession, demand for air freight has grown. Global cargo freight grew by almost one-third between 2007 and 2017—from 45.4 to 59.9 tons, reports The International Air Transport Association (IATA).

E-commerce is another catalyst. “Speed has always been a factor when using air freight, but now it's even more so because of e-commerce,” says Cathy Roberson, founder and head analyst with consulting company

Logistics Trends & Insights. Both consumers and business customers now expect their packages to show up almost as soon as they click “send” on their orders. Air often is the quickest delivery mode.

Moreover, e-commerce shipments tend to consume more capacity than the traditional air cargo they're replacing, such as pallets and containers holding multiples of the same items. That's due to inefficiencies in packaging the one or two items that make up most e-commerce orders, Neel Jones Shah says. As capacity tightens, prices tend to increase.

Oil prices also impact airfreight rates, says Keshav Tanna, chair of the Air Freight Institute, a division of the International Federation of Freight Forwarders Associations. While prices have dropped significantly from 2011 and 2012, when they topped \$100 per



PHOTO: Flexport

barrel, they've been inching back up. The per-barrel price of Brent crude oil jumped from \$45 to \$54 between 2016 and 2017, while Jet kerosene jumped from \$52 to \$66 over the same period, according to IATA.

The truck driver shortage also is impacting airfreight rates, says Steve DeNunzio, senior lecturer, marketing and logistics, with The Ohio State University. As truck capacity tightens, shippers must look for alternatives, including air, to keep their freight moving.

Clipping Airfreight Expense

Given its cost, when organizations determine air freight is their best option for some shipments, how can they use it as economically as possible?

Billy Duty, head of the North American supply chain with BYK USA Inc., a division of specialty chemicals company Altana, says he uses three levers. The first is administrative.

"I approve all air freight," he says. The goal is to confirm a legitimate reason for using it. For instance, he'll check that the customer's delivery timeline is fair and that air is the only way to meet it. If the customer is partly responsible for the need to rush delivery, he'll try to split the cost.

The second lever is solid safety stock, with enough buffer to withstand supply chain fluctuations, especially

for materials coming from outside the country.

For instance, if a customer asks that its orders be filled within five days, and some goods come from overseas, Altana will hold stock in the United States. Without air freight, it wouldn't be able to ship materials from outside North America in time to meet the five-day limit, Duty says.

What about a just-in-time inventory approach? "Just-in-time is great," Duty says. "But somebody somewhere has to cover the variability."

The third lever is oversight. When Altana does use air freight, Duty and his colleagues try to watch the cost, while still meeting delivery deadlines. That means considering the time cargo spends not just in the air, but also moving from origination point to final destination, and providing clear instructions to the freight forwarder.

"You've got to manage it end-to-end," Duty says. If not, a freight forwarder may try to save a few hundred dollars by holding the goods at the airport to wait for a consolidated truckload, not realizing the shipment bill itself was tens of thousands of dollars.

Duty also checks how the air freight is routed. If obtaining a lower fare requires connecting through several cities, extending the overall trip by one week or more, it likely will defeat the reason for using air.

Other strategies for cutting airfreight costs include:

Work with freight forwarders. By establishing a solid relationship with a freight forwarder, companies also can rein in airfreight costs, particularly in Europe where the freight forwarding industry is strong.

"Freight forwarders book in large volume and thus have more negotiating power," says Alain Decors, managing director with consulting firm Airfreight Development Worldwide. By buying space ahead of time, they typically can secure better rates than a shipper purchasing space on the spot market.

In addition, most freight forwarders have access to more than one means of transportation. If one airplane is fully booked, most forwarders can quickly find another option. "A freight forwarder is like insurance," Decors adds.

Evaluate the type of air freight. Shippers also can save money by identifying the type of air freight likely to be most economical for their shipments, Hendrickson says. For instance, "belly freight," or cargo loaded on passenger flights, tends to be less expensive when a shipment isn't large enough to fill an entire plane. If a shipper can fill an entire plane, however, securing a dedicated plane can be more economical.





Shippers often move goods via air when time outweighs cost. By allocating a steady portion of their transportation budget to air freight, shippers can maintain relationships with airfreight providers and secure reasonable rates.

Altana uses a three-level approach to manage airfreight costs when moving its specialty chemicals.

Consider multiple transportation modes. In some cases, it's possible to combine air and ocean transport in a way that meets the delivery deadline, but at less cost than sending shipments entirely by air. Companies often use this strategy for shipments traveling between Asia and Europe, Roberson says.

Ascena Retail, a national specialty retail group, sometimes takes this approach, says Debbie Ryan, vice president of global transportation and logistics.

"You have to understand what you need," Ryan says. "If a product is flying off the shelves, prime air typically is a must."

But, if you can mix ocean and air transport and still meet the delivery deadline, you'll likely save money. "It takes a little longer in transit," Ryan says, "but the cost isn't as high" as using air only.

Another option is "ocean express," Ryan says. While these ships travel at about the same rate as other ships, the time savings come port-side, where the goods are made available within about 24 hours of the time they berth. In some cases, this mode shaves about one week from overall transit time.

In addition, Ascena will change shipment plans when, for instance, the goods are available earlier than expected. Rather than use air, the company will check whether it's possible to use another, more economical mode without missing the delivery deadline.

Do You Need Air?

Indeed, not all shipments—even those under a tight deadline—require air freight. Consider a shipment of 10 skids that needs to move from Minneapolis to Dallas within 24 hours. Drive time between the two cities is about 14-15 hours. While such a trip would require more than one driver, "it's a lot cheaper to put 10 skids on a truck versus a plane," says Michael Pettrey, vice president with C&M Transport, an expedite carrier, and president of The Expedite Association of North America.

To be sure, the calculation changes for smaller shipments. Air can be less expensive for shipments of a few pallets, Pettrey says.

Use technology. Ascena is implementing optimization software that searches for the least-expensive air shipment that will still meet its deadline, Ryan says. It works similarly to the rate shopping software that companies often use for parcel shipments.

Incorporate air freight into ongoing planning. At times, air freight becomes a compensating mechanism when organizations fail to manage their global supply chains, Hendrickson says.

Organizations that forecast their supply chain needs as accurately as possible are better positioned to both limit their use of air freight and obtain reasonable rates. Because they're better able to secure capacity for a longer term, they reduce the likelihood they'll have to pay premium rates for rush orders.

"Providing accurate and predictable volume forecasting becomes increasingly important in an environment of increasing capacity constraints," says Shawn Stewart, executive vice president with CEVA Logistics, a supply chain management company.

Some companies allocate an ongoing portion of their shipping budget to air freight, just to "keep a regular cadence going," Neel Jones Shah says.

Yes, this comes at a cost. However, by maintaining a relationship with an airfreight company, a shipper has a better chance of securing reasonable rates if a supply chain hiccup forces a quick shift of greater quantities of goods to air.

"Excellent planning can help companies contain airfreight costs," Neel Jones Shah says. "It sounds simple, but it's the Holy Grail." ■



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FOOTWEAR E-TAILERS: SHOE ME THE MONEY

E-commerce footwear sellers woo shoe shoppers with generous shipping and return policies designed to ensure a perfect fit.

By Sandra Beckwith

Footwear is walking away with consumer dollars online. Revenue from online footwear sales will jump 9.1 percent in 2018, predicts industry researcher IBISWorld. Between now and 2023, it expects to see continued growth, although at a lower annual rate of 6.3 percent.

Rising consumer spending in general, improved security and accessibility for online shopping, and traditional brick-and-mortar retailers adding e-commerce to re-capture sales lost to online-only retailers attributes to the growth.

“Like other e-commerce industries, the growth of online shoe sales has been positively influenced by the increasing accessibility of mobile internet connections,” says IBISWorld’s *Online Shoe Sales Report in the U.S.*, released earlier in 2018. “The easier and more affordable it is to connect to the internet, the more accessible internet retailers are, making consumers more likely to purchase from online stores.”

Despite that growth, online footwear retailers still face many challenges. Thanks to the Amazon effect, consumers expect free shipping and returns. And because shoppers often order more than one size because of concerns about fit, the return rate can be as high as 35 percent—three times that of e-commerce in general. That makes shipping a significant expense that eats into profitability.



Other category challenges include fashion's volatility; an unusually high number of SKUs for style, size, and color; and the fact that shoe boxes take up a lot of space in a distribution center.

From Adversity to Opportunity

Industry leader Zappos sees those challenges as opportunities, though. "If customers have to buy two sizes, it means they are not confident in the product," says Justin Brown, director of operations at the online footwear and apparel retailer. "Our opportunity is to determine what we can do to make customers more confident." With parent company Amazon.com, Zappos owns almost one-third of the category's market share, according to IBISWorld.

Finding ways to make customers more confident that footwear will fit has two benefits: It reduces returns and corresponding costs while providing shoppers with "an awesome experience," Brown says, something the innovative retailer is known for (*see sidebar*).

To help do this, Zappos is experimenting with predictive sizing based on customer reviews and what shoppers have previously purchased on the site. The goal, however, is more about improving the customer experience than it is about reducing returns.

Reverse logistics is just a part of the cost of doing business in the segment at third-party logistics (3PL) provider ODW Logistics in Columbus, Ohio. "Our clients know they'll have a high return rate," says Todd Alloway, vice president of contract logistics. "So the question is, how do they build those returns into their financial model for the year?"

The company fulfilling online orders staffs accordingly for those returns, often with speed in mind for seasonal and fashion styles and brands.

"It's extremely important that we receive product back in a timely manner and return it to stock quickly," says Brian Weinstein, vice president of business development at California-based 3PL Port Logistics Group. "In footwear and apparel, there's a very short window for selling that product."

Unpredictable Consumers

Fashion brands also have to deal with the unpredictability of consumer preferences.

"In addition to the long lead times for manufacturing and shipping from Southeast Asia, you're dealing with the time required for product design and plant selection in a volatile market where consumer patterns shift dramatically," says Kees Ramselaar, customer development manager for Europe, Middle East, and Africa for prescriptive analytics platform provider AIMMS.

"Fashion" extends to personalized performance footwear, as well. For example, Nike iD allows customer product customization on its company-owned e-commerce site.

"Nike is investing in its own e-commerce channel to provide an excellent customer experience," says Eric Lamphier, senior director, product management, at Atlanta-based supply chain software solutions provider Manhattan Associates.



PHOTO: Port Logistics Group

Shoe boxes take up significantly more space in a distribution center than flat-packed apparel. In addition, there are more SKUs of shoes than many other types of products sold online because of the variety of sizes, colors, and styles.

Why Zappos Owns Online Footwear Sales

In 2016, Zappos employee Steven Weinstein famously broke the 2012 internal record for the longest customer service call, clocking in at 10 hours and 43 minutes. He took one bathroom break; colleagues supplied food and water.

It's an extreme, even for a company known for outrageously good customer service. Still, it exemplifies one of Zappos' 10 core values: Deliver WOW Through Service.

"If we can get customers to associate the Zappos brand with the absolute best service, then we can expand into other product categories beyond shoes," says the company's website. "And, we're doing just that."

To that end, the online retailer not only offers free shipping and returns, it accepts those returns for any reason for one full year. "It's the most generous policy in the industry," notes Justin Brown, Zappos director of operations.

It has paid off for the popular e-tailer.

"If you're always thinking about the consumer, the customer experience will show through in your profit-and-loss statement," Brown says.





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“Some of the most unique and creative footwear it sells will only be available via Nike e-commerce or in Nike branded stores. That’s a big strategic move because it sees e-commerce as a major revenue driver.”

Taking Ownership

Some analysts say that companies that own the entire process—from design and manufacturing to marketing and promotion—are better positioned to profit from footwear e-commerce than multi-brand e-tailers such as DSW, Shoes.com, and Zappos.

“Many companies that are purely e-commerce, and buy shoes from brands instead of producing their own, struggle with how to become profitable in this marketplace,” says Jim Barnes, CEO at enVista, a supply chain information technology and software firm.

“Some of our footwear clients that started out with omnichannel distribution are branching out to e-commerce because margins are higher with a direct-to-consumer model,” adds Scott Hothem, senior vice president of customer solutions at Barrett Distribution Centers in Massachusetts. “Those that thought they were beholden to large retailers to capture the customer are finding they have more channels.

“A customer who has experience with their product at a department store might go directly to the manufacturer’s website for their next purchase now,” he adds.

One challenge most footwear e-commerce operations face, regardless of the channel, is the amount of space shoe boxes take up in a warehouse. Box size uniformity helps, but when compared to flat-pack apparel, they’re large.

“As companies look to create high-density order pick paths, the combination of dozens of orders and hundreds of pairs of shoes on a conveyor takes up space,” says Lamphier.

Bin There, Done That

Zappos addresses some of the efficiency challenges with proprietary bins for different types of footwear.

“We have bin solutions for each type of product, which helps us manage inventory,” says Brown. “For example, when we’re shipping more boots than shoes, we can be agile enough to swap out bins to meet that demand according to seasonality.”

In addition, bigger packages take up more space during shipping, which increases transportation costs that are already high because of the steep return rate and the weight of heavier shoes and boots.

Still, shoe boxes fit nicely into larger shipping boxes and Zappos uses their uniformity to maximize space use in a trailer. “With one product type packaged in uniform blocks, you can fill trailers to the point where there’s very little space left,” Brown says.

Because of its volume and how it’s managed, Zappos ships more full truckloads than not. “If we haven’t filled a truck yet, we’ll cancel a future one and hold the one we’ve got back until we fill it,” Brown says, adding that sustainable practices factor into that approach.

New Box is a Shoe-in

An award-winning new shoe box designed with sustainability in mind reduces packaging volume while improving retail effectiveness and employee productivity.

Viupax is changing the way shoes are packed, shipped, warehoused, stored, displayed, and sold, according to designer Andreas Kioroglou, founder of Matadog Design in Greece. The innovative packaging costs 20 percent less to produce than traditional shoe boxes because it uses less cardboard and up to 50 percent less space during transportation.

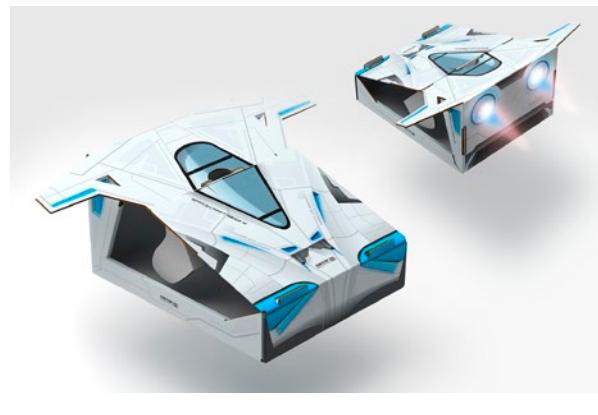
The company bases end-user pricing on a licensing model with two options:

1. A volume-based fee that can be as low as one penny per box for a multi-million box annual order.
2. An annual lump sum fee.

Boxes can be produced by Viupax’s supplier or the brand’s.

Designed to convert into a product display stand, each box has a carrying handle to eliminate further in-store packaging, too.

As if that’s not enough, Kioroglou’s children’s shoe boxes can also be converted into toys. Let’s see the sneaker box in your closet do that.



One of the biggest issues in the segment today is the need for a massive shift in how footwear e-tailers approach their business.

“What’s really keeping e-commerce executives up at night is the shift away from full-case packs with a single SKU to loose parts,” says Barnes. This shift has implications for space, labor, and process, especially considering the number of SKUs involved.

“Some of our footwear clients have up to 7,000 SKUs, compared to those in other categories with just 50,” says Hothem. “This affects what it costs for us to pick and pack an order—it’s a different animal.”

“E-commerce sellers have to start thinking like retailers, not wholesalers. They now have to create a supply chain in increments of one,” Barnes adds. “Wholesale is the new retail.” ■



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SPECIAL PROJECTS

Navigating Every Twist and Turn

Logistics professionals called on to execute an outside-the-box project need to think across dimensions and time zones while puzzling through every challenge.

By Tamara Chapman

When it comes to noggin teasers, there's the Rubik's Cube and the out-of-the-box logistics project. With all its moving parts, the Rubik's Cube has been known to stymie even the brainiest of brainiacs. But it's nothing compared to some of the special projects that cross the logistic professional's drawing board.

Charged with transporting two national treasures—kingdom: Animalia; phylum: Chordata; family: Ursidae—from their native China to a zoo in faraway Finland? Need to deliver a trove of country music artifacts to the Big Apple? Tasked with ferrying one-of-a-kind priceless artwork to an exhibition space in another nook of the continent?

Not a problem. Just bring on the puzzle masterminds who can think in 3D and anticipate every looming scenario.

BEAR NECESSITIES

Of all the world's endangered species, giant pandas surely have the most decorated passports. Thanks to agreements between the Chinese government and conservation organizations worldwide, the ebony and ivory bears are always on the move.

But getting them from home base to new digs on the other side of the globe requires plenty of know-how.

Enter Volga-Dnepr Airlines, a Russia-based carrier that bills itself as a world leader in outsize and heavyweight air cargo. If that cargo has a pulse and picky dietary requirements, so much the better. In fact, Volga Dnepr has, over nearly three decades, developed expertise in transporting endangered species, dispatching rhinos from Africa to Russia one day and transporting rare Przewalsky horses to Point Z the next.

More than Crates and Cranes

All of this demands more than just special crates and cranes, says Ilya Nefyodov, a Vietnam-based representative for the company. Transporting live animals across international borders and time zones involves special import/export permits, familiarity with complex quarantine regulations, and the ability to facilitate frequent veterinary health inspections.

It also involves the flexibility to tailor a transportation plan in accordance with each species' particular needs. In the case of two Panda charmers named Lumi and Pyry, shipped by chartered flight to Finland as part of a 2017 agreement between the Chinese and Finnish governments, the special accommodations began with selecting the aircraft that would make the nonstop flight.

"For transportation of the two much-awaited pandas, Volga-Dnepr used one of its modernized IL-76TD-90VD, which is able to operate long-haul flights without stops," Nefyodov says.

The plane's special features facilitated loading the bears. "The animals were traveling in transparent glass transport boxes, provided by the Dujiangyan Panda Center, large enough for the animals to move comfortably during the whole delivery process," Nefyodov says. "The transport boxes were loaded and unloaded with the help of the IL-76's inner cranes. The loading process was planned and organized according to a strict and tight schedule."



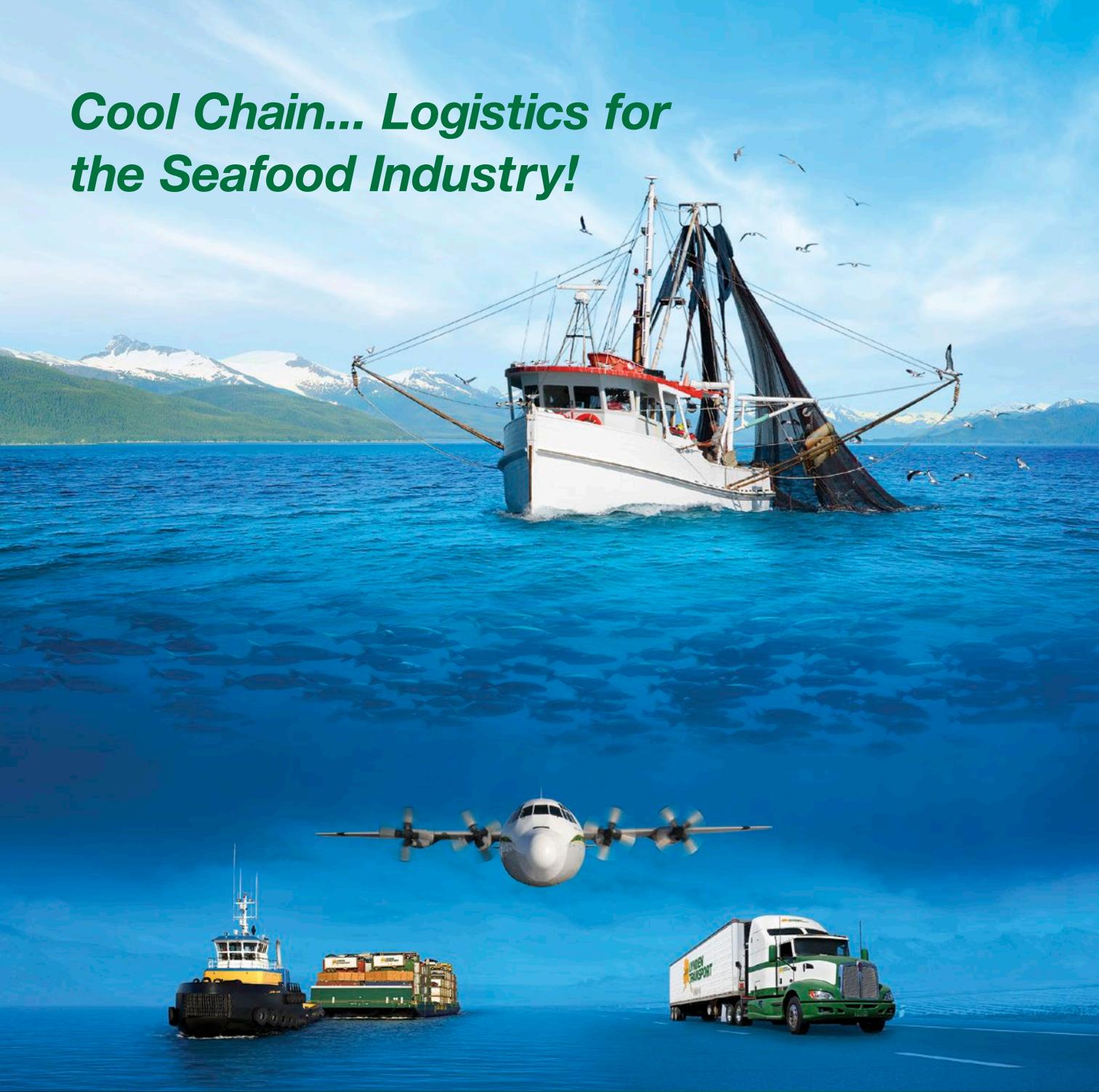
Giant Pandas Lumi and Pyry (above) traveled from China to their new home at Ahtari Zoo in Finland onboard one of Volga-Dnepr Airlines' freighter aircraft (below). During the flight, the pandas were accompanied by one of their keepers and a vet from the Finnish zoo, who ensured their safety and well-being throughout the journey. To monitor conditions onboard the aircraft, special measuring equipment was acquired for the flight.

To ensure a smooth and peaceful flight, highly qualified Homo sapiens focused on their health and comfort accompanied the Very Important Pandas. "Both special passengers flew more than 6,500 kilometers from Chengdu to Helsinki in 11 hours," Nefyodov says. "They were accompanied by two animal handlers and two veterinary physicians, and had a supply of 120 kilograms of bamboo on board, together with fruit and drinking water."

Special attention was focused on the craft's temperature and on ensuring that the animals were braced for Finland's wintery chill.

"The crew maintained a set temperature range between 22 and 25 degrees Celsius," he adds. "One hour before landing, the crew gradually lowered the temperature in the cargo hold to 10 degrees Celsius to help the pandas acclimatize gradually for their arrival in snow-covered Helsinki."

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Thanks to all the planning and focus on details, the pandas arrived without incident in the northern latitudes, where they were greeted at the VIP terminal by Finland's Minister of Agriculture and Forestry, China's Ambassador to Finland, and a host of officials from the Ahtari Zoo, their new home.

With so many luminaries eagerly awaiting the pandas, it was, Nefyodov says, imperative that Volga-Dnepr live up to its commitment: delivering the guests of honor with "no discomfort, no delays, nor any other disruption."

ON THE ROAD AGAIN WITH A COUNTRY MUSIC HIT

New York has its philharmonic, its jazz scene, its punk playgrounds, and its storied rock clubs. And now, thanks to a collaboration between Opry Entertainment and Tennessee-based Averitt Express, the city that never sleeps can partake of Nashville's finest music and cookery at Opry City Stage in Times Square. It's New York's very own four-story rendition of the Grand Ole Opry experience, complete with priceless country music memorabilia.

How did all that country treasure end up in midtown Manhattan? Now there's a yarn worthy of a string of verses, a toe-tapping chord progression, and a bridge or two.

When Opry Entertainment decided it wanted a presence in New York, it turned to the specialized services division of Averitt Express, a transportation and supply chain management services provider.

"Our department operates as a company within a company," says Calvin Craigo, operations leader of the division. "Across the board, we're a jack-of-all-trades."

A Picky Assignment

Even so, the Opry Entertainment assignment was daunting. Not only did the company want a firm to crate and transport gold records, posters, guitars, old photographs, and artifacts from the archives, it needed tender loving care for the shipment of a one-of-a-kind wonder: a three-panel wall installation made of 10,000 guitar picks.

Typically, Craigo says, Averitt outsources the crating for its jobs, but this gig was so special—and so likely to cost gazillions—that the logistics team decided to customize crates for the stash of collectibles. The team also opted to package everything onsite, with double layers of bubble wrap, at Opry Entertainment's storage facility.

Designed in the likeness of the historic Grand Ole Opry, complete with stained-glass windows, the Opry City Stage is adorned with priceless country music memorabilia and artwork. Transporting the one-of-a-kind pieces from Nashville to New York required a specialized services team.



PHOTO: Opry Entertainment

"It would have taken the truck falling off a bridge to damage this cargo," Craigo says, adding that "the first priority was making sure the freight arrived undamaged."

Security was also a priority. Country music artifacts—one of Minnie Pearl's pricetag-festooned hats, say, or a famous crooner's signature black shirt—can fetch princely sums on the black market. To ensure that the Opry freight would not fall prey to unscrupulous opportunists, Averitt outfitted the truck with sensors calibrated to alert Craigo's department if the trailer door was opened.

What's more, the truck's route and contents were disclosed only on a need-to-know basis. And next to no one, Craigo says, needed to know.

Catching the Worm

The truck left Tennessee on Thursday and arrived in New Jersey on Sunday, just ahead of its scheduled Monday delivery date and with plenty of time for the venue's New Year's opening. In the Garden State, the collection was transferred to three smaller trucks that could better navigate New York's notoriously impassable streets. Delivery was scheduled for a designated early-morning hour when a crew of eight would be on hand to unload the vehicles and cart the crates into storage. "We didn't want anything sitting on the dock," Craigo recalls.

At mission's end, Craigo's assessment of the project could be summed up with the kind of superlatives that have no place in a somebody-done-somebody-wrong song: "We did overkill planning on this move," he says. "Nothing was left to chance."

Exactly the port

The Port of Brownsville moves more steel into Mexico than any other U.S. port. It's the largest land-owning port in the nation with 40,000 acres. And it has full congressional authorization to deepen its channel to 52 feet. Its FTZ ranks second nationally in value of exported goods, and its railroad continues impressive growth trends. Those assets and achievements continue to attract industrial development that other ports cannot – like three active LNG projects – all in Federal Energy Regulatory Commission review. Because of the steady South Texas breeze, it's understandable why the wind energy sector selected the port for its base of operations. And with Mexican petroleum reforms a reality in 2017, more and more of our shippers are experiencing measurable success. In fact, the Port of Brownsville is in easy reach of a growing consumption zone of more than 10 million on *both* sides of the border, benefiting our customers with unparalleled rail and heavy haul logistics solutions. It's the most important cargo transfer point on the Gulf of Mexico. The port that *works* – the Port of Brownsville.

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THE CHALLENGES OF WORKING IN HARMONY

To create *Harmony*, an installation piece that integrates digital art and traditional craftsmanship, Chinese cross-media artist Wang Kaifang drew on the talents of 80 craftsmen working for 100 days. Together, they toiled to mold 24 tons of stainless steel and 80,000 sheets of 24-karat gold. The effort involved around 3 million hammer strikes and the welding of 1.8 million joints.

When it came time to transport the colossus from Nanjing to a resort in Macau, a logistics team from the Panalpina Group, a global supply chain solutions provider, was given a mere few days to get the job done.

This is just the kind of operation that jazzes the firm's logistics pros. "Panalpina is well known and appreciated in the Chinese market for its experience in handling one-off overdimensional projects," says Grace Chaom, business unit manager for Panalpina's Macau and Zhongshan operations.

"We were given just one week for planning," Chaom adds, noting that the company is accustomed to urgent requests and maintains "a high level of readiness."

Working According to Plan

The team confronting the *Harmony* challenge was assembled from the logistics talent pool at Panalpina operations in Nanjing, Zhongshan, and Macau. The group worked closely with the client to plan everything from the crating of the unwieldy and unconventional cargo to the routing of the truck convoy that would snake through 1,600 kilometers of countryside and urban sprawl.

The convoy left Nanjing with the installation distributed across 11 flatbed trucks. At Zhuhai, Panalpina shifted the cargo onto 16 smaller vehicles. This, Chaom says, was necessitated by the size and weight limitations on Macau's roads. To ensure that all the trucks in the sizable convoy remained together, Panalpina monitored its progress mile by mile. "The team tracked the convoy by GPS and further monitored it with calls to the convoy team lead for status updates at milestones throughout the day, every day," Chaom says.

Because of the tight deadline, crews tag-teamed the various responsibilities. For example, "All trucks had two-driver teams driving day and night non-stop while respecting the legally required rest times," Chaom says. "Cargo size was considered for route planning, taking into account corners, bridges, and tunnels. We also took into account rush hours in urban areas."

Although no documentarian of the venture counted the potholes traversed, left turns negotiated, or traffic jams endured, *Harmony* arrived in Macau with 48 hours to spare.

"Good weather allowed us to deliver two days ahead of schedule," Chaom notes. Given, as promotional materials proclaim, that the work "manifests the harmony among heaven, earth and man," factors beyond the weather may have played a role. ■



To create *Harmony*, artist Wang Kaifang (top, center) combined wind power experiments and 3D printing to capture the movement of silk in the air. Eighty craftsmen worked for 100 days to mold 24 tons of stainless steel and 80,000 sheets of 24k gold.



Panalpina teams in Macau, Zhongshan, and Nanjing arranged to pick up *Harmony* with 11 flatbed trucks at Nanjing, transload the cargo onto 16 smaller flatbed trucks at Zhuhai, and deliver to Macau ahead of schedule.



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Cold Chain Strategies That Beat the Summer Heat

Ensuring summer foods make it to consumers fresh and intact ain't no picnic.

By Tamara Chapman

It takes a village to raise our children, we're told. But that's nothing compared to what it takes to deliver the goods for a summer party serving refreshing delectables.

Behind every ice cream social, guacamole get-together, and surf 'n' turf soiree, an international network of researchers, regulators, IT specialists, drivers, warehouse workers, and supply chain professionals toil to power the cold chain—the network of refrigerated transportation, storage, and distribution functions that keeps the chill on for thousands of food products. As they journey from the point of harvest to the party buffet table, these prima donna products require refrigerated surroundings and gentle handling.

“Every food you eat takes a unique journey,” says Corey Rosenbusch, president and CEO of the Global Cold Chain Alliance (GCCA). “It starts somewhere on the field, on the farm, or in the ocean, and there are many nodes along the way.”

Every supply chain has its complexities, he acknowledges, but the cold chain adds temperature sensitivity, limited shelf life, and seasonality to the already challenging mix. Here's a taste of some cold chain strategies that bring sizzle to summer parties.

On the Road With the Delicate Avocado

Bringing the thick-skinned avocado to market is no easy feat. Even plucking the stone fruit is a matter of carefully calibrated strategic timing. After all, says the California Avocado Commission, avocados ripen only once they are mature and only after they are picked—and then they can't wait to decay.

To ensure they travel at the desired state between ready to ripen and rotten, Golden State avocados leave the packing plant only after they are subjected to an ethylene gas treatment. This regulates the ripening of fleshy fruits and helps forestall the discoloration associated with aging.

En route to the distribution center or grocery store, avocados—whether originating in Mexico or Australia, and traveling by land or sea—typically prefer a container cooled to a brisk 1 degree Celsius. A mere 4-degree boost in temperature can shrink the stone fruit, and shrinking means a less desirable product. As a result, avocados are monitored closely during shipment for variations in light exposure and temperature. If any fluctuation is detected, a troubleshooting team can intervene promptly to minimize damage and ensure the product's integrity.

If avocados like to hang out at just above freezing





temperatures, other fruits beg to differ. When it comes to maintaining product safety and quality, Rosenbusch explains, no two items seem to share the same requirements. That's why the cold chain has rules and regulations spelling out the proper temperatures and handling protocols for more than 200 fresh foods.

Fruits of Labor

Like other wards of the cold chain, the berries and fruits that make up a tangy summer salad must be handled gently and monitored relentlessly as they progress from Point A to market. That's because a bruising ride across the country or a failure to maintain temperature consistency along the chain can compromise product quality and safety, says Douglas Harrison, president and CEO of Ontario-based VersaCold Logistics Services. As chairman of the International Association for Refrigerated Warehouses, a core partner association of the GCCA, he's tuned to the needs of everything from the tiniest kumquat to the heftiest melon.

Speed is of the essence with fresh fruits, which need to be cooled to their minimum safe temperature almost immediately after harvest. It's essential to reduce the so-called "heat load" that has built after extended periods in the sun. Rapid cooling, perhaps enlisting chilled water or forced air, helps ensure the biochemical processes associated with ripening and rotting are slowed, if not arrested.

From there, "all these products require a great deal of sensitivity around temperature bands and times of delivery," Harrison explains. Every link of the chain, even the simple transfer from one vehicle to another, has to be planned and coordinated.

"When a product has to be offloaded from one truck onto another truck, every one of those facilities must be temperature controlled," he adds.

Before being routed to its final destination, the grocery store, a lot of produce is staged at a distribution center.

There, it's sorted—gently—into pint-sized ventilated containers or perhaps diced,

chopped, and bagged. The temperatures during this process occasionally fall above or below the optimum for individual products, but warehouse workers move quickly to assure that no product spends too much time in suboptimal conditions.

With a limited shelf life of perhaps four or five days, these products need to sell quickly. Coordinating just-in-time deliveries of products that decay at inconvenient rates requires strategic planning. That puts predictive analytics to work optimizing the supply chain, and is where data comes in, says Toby Brzoznowski, the chief strategy officer for software design company LLamasoft.

In the cold chain, keeping waste down, profits up, and prices low requires ongoing analysis of what Brzoznowski calls the most influential causal variables—everything from the Consumer Price Index to a product's sales history. With the right information in hand, producers can ascertain and maximize their capacity to manufacture, ship, and warehouse.

If, say, huckleberries only do well in flush times, farmers can restrain production, fine tune processing, and restructure the warehouse should an economic slump loom.

The human brain struggles to convert temperatures from Fahrenheit to Celsius. Analyzing the bushels and pecks of raw data needed for careful planning is nearly impossible. "Millions of combinations, with seasonality factored in, is too much to calculate in a spreadsheet," Brzoznowski says.

Shrimp: A Jumbo Challenge

On menus, shrimp cocktail is often billed as an appetizer, but for many partygoers, it's the rock star of the show.

In the United States, most of the shrimp consumed domestically is imported. Some of it crosses into the country at the Arizona ports of Nogales and Tucson, where the desert's extreme heat makes keeping a cold chain intact an enormous challenge.



Asparagus is processed fresh from the field. Well-planned cold chain strategies ensure produce is sorted and transported to its penultimate destination—the grocery store—within its shelf life.

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The challenge is intensified when the shrimp, snug in their shrink wrap, have to be transferred from a refrigerated truck to a refrigerated rail car—a shift in conveyance made necessary by the long distances associated with a Tucson-to-Next Stop journey. Even the coolest desert day presents plenty of opportunity for the product to thaw.

Enter the mobile crossdock. It's a solution employed for hundreds of products that can't take the heat. Union Pacific uses the crossdock to ensure shrimp coming from Mexico make it to their U.S. destinations in shipshape.

Think of the mobile crossdock as a temperature-controlled shed that stands at the same height as a rail car and refrigerated trailer. Once it is cooled to just the right temperature and positioned between the two reefers, a door on each side opens, allowing the crossdock to serve as a chilled bridge. The shrimp can then be transferred without ever seeing so much as a ray of unfiltered sun.

Thanks to strategies like these, shrimp arrive at their final destination ready to be dipped in cocktail sauce or butter.

Prime Cuts Meat With Success

For beef and poultry products, the cold chain kicks in, pronto, at the point of harvest.

Most meat carcasses undergo a primary and secondary chilling, according to a November 2017 article in *Poultry Reporter*. With the primary chilling, the carcasses should reach the desired temperatures, which vary according to the animal in question, in as few as two hours from slaughter. The meat is kept cold enough to ward off microbial growth, but not so cold as to make deboning and filleting too difficult.

The second chilling comes when the meat is separated from the bone and minced or sliced into select cuts. This done, the meat is either air chilled, immersion chilled, spray chilled, or vacuum chilled. It is then loaded into a refrigerated truck, calibrated to the desired temperature, and dispatched to a distribution center or marketplace.

At the warehouse, receivers verify temperature integrity and log the manufacturing date. Like dairy and any other items likely to spoil, the product will then be stored according to a FEFO strategy, a variation on the FIFO warehousing practice of "first in, first out." For products with limited shelf life, FEFO ensures that, regardless of arrival date, the first expired are the first out the door.

"On short-term products, this is critical," says John Haggerty, vice president of business development at family-owned and operated Burris Logistics.

The Scoop on Ice Cream

Some cold chain products are meant to melt in the mouth—and not a moment sooner.

That's the expectation for ice cream, a beat-the-heat scene stealer whose cold chain begins with an array of inbound raw materials, everything from berries and nuts to peanut butter and chocolate. Like the final product, "each part has its own unique temperature and handling requirements," Harrison says.

Once the ice cream is blended, transporting and warehousing it are particularly challenging, because even the tiniest fluctuation in temperature can affect the product's texture. No consumer wants to bring home a product scarred by freezer burn.

Just as important, says Haggerty, ice cream requires a certain distance from other cold-chain products—bacon or salmon, for instance. "Butter fat can take on other flavors," he says, adding that for this product, a segregated cold chain is essential.

So is a time-sensitive and efficient supply chain. Deliveries must be scheduled precisely, Haggerty cautions. Arriving dockside with gallons of sorbet at break time is cold-chain malpractice. With products like these, there is no time for heel cooling. Even at refrigerated docks, where the temperature typically ranges from 36 to 38 degrees Fahrenheit, frozen foods need to be rushed to their preferred habitats.

The Last Link: A Cold, Hard Fact

Thanks to robust monitoring and state-of-the-art refrigeration, 99.9-plus percent of all temperature-sensitive items skate through the cold chain in tip-top shape.

They're safe, beautiful, and ready for their taste test.

Until, that is, they've been purchased. When consumers leave the store, heave their market bags into the car's suffocating trunk, and begin the journey home, the chain breaks down.

And that's where Harrison of the International Association for Refrigerated Warehouses averts his eyes: "That," he sighs, "is the greatest point of loss of integrity." ■



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Canada and the United States: *A Resilient Relationship*



**THE UNITED STATES
AND ITS NORTHERN
NEIGHBOR REMAIN
TRADING PARTNERS
WITH STAYING POWER.**

Here's something important to keep in mind as U.S. and Canadian officials consider revisions to current trade policy: Despite the headlines and predictions, trade in goods between the two countries in 2018 to date is outpacing 2017 levels. And of particular interest to U.S. businesses, exports to Canada through April 2018 were more than 10 percent higher than during the same period last year.

For John Costanzo, president of cross-border logistics company Purolator International, this fact underscores the tremendous staying power and resilience of the U.S.-Canada trade relationship—a relationship that currently sees almost \$1.6 billion in goods cross the border daily.

“For many reasons, it’s a great time to be engaged in cross-border trade,” Costanzo says. “E-commerce is expanding in Canada at a double-digit rate, Canadian consumers continue to embrace U.S. goods, the border clearance process is

CANADA AND THE UNITED STATES: A RESILIENT RELATIONSHIP

highly automated. And, thanks to technology and innovation, it's possible to have goods reach the Canadian market faster than ever."

Purolator International is proud of its role in facilitating the growth of cross-border trade. The company maintains facilities in all major U.S.-Canadian trade markets, from which shipments benefit from direct access to the Canadian market, and often arrive in Canada days faster than most competitors' shipments.

The company is also the U.S. subsidiary of Ontario-based Purolator Inc., Canada's leading provider of integrated freight and parcel delivery services. That relationship allows Purolator International access to a comprehensive distribution network that ensures delivery throughout Canada, including to the country's more remote outer provinces and territories.

Leveraging Canadian Expertise

This "Canadian expertise" is an attribute unique to Purolator and something that can't be overstated, according to Costanzo. "Businesses that currently export to Canada realize that it's not simply an extension of the United States," he notes. "Shipments to Canada

require a Canada-specific solution."

For one thing, Canada's comparatively small population of 36 million people occupies the world's third-largest geographic area. "It's as if the population of California was spread across the entire United States, with room to spare," Costanzo says.

While 80 percent of the population lives in urban areas, and 70 percent within 100 kilometers of the U.S. border, businesses must take special care to reach residents who are not as accessible. Businesses must also take into account that Canada is officially a bilingual country, with 20 percent of residents naming French as their first language. Canada's labeling laws, which require all information to be listed in both French and English, reflect this bilingualism.

Beyond these demographic differences, businesses must also be prepared for Canada's unique distribution practices. While U.S. businesses typically assume a carrier will be able to seamlessly deliver shipments throughout the United States, perhaps with exceptions for Hawaii and Alaska, the same is not true in Canada.

In fact, no U.S. carrier offers comprehensive coverage throughout Canada,

and most Canadian carriers offer only regional service. This means a shipment often has to be handed off mid-route to a second carrier, and possibly to a third for last-mile delivery.

Purolator International is the exception, Costanzo says. Through its affiliation with Purolator Inc. and its partnership with Canada Post, Canada's national postal system, Purolator is able to offer seamless service to essentially every address in Canada.

Purolator's capabilities extend to helping U.S. businesses solve key logistics issues including inventory sourcing, deciding whether a Canadian distribution center is required, and taking the extra steps to ensure all customs-related paperwork is accurate.

"We have many U.S. customers that can meet Canadian inventory needs from DCs located in the United States," Costanzo says. "This is largely due to the direct service and speed with which Purolator is able to move product into Canada."

Return to Sender

Those same trucks that move product to Canada are also available to move goods—often in the form of returns—back to the United States. Since returns account for an estimated nine percent of sales—a figure that can jump to as high as 30 percent for certain e-commerce sectors—U.S. businesses selling in Canada cannot overlook the need for a viable, efficient returns process.

"For years, product returns were an overlooked part of the supply chain, but businesses finally see their importance, especially with regard to building customer relationships," Costanzo says. "I'd like to think logistics efficiency played a role in that."

Looking ahead, he anticipates logistics will continue to be a driving force. This is especially true as consumers continue to expect faster and more flexible



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delivery from the businesses they interact with. This demand for improved last-mile service—not only to meet customer expectations, but also to exceed competitors’ capabilities—will increase pressure on logistics companies to find ways to become more efficient and provide increasingly fast service.

“We are up to the challenge,” Costanzo says. “We try to stay one step ahead of customer expectations, and are at the forefront of technology-based logistics solutions.”

A strong logistics program is everything, he says, when it comes to succeeding in the Canadian market.

Behind the Numbers

As any accountant will attest, numbers without context can be misleading. And when it comes to U.S.-Canadian trade issues, there certainly is nuance behind the numbers.

“Looking strictly at data, on the surface we would consider the trading relationship between the two countries to be healthy because there is near parity,” says John Leach, CEO of Montreal-based FLS Transportation Services. “In 2017, the United States recorded a trade surplus of \$8.4 billion on \$673.9 billion of goods traded.

“However, take into account that many of the goods shipped to Canada from the United States actually

originate from other countries,” he adds. “The U.S.-origin trade numbers, reported by the United States, reflect a \$17.5-billion, or 2.5-percent, trade deficit with Canada. That is still considered healthy, but could be improved upon.”

Leach says he expects U.S. representatives to leverage those numbers during the ongoing NAFTA negotiations. However, he adds, importers and exporters alike are revealing some anxiety over how trade regulations will impact the profitability of their business and their customers’ experience.

Reconsidering NAFTA, a 23-year-old trade agreement, along with the potential delay in a new agreement, has created minor uncertainty for those designing long-term trade strategy.

“The talks between the administrations, and the ensuing decisions, are critical to the future of Canadian companies, especially those engaged in the steel and aluminum markets, as well as the automotive industry,” Leach says. “Currently, Canada exports almost 90 percent of its steel to the United States, which accounts for about 16 percent of all U.S. steel imports. It also accounts for 41 percent of U.S. aluminum imports.

“Whatever agreement is ultimately decided upon will have to address questions regarding how automotive

commodities or other manufactured components cross, and perhaps re-cross, the border several times before they are delivered in a consumable product,” he adds.

Leach views these issues from a broad perspective. FLS operates more than one dozen company-owned offices throughout Canada, the United States, and Mexico. As one of the fastest-growing third-party logistics providers, FLS provides logistics solutions for all sizes of companies across numerous industries.

In addition to its core competency in over-the-road transport, FLS is engaged in providing highly customizable contract logistics functions including warehousing, cross dock, project logistics, and freight management.

Growth Nets Opportunities

The biggest difference between the U.S. and Canadian markets is the sheer magnitude of the U.S. market relative to the size of the population and consumption. More prolific than e-commerce in Canada—an estimated \$20.2 billion in 2017 retail e-commerce revenue, growing 42 percent to \$28.7 billion by 2021—e-commerce in the United States is estimated to grow 47 percent in the same period to \$603.4 billion.

“This level of growth in both countries will create significant



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opportunities for providers of logistics services,” Leach says.

FLS has been an industry leader in cross-border trade for more than 30 years. Throughout its tenure, the company has tailored its product portfolio and physical network to serve the needs of both Canadian and American clients.

“We customize our resources and unique expertise to help clients navigate international trade and related government regulation,” Leach says.

Whatever geopolitical challenges may linger, he sees growth ahead.

“Opportunities for logistics providers such as FLS are continuing to increase in the cross-border space,” he says. “Trade between the United States and Canada remains strong, and FLS plays a significant role in acting as an intermediary for the transportation of commodities and products in a number of key sectors. The volume of cross-border goods FLS transports—whether by road or intermodal rail—continues to grow as a result of both an increase in market share wins, and steady cross-border trade volumes.”

Leach believes this growth will continue over the next several years, albeit at a more moderate pace, while transportation-related costs will level out by the beginning of 2019. “Looking over the horizon, we expect even more innovative disruption occurring as better technology is introduced that will impact how we trade, and provide better visibility to how goods move through the supply chain,” he says.

Moving Forward

Polaris Transportation Group has seen a considerable increase in cross-border volumes in 2018. Polaris, best known for its scheduled LTL service between Canada and the United States, specializes in the shipment of dry goods. Based in Mississauga, Ontario, Polaris delivers industry-leading transit times

to and from the United States including Alaska.

“Polaris has grown for nearly 25 years through simplifying transportation and logistics between Canada and the United States,” explains Dave Cox, the company’s president. “Leveraging an expedited LTL network, and connecting every U.S. ZIP code to every Canadian postal code, Polaris is at the forefront of helping customers expand their cross-border businesses.

“Our customers want fast, reliable service,” Cox adds. “With new markets and new customers on the line, our clients value the cross-border expertise we bring to the relationship.”

To maintain that strong relationship, Cox says, Polaris focuses on keeping pace with the evolutionary nature of logistics.

“As a result of the rapid pace of change and emerging technologies, we use our assets to solve problems in new ways,” Cox explains. He notes particular examples, such as repurposing portions of the Polaris cross-dock network toward e-commerce fulfillment, and expanding the company’s warehousing and distribution

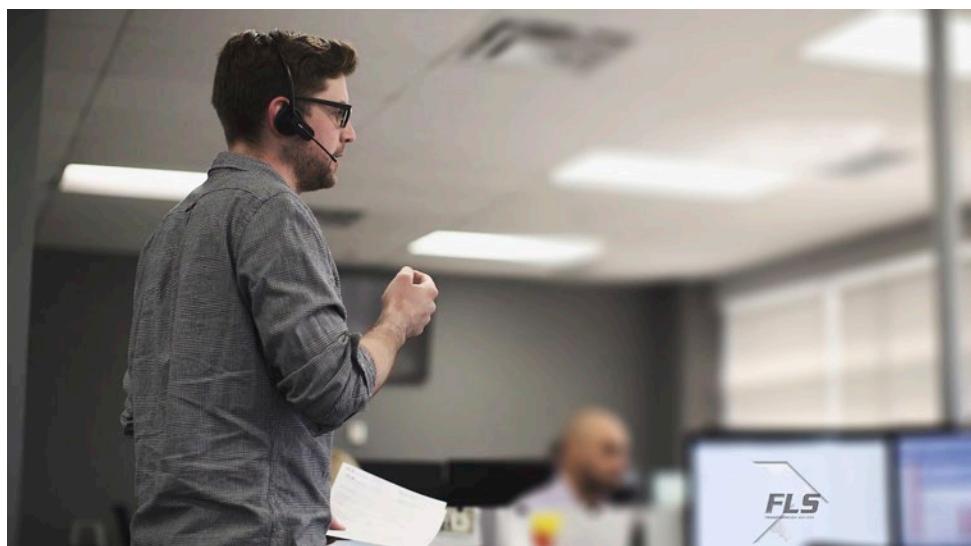
capabilities on both sides of the border.

“Moving forward, customers want greater connectivity in their supply chains, which has us investing in blockchain technologies,” he adds.

“Making life easier for the shipping community,” Cox says, is a core company value. To that end, Polaris has developed complementary transportation services, including the specialized movement of trade show displays and exhibits, third-party cross-border and domestic freight management, cross-border and domestic intermodal services, expedited ground and air service, and global air and ocean freight forwarding.

To ensure safe and secure transportation, Polaris participates in every border security program—Customs Trade Partnership Against Terrorism, Partners in Protection, Customs Self-Assessment, and Free and Secure Trade.

In the end, Canada-U.S. cross-border trade thrives for the same reasons any partnership lasts: Built on a strong foundation, both countries protect, nurture, and maintain the relationship through constant attention over the years. ■



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Photo courtesy of the Port of Long Beach





Getting Wise to Smart Ports

The nation's ports test technologies and invest in infrastructure to become the smart ports of the future.

By Gary Frantz

In today's world, an Amazon order for delivery to the United States might come from China, India, Germany, or Brazil. The shape and structure of global trade flows—where goods are made, warehoused, and consumed—and the e-commerce-driven growth of those volumes will continue to bring new complexities and challenges to how goods are moved.

Global volumes of export merchandise reached nearly \$18 trillion in 2017, up nearly 200 percent from 2000, according to the World Trade Organization. The majority of these goods moved on a ship and transited at least two port operations before finding their way to the ultimate consumer.

“Global trade is the engine of the modern global economy,” notes a recent ARC Advisory Group brief. “It is increasing faster than global GDP, but this also makes supply chains more complex.” And it places an imperative on the ability of logistics operators—both government and private sector players—to scale and grow efficiently,

One of the world's busiest seaports, the Port of Long Beach has introduced technology-driven, digital processes and invested hundreds of millions of dollars in modernization initiatives to become a smart port.

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process higher volumes faster, and connect with more partners that must communicate, collaborate, and coordinate activities and information to get products to global markets quickly and efficiently.

No supply chain partner will feel the impact—and have a greater need to increase efficiency, effective technology, and throughput—than global port operators.

Ports Ramp Up

Run down the list of the world's top 25 ports, and you will find most are in some stage of redevelopment and reinvention. They are making massive investments in infrastructure, equipment, and technologies to modernize operations and capabilities, all with the singular goal of becoming the smart port of the future.

“Port operators of the future will be managing far more information technology than in the past,” notes Dr. Oscar Pernia, senior director of product strategy for maritime software developer Navis, in a paper titled *Port of the Future: A Sense of Wonder*. Bigger vessels, broader carrier alliances, capacity consolidation, and larger hub-and-spoke networks are changing how ports operate—and make a profit.

Ports will have to “leverage cloud-based networks, connect with far more shipping partners, and process huge amounts of data” to improve operational planning, control, and execution. “The work ahead is significant,” notes Pernia, “but will ultimately lead to a far more efficient and predictable ocean supply chain,” with great promise for reducing the estimated \$17 billion in waste from current port and carrier business processes.

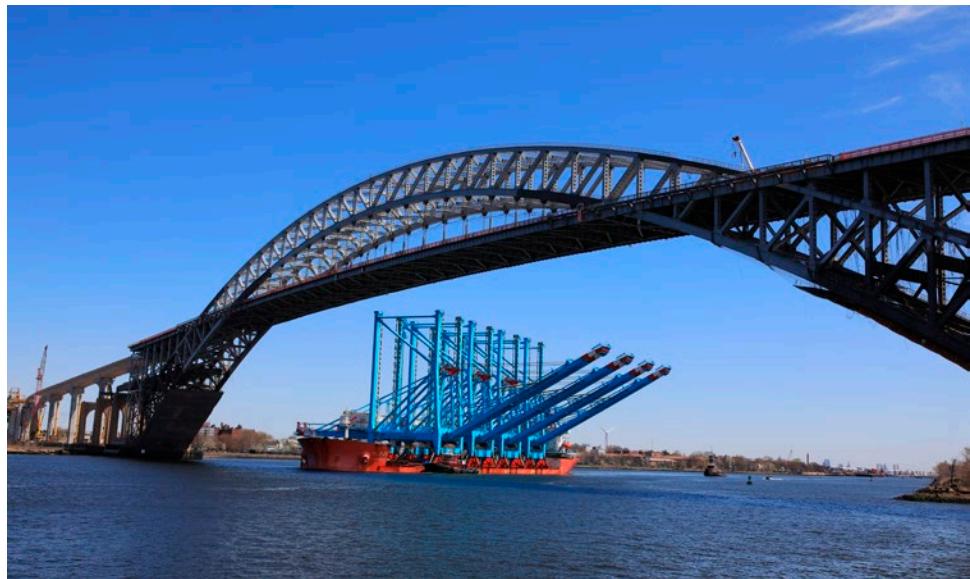
Speeding Toward Smart

The race to capture those savings has already begun. For example, the Port Authority of New York and New Jersey spent upwards of \$6 billion in the past 10 years to modernize and expand infrastructure. It has deepened shipping channels and raised the height of the Bayonne Bridge by 50 feet so larger vessels can navigate into the port.

The port authority has realigned, improved, expanded, and upgraded maritime roadways—designed 60 years ago—to handle today's traffic safely and more efficiently. Intermodal terminals have seen some \$600 million in investments with on-dock rail



Automated terminals have to accommodate larger vessels, processing massive data volumes and connecting with a growing number of supply chain stakeholders to enable smooth and efficient port operations.



Four new-generation gantry cranes designed for large containerships travel under the raised Bayonne Bridge to APM Terminals Elizabeth at the Port of New York and New Jersey, marking a milestone in the port's transformation.

at Newark, Elizabeth, and Staten Island. A fourth, at Bayonne, will be online by the end of 2018. When fully operational, the four sites will have capacity for 1.5 million lifts annually.

Defining Intelligence

A smart port is composed of three pillars, according to Beth Rooney, the Port Authority's assistant director.

First is infrastructure, with modern facilities of appropriate size and capacity in the right locales.

Second is what Rooney calls “mindset, which is having the will to make sure the port and its resources are operating safely, efficiently, productively, securely, and sustainably.”

Third is technology and innovation. This is the enabler that drives efficiency and productivity. “We have to use what



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we have more efficiently,” notes Rooney. “That speaks to business processes, technology, and smart infrastructure.”

Technologies currently in use at the port include traditional RFID transponders to locate and identify trucks, and “weight in motion” systems and optical character recognition to automatically read chassis and container numbers.

Rooney also cites a recently launched “port community system,” a collaborative website that consolidates ship, container, and other port information into a single visibility portal. It saves time for ship lines, port operators, and truckers, who can now go to the Port Truck Pass site for the latest ship and cargo container status, utilizing a consolidated information platform to help them more efficiently plan and manage daily activity and staff needs. In the past, operators had to go to multiple sites and sometimes cut and paste information into spreadsheets.

Port operators also must stay abreast of disruptive technologies and understand how these will impact port operations. “We are looking at some of these emerging technologies and asking how we can adapt and benefit from them as they mature,” Rooney says.

Welcoming the Revolution

Ports will have to embrace what Mario Cordero, executive director for the Port of Long Beach, terms the “fourth industrial revolution,” where e-commerce has been the catalyst, and Amazon has expedited the mindset and expectation.

“Customers emphasize speed and connectivity,” Cordero says. “The Amazon world requires ports to think about how they can move and deliver cargo faster. It goes back to defining what a smart port is, and how today’s ports can execute a path forward to that goal.”

The Port of Long Beach is well along its journey, with hundreds of millions of dollars in planned upgrade and modernization initiatives on the books, as well as the introduction of more technology-driven, digital processes.

Long Beach, in conjunction with the Port of Los Angeles, is currently in pilot with GE Transportation, which is helping to build a cloud-based collaborative portal that will connect and synthesize data from multiple partners on a single platform, creating new opportunities to optimize all facets of port operations. On the infrastructure side, its Middle Harbor development project is in its third phase, and will ultimately create a state-of-the-art, highly efficient marine terminal emphasizing sustainable operations.

Cargo Reaching Record Levels

Such improvements are necessary if the port is to effectively manage surging volume, which in 2017 hit a record of 7.54 million twenty-foot equivalent units, an 11-percent increase that resulted in the port’s busiest year ever. “We will look at all options to maximize efficiency,” says Cordero.

Port managers have to continually ask “how do we move cargo faster and more transparently?” he says, noting that one initiative has reduced truck turn times by 50 percent. “If we can further improve that through applying appropriate and relevant technologies, we’ll consider it,” Cordero adds.

Embracing Digitization

By Parvez Mansuri, CEO, Advent Intermodal Solutions

Some early adopters in the shipping and containerized cargo industries are beginning to invest in digital solutions to differentiate their offerings and gain efficiencies.

One organization that is leveraging data to influence decision-making is the Port of New York and New Jersey, which deployed a GPS-based appointment system in its Bayonne terminal, operated by GCT USA. The system provides shippers visibility into turn times from trucks going in and out of the port’s terminals.

This information allows shippers to analyze terminal performance over time, and compare turn times at different terminals, providing insight on queue times outside gates, and the time that vehicles spend in the terminals.

Among the many benefits of this system:

- Shorter and more consistent turn times for truckers.
- More than \$5 million in fuel cost savings in 2017 alone.
- Priority scheduling benefitting customers.
- The ability to meter traffic within the terminal.
- Drayage truck turn times during appointment hours

improved more than 40 percent, while simultaneously improving the turn times of trucks outside the mandatory reservation window.

The Port of Oakland is also leveraging digitization as a competitive differentiator. In May 2018, the port announced the Oakland Portal, a digital collaboration platform that, for the first time, aggregates shipping information from every marine terminal in a harbor. The portal provides a single point of entry to seaport operations, allowing beneficial cargo owners (BCOs), agents, and freight haulers a single window to real-time insight on their cargo.

The Oakland Portal consolidates information—vessel schedules, up-to-date cargo status, and live camera views of port and terminal thoroughfares—from Oakland’s four active marine terminals.

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Smart ports are processing more cargo with technology innovations that centralize information and provide supply chain stakeholders with greater visibility.



A post-Panamax containership docks at the Port of New York and New Jersey. The port invested in large-scale projects, such as the Harbor Deepening Program, so it could handle large vessels with capacities up to 18,000 TEUs.

“We know what our customers want,” adds Cordero. He outlines four key demands: optimize the logistics chain, shorten wait times, support faster routes and service times, and increase visibility to cargo status earlier in the shipping cycle.

While each port has its own unique needs based on factors such as location, competitive position, and size, smart ports are evolving into interconnected technological and physical infrastructures that streamline, disseminate, and analyze data across port operations and throughout the supply chain, explains John Driscoll, maritime director for the Port of Oakland.

Key technologies include cloud-based services, mobile devices and applications, sensors, autonomous transportation, and connected platforms, such as the Oakland Portal, which provides a single-entry point for seaport operations, and aggregates information from the port’s marine terminals.

“We provide a comprehensive digital view of ships, cargo, and terminal information all in one place,” explains Driscoll. “Shippers no longer have to click through multiple websites.”

FITS and Starts

Another initiative is Oakland’s Freight Intelligent Transportation System (FITS), a collaborative initiative between the port and the Alameda (CA) County Transportation Commission to develop port-specific technology infrastructure. In its early design stage, the project will encompass the port’s fiber-optic network, Wi-Fi coverage, and camera systems. The goal is to improve traffic flow, safety, and throughput, using technologies such as RFID, adaptive signal systems, electronic messaging signs, weigh-in-motion sensors, and advanced train detection systems.

The port will also soon open Cool Port Oakland, a 280,000-square-foot, temperature-controlled, state-of-the-art warehousing facility. Its technology platform will integrate management of activities such as real-time scheduling and direction of trucks (to what dock and when), container scheduling status and updates, inventory visibility, and tracking and controlling temperature levels within the secured facility. It will also manage various administrative, payroll, financial accounting, and management functions.

“Smart ports should be able to do more with less on their existing footprint,” Driscoll says, thanks to technology advances that centralize information, digitize and automate more processes, and provide more timely, complete, and accurate data. “That’s the key to better decision-making and more consistent and reliable performance,” he notes.

Getting Smart about Technology

Chasing the latest and greatest technology in the drive to build a smart port only makes sense where the technology solution enhances and streamlines a process that has been vetted and mapped as effective, and mission critical to the operation. In many traditional industries, such as ocean shipping, legacy processes and workflows can persist simply by the weight and inertia of history—they can prove difficult to change or sunset even when an independent evaluation demonstrates them to be ineffective and outmoded.

Bolting new technology onto an ineffective or inefficient process still leaves a bad process. So, the challenge for port operators and partners as they journey toward the land of smart ports, is to be vigilant in assessing their needs, understanding “reality from fiction” with respect to the ability of technology to create and deliver lasting change for the better, and above all, measuring and validating the return on investment.

With so many promising, emerging technologies and providers coming on the market, “it’s an exciting time for ports to test and determine which technologies work best for specific challenges and environments,” says Driscoll. Especially in a world where the ultimate consumers—and the ports that deliver those goods—are increasingly embracing Amazon-like expectations. ■

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PROTECTING YOUR **SUPPLY CHAIN**

Do you sometimes feel like cushioning your facilities and workers with bubble wrap to keep them safe? Here are five ways to pop that problem.

By Karen Kroll



Hazards are everywhere in the supply chain. It's the nature of the field. In the warehouse, for instance, workers face dangers related to forklifts, stacking of products, improper equipment use, inadequate fire safety provisions, and even repetitive motion, among many others. Tractor-trailer drivers deal with myriad risks on the road and everywhere else they maneuver their vehicles. Port and rail workers contend with loading and unloading large containers and operating massive machinery.

To adequately confront and mitigate this assortment of dangers, experts emphasize the importance of developing a robust safety program that is integrated into an organization's strategic mission—not as an afterthought, but as an essential component of the company's success.

Safety is not just about the safety of workers, says Kimberly Darby, a spokesperson for OSHA. It also is about competitiveness, business performance, and cost savings.

Here are five keys to developing a safety culture that permeates an organization and helps protect workers and strengthen the overall business.





The Georgia Ports Authority's integrated safety program, Safety NONSTOP, focuses on raising safety awareness for all employees and supply chain partners.

1. VISIBLE LEADERSHIP

The positive example and visible engagement of leadership in safety efforts is essential; so is the leaders' willingness to commit financial resources to safety programs, says Mary Dinkel, corporate manager of environment, health, and safety for Legacy Supply Chain Services, a third-party logistics provider.

"A successful safety culture begins at the top of the organization," Dinkel says. "Leadership needs to ensure safety flows down to the associates on the floor."

When the Georgia Ports Authority (GPA) launched a new safety initiative, it leveraged management commitment to broadcast the program's importance to its approximately 1,200 employees, says Ed McCarthy, the GPA's chief operating officer.

For instance, Griffin Lynch, the GPA's executive director, plays a prominent role in the program to emphasize safety's strategic importance to the entire organization. "The first step in the program is ensuring management buy-in, from the executive director on down," McCarthy says.

2. EMPOWER WORKERS

In addition to management support, companies must entrust employees with hands-on involvement in developing

safety practices. That starts with making sure safety efforts connect with workers and address their everyday working habits.

When workers are successfully engaged, McCarthy says, they can identify safety challenges and help devise the best tactics for alleviating them.

"Working on safety from the ground up is how you empower your employees," he says. "Ask them to identify the safety issues and how best to solve them."

Involving employees encourages their sense of proprietorship of an organization's practices. "The optimal safety team is self-directed and owned mostly by employees," Dinkel says. "Employee-owned safety teams should be empowered to address physical safety concerns, as well as develop a strong communication program."

3. KNOW YOUR RESPONSIBILITIES

Organizations must be conscientious about recognizing the regulations that apply to them, recommends John Pinckney, vice president of National Transportation Consultants, an Indiana-based firm that helps companies operate motor carrier fleets. Otherwise, they risk not only incurring possible penalties, but also overlooking key safety practices.

For instance, Pinckney sometimes works with clients who use trucks to deliver their own goods and services. But they don't consider themselves trucking companies because they don't carry someone else's freight—though legally they fit the bill.

"When companies don't realize that motor carrier enforcement officials view them as trucking companies, they expose themselves to possible fines and penalties," Pinckney says.

"Also, in the unlikely event of a personal injury collision that results in a civil lawsuit, companies expose themselves to significant civil liabilities," he adds.

"Companies that own trucks and use them to further their business should make time to learn the applicable trucking regulations and safety practices," he recommends. "Train drivers and logistics personnel on motor carrier safety, defensive driving, and complying with trucking regulations."

In a similar vein, Dinkel says warehouse operations and others should be poised to update protocols and stay up to date on key new safety issues when they emerge, whether from new rules or new business pursuits.

"Have a mechanism or process in place to manage changes or issues as the business changes," she advises.

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In warehouses, an organizational safety program ensures that workers are properly trained to use heavy equipment, such as forklifts.

4. BEWARE AND AWARE OF NEW TECHNOLOGY

New technology has helped make work in the supply chain safer, particularly through automation that “separates man and machine” in a way previously impossible, McCarthy says. However, he adds, automated machinery carries risks and requires vigilance.

As an example, McCarthy points to a remotely operated rail-mounted gantry crane, which is used to load and unload freight. The human operator is not located in a cab on the crane, but in a building without a direct view of the area. That makes it critical to prevent humans from being around the machines when they are in operation.

“You have to fence off the area and ensure that whenever anyone moves into that area for maintenance or repair, there’s a procedure to keep the machine from being turned on,” McCarthy says. “You also need a process to shut down the crane if someone goes into the area while it is already on.”

Organizations should seek out small and large technological improvements in material handling equipment that can boost safety efforts, such as blue warning lights that project several feet ahead of equipment to alert others that a machine is moving in that direction.

OSHA’s Darby says companies also should be careful to keep progress from accelerating ahead of safety efforts.

“Workplaces are always evolving as new technologies, processes, materials, and workers are introduced,” she says. “By adopting a systematic approach to

identify and control hazards, businesses can stay on top of emerging dangers that could lead to worker injury or illness.”

5. OVERSIGHT AND INTERVENTION

Training and policy will only go so far without action. A key component of building a safe workplace is confirming that workers follow an organization’s established practices and policies.

Trucking companies, for instance, must keep close watch on their drivers and respond with purpose when problems emerge.

“Trucking companies that monitor at-risk driving choices, and promptly intervene with appropriate safety training, build a safety culture that identifies acceptable and unacceptable driving behaviors,” Pinckney says.

One tool for examining workplace incidents after they occur in certain settings, and striving to prevent them from happening again, is a safety summit, which “involves a joint labor/management task force spending concentrated time at a location that may be seeing unusual accident frequency,” Dinkel says.

“Safety summits include a review of the target facility’s safety program, a review of accident investigations to understand the root causes, and a safety walk of the facility,” she says.

The way companies respond to accidents can dictate their future safety success. Too often, McCarthy says, organizations assume a defensive stance rather than a proactive one geared toward preventing that type of incident from ever occurring again.

“Many companies stop at an accident review and don’t get into a root cause analysis,” he says. “That’s a mistake.” ■

DRIVE TO ZERO INJURIES

Organizations that hope to excel in the safety realm cannot lack ambition, notes Ed McCarthy, chief operating officer of Georgia Ports Authority. An organization can be tempted to compare itself solely to others in the supply chain field, and to accept that a certain number of injuries are simply an inescapable part of the industry.

But that approach puts a ceiling on safety. It’s critical to measure one’s organization against the best in class in any industry—and to emphasize that no number above zero is acceptable for injuries, McCarthy says.

“If you talk to leading industry executives, from the CEO down, they will say safety is about having a continuous improvement plan and that every company needs to drive to zero injuries,” McCarthy says. “It’s not about lost time or accidents—it’s about getting to zero injuries.”

A collective vigilance toward accident prevention also means not sloughing off responsibility for incidents not directly under an organization’s control, McCarthy says. Organizations should consider the safety records of contractors and corporate partners when evaluating themselves, if they hope to make an honest assessment.

“If we’re going to hold ourselves to a high standard, then we need to hold our partners to one, too,” he says.

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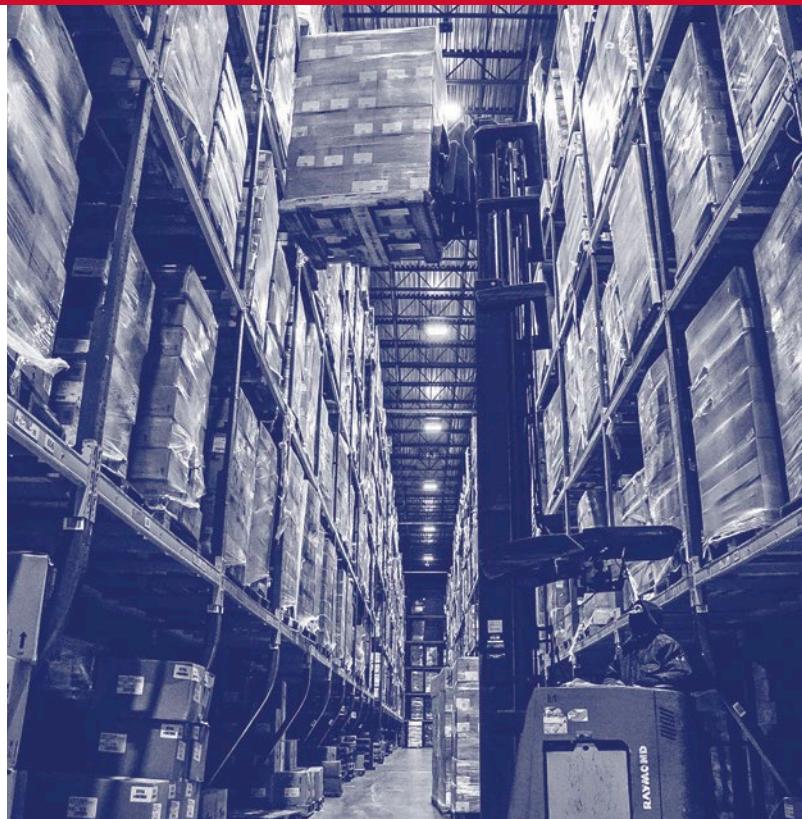


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A Fresh Look at Intermodal

With driver shortage and capacity issues affecting trucking, once wary shippers are taking a different view of rail intermodal.

By Tom Gresham



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Photo courtesy of Norfolk Southern

When Steve Sashihara, co-founder and CEO of IT and management consulting firm Princeton Consultants, recalls the climate for intermodal shipping in 2009, he chuckles because “it was just so terrible.”

“There was a lot of capacity on the road and many shippers left intermodal for trucking because the carriers were almost giving service away just to keep their business going,” Sashihara says.

Today, shippers face a markedly different landscape. Shippers see a trucking sector that finds it hard to find drivers, and operates at essentially full capacity, resulting in reduced availability and higher prices. Consequently, logistics decision-makers are considering alternatives, and intermodal offers obvious appeal.

“Many companies that haven’t shipped intermodal for a while are taking a fresh look,” Sashihara says. “They’re starting to program intermodal into their network and they’re starting to get more savvy about it.”

Trucking’s current lack of capacity has provided a boost for intermodal shipping, agrees Todd Tranausky, senior transportation analyst for FTR, which provides freight forecasting and analysis. In contrast to trucking, intermodal “will at least guarantee you’ll be able to move your product to market,” he says.

“Intermodal rail provides plenty of capacity,” Tranausky says.

BNSF No. 6674 leads a double-stacked intermodal container train through Washington state. Rails currently offer plenty of capacity; each double-stacked intermodal train can carry the equivalent of 280 trucks.

“The same can’t be said for trucking. It could be very difficult for shippers to move a box via truck right now.”

For rail carriers to take advantage of the prevailing favorable intermodal conditions, they need to make the necessary adjustments to provide steady service in the face of unexpected volume increases that could strain resources, notes Tranausky.

Intermodal is also vulnerable to weather-related delays; for instance, severe weather in western Canada in winter 2018 led to delays and congestion at ports in Prince Rupert and Vancouver for shipments to distribution centers in areas such as Chicago and Memphis.

“Intermodal is one of the more service-sensitive businesses on the railroads,” Tranausky says. “In order to attract and retain new business, the railroads will need to be able to deliver that service.”

Container Availability

One possible service issue centers on the availability of intermodal containers. Domestic intermodal container traffic has not grown as much as expected, while container volumes “are significantly higher than you would expect them to be,” says Tranausky. Railroads will need to invest in new boxes or risk failing to keep up with new volume coming into the market.

In addition, the trucking capacity issue that is benefiting intermodal also could hamstring it.

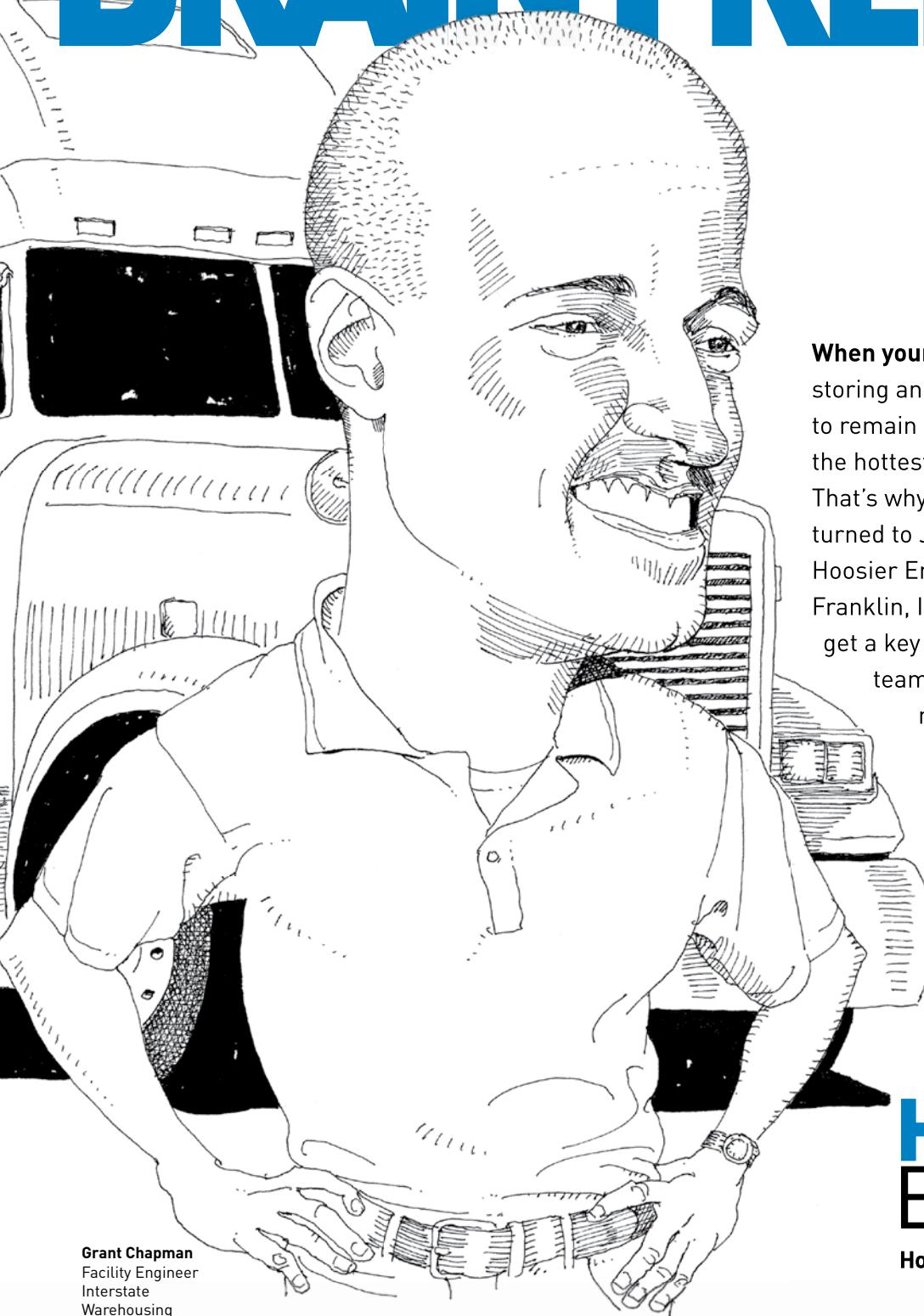
“With the trucking sector’s overall structural issues, and the growing economy, an important question will be: What

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Tracking Prices

Shippers tend to view intermodal as a lower-cost option to trucking and “in some ways that’s still true,” says Todd Tranausky, senior transportation analyst for freight transportation intelligence provider FTR.

Trucking rates are about 10 percent higher than one year ago “at a minimum,” he says. However, shippers should understand railroads are being “very aggressive” in their approach to pricing, he notes.

“Intermodal is not as inexpensive as it used to be,” Tranausky says. “If you were used to using intermodal five years ago, the rate quote you get today will be at a significantly higher price point.”

The market has dictated the increase in prices.

“While truckers raised rates, railroads have not sat by and stayed content with their intermodal pricing,” Tranausky says. “They’re under pressure to make sure they follow truck rates up as much as they possibly can, especially as they face threats from declines of commodity groups, particularly coal. They need to be able to replace that revenue somehow.”



Drayage moves are a crucial consideration when choosing between intermodal and trucking.



Cranes prepare to retrieve intermodal containers from a ship. Approximately 63 million TEUs of intermodal freight move through North American ports annually, says IANA.

does the drayage market look like—is there a drayage capacity constraint on the system?” Tranausky says. “When you think about intermodal, you’re not just thinking about the long-haul rail piece. You also have to dray that container at least once, and in some cases at both ends. What will that look like as we get into a changeable, fluid trucking situation?”

A key tailwind for intermodal is that the Class I freight railroads, the largest domestic intermodal carriers in the United States, “are in excellent financial health and are investing capital,” Sashihara notes.

The U.S. network is comprised of nearly 140,000 rail miles that are operated and maintained by more than 560 private railroads, which typically own their tracks and locomotives. Railroads spent more than \$660 billion on their privately owned networks between 1980 and 2017, according to the Association of American Railroads.

Intermodal Stays Stable

Railroads see stability in intermodal when compared to other core businesses that have been more susceptible to global events and trends—for instance, coal and fracking sand have experienced more volatility, says Sashihara. Currently, 25 percent of U.S. railroad revenue comes from intermodal freight, according to the Intermodal Association of North America.

“Intermodal is not the hot growth story it was 10 years ago,” Sashihara says. The railroads “increasingly see intermodal as a rail-friendly segment that can perform over decades versus some of the other substitute commodities that share the same track.”

Some shippers may be looking closer at intermodal in the short term because of current trucking conditions, but ultimately intermodal appeals to “long-term thinkers,” says Sashihara.

One misconception he encounters among shippers is the idea that a company should be either a truckload shipper or an intermodal shipper. He recommends that shippers employ intermodal in concert with truckload shipping—similar to the way an astute investor develops a diverse financial portfolio to spread risk.

When shippers find the conditions for shipping via truckload particularly challenging—such as in the current climate—it helps to have intermodal “as a weapon in your arsenal,” Sashihara says.

“When you ship with both intermodal and truckload, you get a more robust network and save money,” Sashihara says. “If you ship only with one or the other, the network is less robust and you will pay more.” ■

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Pork Processor Brings Home the Bacon

To ensure the path from pigs to people is the shortest possible, Smithfield Foods cooks up a sizzling supply chain.

By Sandra Beckwith

Like so many other companies its size, Smithfield Foods Inc., the world's largest pork processor and hog producer, grew through acquisitions—more than 40 of them since the first in 1981. Over time, the company consolidated those businesses into three independent operating companies (IOCs), each maintaining its own supply chain.

When an on-time delivery problem arose in 2015, the supply chain team investigating its cause experienced something else that's also common in organizations of Smithfield Foods' size and structure: Identifying the cause of one issue leads to another, and another, and yet another.

“Seemingly disconnected transactions will cause more issues if you don't solve the root problem,” says Dennis Organ, the company's senior vice president of supply chain.

Smithfield's solution meant combining its three supply chains into one, which dovetailed nicely with its “One Smithfield” initiative to unify the three companies and their brands under one corporate umbrella. The process would not only help get to the root cause of problems, it would also improve operating efficiency and reduce costs while contributing to the organization's aggressive sustainability goals.

“Any time you do something that saves money, there's usually a sustainability benefit as well,” Organ notes.

Smithfield Foods, founded in Smithfield, Virginia, in 1936, is a \$15-billion global food company with popular packaged meat brands that include Smithfield, Eckrich, Nathan's Famous, Farmland, Armour, and John Morrell. It serves more than 3,800 customers worldwide—with at least 7,000 different “ship-tos”—by employing more than 50,000 people across 54 facilities in North America and Europe.

The company's tagline, “Good food. Responsibly”, is reflected in a range of socially responsible practices that includes plans to reduce greenhouse gas emissions 25 percent—more than 4 million metric tons—by 2025. The supply chain consolidation is contributing to that goal. For example, optimizing the distribution network saved





\$29 million in 2017. Over the next three to five years, it will reduce travel by up to 19 million miles and save more than 1.8 million gallons of fuel.

Smithfield's supply chain consolidation builds on four foundational pillars as a framework:

1. Reducing complexity
2. Gaining visibility
3. Assigning accountability
4. Executing

To help reduce complexity, Smithfield brought in LLamasoft, a supply chain design software company in Ann Arbor, Michigan, to create a digital twin of its supply chain. "We wanted to understand our potential total delivered costs if we operated in the most optimal way possible," says Organ.

Harmonized Software

The software company's Data Guru technology gathered supply chain structure and policy data from the three companies' various systems, then consolidated and "harmonized" it into a uniform format. From that data, LLamasoft's Supply Chain Guru software created the digital model Smithfield can use to manipulate with what-if questions that reveal outcomes when hypothetical changes are introduced.

The optimal path isn't always realistic for a number of reasons, so the software lets users add factors that generate other scenarios.

"You can constrain the model with specifics you will not change and instead focus on changes that are less disruptive but still provide cost savings and greater asset utilization efficiencies," says Toby Brzoznowski, LLamasoft's co-founder and chief strategy officer.

But before Smithfield could act on what it was discovering with digital modeling, the company needed to gain visibility into its processes—the second pillar. It used a time- and labor-intensive value stream mapping approach involving comparatively low-tech Microsoft Visio and write boards.

"We started by focusing on on-time delivery, fill rate, and quality issues," says Organ. "Asking 'What is the root cause for the late truck?' led us to track and manage our carriers and understand why they were late. That then led to understanding what caused distribution center and plant outbounds to be late, which pointed us at production and inbound issues."

To help solve these problems, Smithfield teamed up with FourKites Inc., a software company that provides shippers with real-time visibility into their transportation networks. The software's analytics also help companies determine how those goods can move faster.

Smithfield consolidated the three IOCs' various transportation management systems into one and interfaced it with FourKites.

"At one level, our software integrates with the shipper's transportation management system to get information on a shipment and its transportation," explains Priya Rajagopalan, chief product officer at FourKites. "At another level, it then integrates with thousands of carrier systems to identify which truck is assigned to which load. Then we track the truck in real time, providing full visibility."

By integrating with all major GPS vendors, the software

Bringing Exports Under One Roof

The “One Smithfield” initiative to combine three independent operating companies under one corporate umbrella includes consolidating, and in some cases relocating, distribution centers.

This process includes building a \$100-million, 500,000-square foot distribution center with 47,000 pallet positions at its process facility in Tar Heel, North Carolina. The project includes expanding the plant’s blast cell cold storage capabilities by 140 million pounds.

The changes at the facility, the largest pork processing plant in the world, will help improve service to Smithfield’s fresh and packaged meats customers in the southeastern United States and other parts of the world, since the facility will be an export center.

“We’re consolidating our export operations on the East Coast so our export inventory is in one location that’s closer to a port,” says Dennis Organ, senior vice president of supply chain at Smithfield Foods, Inc.

The new distribution center is slated to open in September 2018, one year after construction began.



Smithfield Foods, the world’s largest pork processor and hog producer, recently consolidated the supply chains of its three independent operating companies.

receives real-time location updates. Among other things, this information lets users update customers on shipment arrival times. This, in turn, helps those customers be ready to receive at the designated time or accommodate a delay.

Consolidating all transportation information in the FourKites system allowed Smithfield to boost its on-time delivery rate from 87 to 94 percent. It also helped improve warehouse and dock operations.

Pivot to Direct Shipping

Process mapping and the digital model have led to a number of other significant modifications and cost savings. One of the biggest involves a pivot toward shipping more products to customers directly from plants. Smithfield has reclaimed some of the distribution space in each plant that had been ceded to production, and invested in blast freezing in those locations.

“Blast freezing reduces our costs, complexity, and the number of system transactions to coordinate while our customers receive fresher products,” says Organ.

There is a larger opportunity for this with exported fresh pork (*see sidebar*), he adds, but there’s potential with packaged meats, as well. “For example, customers might buy a

full truckload of hot dogs during the busy summer grilling

months, so we adjust our supply chain to ship directly to those customers during that season,” Organ says.

Right-Sized Warehouses

Another significant change involves distribution centers. Before the One Smithfield initiative, each IOC had two facilities serving the entire country for a total of six. After modeling alternatives with Llamasoft technology, Smithfield reduced that number to four, with each center strategically located to serve a specific geographic region instead. The company was also operating as many as 80 cold storage facilities, but by right-sizing its warehousing, it cut that number to 25.

The company is also focused on bringing production closer to customers.

“Bringing production, warehousing, and shipping all within close proximity further achieves our goal of reducing complexity while having a positive impact on food quality, the environment, and our bottom line,” says Organ.

Mapping processes and creating a digital version of its supply chain allowed Smithfield not only to assign accountability—the third pillar—but also to provide employees with the resources needed. This contributes to the goal of the fourth pillar, executing: operational excellence.

“We’re building the least complex structure possible, assigning accountability, and executing it,” Organ says. “We want the path from pigs to people to be the shortest possible.” ■

A \$15-billion global food company, Smithfield Foods offers a wide range of popular packaged meat brands. The company is getting “pigs to people” quicker by making significant supply chain changes.

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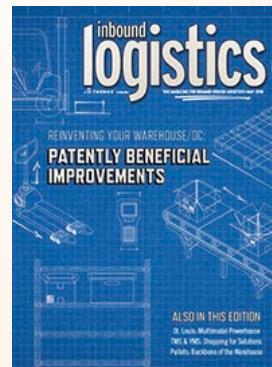
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Casebook | by Merrill Douglas

Fulfillment Makeover Reveals A Glowing Supply Chain

Thanks to a new strategic fulfillment location and automation makeover, Rodan + Fields has skin in the social commerce game.

Rodan + Fields was growing fast. By 2016, the skin care company was shipping so many orders, its Dallas-based fulfillment center could barely handle the volume.

“Our peak days started to hit 30,000 to 40,000 orders, sometimes more,” says Bryan Wayda, chief supply and service officer at Rodan + Fields in San Francisco. “The building and process weren’t designed to handle that volume of flow.”

In 2017, Rodan + Fields moved its operations to a facility in Lockbourne, Ohio, operated by DHL Supply Chain Solutions. Thanks to the strategic location, combined with new automation, Rodan + Fields now ships many more orders than it could before, and more efficiently. And it gets product to its customers faster than it could in the past. The relationship with DHL Supply Chain has also laid the foundation for greater efficiencies in the future.

Rodan + Fields was founded in

2002 by dermatologists Dr. Katie Rodan and Dr. Kathy Fields. The business originally sold its products in department stores, and beauty care giant Estée Lauder acquired the brand in 2003. But in 2007, the two doctors bought the brand back, abandoned the brick-and-mortar channel, and committed to a new business model: social commerce.

A hybrid of multilevel marketing and e-commerce, social commerce uses independent consultants to enroll customers, each of whom makes purchases through a personalized version of the company’s e-commerce site.

Because Rodan + Fields makes its skin care products for daily use, many customers buy subscriptions, receiving a new shipment automatically every 60 days. Five days before the order is



DHL's Lockbourne, Ohio, facility houses 6,400 square feet of cold storage, seven high-speed fulfillment lines, and eight production lines to handle storage, kitting, and fulfillment services for Rodan + Fields orders.

due to ship, customers get an email alert, which gives them a chance to make modifications if they want.

Rodan + Fields chose the Dallas area for its original fulfillment center because, at the time, the company's market was concentrated in the South and Southeast. Contract manufacturers in New Jersey, Illinois, Ohio, and Southern California shipped product to the building, a multi-tenant facility operated by a third-party logistics (3PL) provider.

The arrangement worked well at first. But then business exploded at an unexpected rate. "We'd simply outgrown the building," Wayda says. Also, as volume grew, the geographic center of the company's customer base started shifting.

Rodan + Fields faced a choice: Should it supplement the Dallas facility with an operation in another city? Or, to better serve its evolving market, should it relocate entirely?

Searching for Solutions

Instead of reaching its own conclusion, the company issued a request for proposal to about 16 3PLs, including the incumbent. Rodan + Fields described its goals for throughput, market reach, and efficiency, and left it to the 3PLs to propose solutions. In the end, the company chose DHL Supply Chain, which recommended moving to Lockbourne, a suburb of Columbus.

"The Lockbourne site was in the

100-mile circle of our center of gravity to our customers," Wayda says. Moving there would shorten the fulfillment cycle to most customers by about one day.

DHL Supply Chain recommended Lockbourne to Rodan + Fields in part because that location offers a ground transportation network that can reach a large population within two days.

"The second reason is DHL Supply Chain has a large presence in that market, which allows us to leverage resources, associate sharing, and management capabilities across multiple sites," says Kraig Foreman, vice president of operations at DHL Supply Chain Solutions, North America, in Westerville, Ohio.



Rodan + Fields' skin care product line experienced explosive growth in recent years. The company needed to improve its supply chain so it could sustain demand, increase efficiency, and improve the overall customer experience.



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PEAK SEASON EVERY 30 DAYS

A customer who buys a skin-care subscription from Rodan + Fields could make that purchase at any time. But since the company sells mainly through independent consultants, who earn rewards for hitting sales goals, most subscription sales occur near the end of the month. Every 30 days or so, when it's time to fill those recurring orders, shipment volume jumps.

That creates special challenges for inventory and labor management. "Unlike most other e-commerce businesses, this type of business has at least 12 peaks every year," says Fred Takavitz, senior vice president, retail, DHL Supply Chain Solutions.

The technology in its proposal also worked in DHL Supply Chain's favor. "DHL gave us an automation model that allowed us to start with the capacity we're at today, to achieve the throughput we need, but then grow into the future in a more flexible way than some of the other solutions," Wayda says.

The new operation automates many fulfillment processes that were performed manually in the previous facility. Fulfillment in Lockbourne happens in two phases. In the first, associates pre-assemble bottles and tubes of product into kits, which Rodan + Fields calls regimens. A regimen is the company's basic sales unit.

"Before we even see an order, we have teams of associates working on building the kits," Foreman says.

Because the Food and Drug Administration regulates some of the products in a regimen, Rodan + Fields tracks product lot codes. DHL Supply

Chain uses an automated spray printer to add those codes to the regimen boxes.

As DHL Supply Chain receives customer orders in its Manhattan Associates warehouse management system (WMS), a pick-to-light system tells associates which regimen boxes to pick and place in a carton for each shipment. "The WMS automatically sizes the box," Wayda says.

The system inducts each shipping carton onto one of several production lines, based on what's inside and which parcel carrier will handle it.

"When the carton hits the specific production line, all the components are put onto it, including packing slips, shipping labels, and dunnage," Foreman says. "It comes out the other end of the line and is ready to load onto the parcel carrier's truck."

But before the box leaves, it's conveyed over a scale. "This is to make sure the weight of the box is equal to the expected weight," Wayda says.

More Volume, Greater Efficiency

Employees at Rodan + Fields have a view into the WMS that lets them look up the status of customers' orders. Visibility into the system also helps DHL Supply Chain fine-tune its processes to meet daily demand.

For instance, if DHL Supply Chain sees orders are spiking on Monday, it will "wave" orders being shipped to shorter distances, allowing Rodan + Fields to ship to longer distance addresses first. "Both orders are shipped on time, but regardless of distance, orders will reach customers about the same day," Foreman says.

DHL Supply Chain opened the Lockbourne facility in May 2017. Rodan + Fields moved fulfillment there in stages.

"We transitioned by state," Wayda says. At first, the Lockbourne site shipped only Rodan + Fields's top-selling products, and only to customers in Ohio. DHL Supply Chain gradually added

more products and more states, until, in October 2017, it was handling all of Rodan + Fields' fulfillment.

The biggest benefit Rodan + Fields has gained since the switch is greater capacity. "We're experiencing growth each month," Wayda says. "We've hit levels that I don't think we could ever have achieved at the prior facility."

Throughput in Lockbourne is 50 percent higher than it was in Dallas, Wayda says. And the operation is more efficient. "We were expecting a 20-percent efficiency gain," he says. "We've had some months when we exceed that."

A Fulfilling Experience

Automation has also helped to improve fulfillment quality. For example, it's now much easier to locate boxes that contain incomplete orders.

"The weight checking catches that quickly, and we have an opportunity to fix the order before the customer realizes someone mispicked," Wayda says. "And it provides fast coaching back to the worker, to show them how to watch their indicators when they're picking product."

Now that DHL Supply Chain has the new facility up and running, officials at Rodan + Fields are contemplating other automated processes they might add.

For example, at the end of the production line, they have left room for equipment that sorts packages to different conveyors, based on destination. That could enable techniques such as zone skipping, which would cut transit times even further for packages bound to popular destinations such as Southern California, and reduce shipping costs.

"We can sort packages and send them straight from Ohio to Phoenix or Los Angeles; from there they can go out right away to last-mile delivery," Wayda says.

"These efficiencies are an important part of the selection we made," he adds. "We believe we can enable future processes fairly quickly." ■



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e-Tales | by Karen M. Kroll

Footwear Chain Steps Up E-Commerce Efficiency

Browns Shoes, an independent footwear chain in North America, does not flip-flop when it comes to its main objective: to provide exceptional customer service online and at all its stores. To meet this goal, Browns needs to quickly access all its products, whether they're on store shelves or inventoried at its distribution center. But its deep product selection makes it impractical to maintain complete inventories at each location.

Browns Shoes makes great strides with a distributed order management system that gives inefficiencies the boot.

The Browns team considered various distributed order management (DOM) solutions, looking for one with real-time inventory visibility across all locations, enhanced hub-and-spoke operational capabilities, the ability to quickly process orders from any source, and to consolidate orders.

A DOM solution from Ontario-based OrderDynamics met these requirements. Among other results, it has allowed Browns to reduce order lead time and to more quickly fill e-commerce orders.

Montreal-based Browns Shoes operates a growing e-commerce business and more than 60 retail locations

across Canada. It sells footwear from top designers, with brands ranging from Alberto Guardiani to Y-3.

In 2013, Browns' management team "knew we needed to become more efficient in our distribution and operations," says Alexandre Hubert, director, supply chain and logistics. A first step was to construct a new distribution center that spans 75,000 square feet and employs more than 60 robots that fill online and store orders.

In 2015, Browns stepped up its game by implementing an Order, Sorter and Retrieval (OSR) system that helped it fill e-commerce orders more efficiently. This was "step number one



To address increasingly complex omnichannel needs, Browns Shoes, a family-owned business established in 1940, kicked up the capabilities of its order management system.

in our journey to omnichannel retail,” Hubert says.

The next step was to implement a DOM system that would help Browns employees know—in real time—what items were available for purchase, whether in a store or in the DC. At the time, Browns lacked visibility to inventory across the company. To limit the risk of out-of-stocks, the company often carried large safety stocks, which increased costs.

Staying in Step

In addition, Browns had no efficient way to identify the optimal location from which to fulfill and ship online orders, as the processes in place were “extremely manual,” Hubert says.

For instance, employees might identify a store that carried a specific pair of shoes. They would ask the store to transfer the goods to the DC, where orders were manually consolidated and then shipped to the consumer. “The goal was to make those processes much more efficient,” he says.

Hubert and his colleagues evaluated a number of DOM vendors. Initially, it seemed only a few large, expensive systems could handle its key requirements: automating order consolidation, or the ability to bring together several items in

an order so they could move as one shipment. Browns decided these systems weren’t feasible options because of their complexity and the investment required.

Well-Heeled Support

Enter OrderDynamics’ DOM solution, which offers inventory visibility across all channels. OrderDynamics was willing to make the investment necessary to add order consolidation capabilities.

“If there’s a feature we think other customers can use, we’ll put it into the roadmap,” says Charles Dimov, vice president, marketing with OrderDynamics. Order consolidation capability was one such feature.

OrderDynamics offers cloud-based, out-of-the-box distributed order management technology. Many of its clients are retailers with an e-commerce presence and about 25 or more locations, although the company also works with consumer brands and online-only retailers.

For the Browns Shoes implementation, OrderDynamics worked with systems integrator OSF Commerce, a global commerce solutions company that offers technology consulting and implementation, as well as online shop management.

Browns had a “clear idea” of its objectives and of how the solution would fit into its daily operations, Hubert says. In addition to identifying the desired end results, Browns knew it had to integrate new and existing technology systems for a successful implementation.

In total, the OrderDynamics implementation required more than 50 integrations, says Varsha Mistry, vice president of professional services with OrderDynamics. The DOM integrated with Browns’ e-commerce platform and ERP, as well as its warehouse management and point-of-sale systems.

A distributed order management system is the “master brain” that connects to Browns’ other technology systems to create a “complete, seamless solution,” Mistry says.

The first phase, which is now complete, focused on Browns’ e-commerce orders. They all flow through OrderDynamics, Hubert says.

With OrderDynamics’ built-in logic, if one store is not capable of fulfilling a specific order, Browns can ask another store to fill it. “This has cut fulfillment time significantly,” he adds.

One from Many

Also key are the consolidation capabilities OrderDynamics offers. If Browns ships several products from its stores to one customer, it’s likely that not every store will have all the items.

Rather than send multiple packages, it’s typically more economical to bring all the products to one location and ship them together from there. “The last-mile shipment is much more expensive than internal shipments, or the ‘milk runs’ between stores and the distribution center,” Dimov says.

OrderDynamics also incorporates business rules that a retailer can easily adjust. For instance, at the beginning of a fashion season, a retailer may want to ship online orders from its DC. Toward the end of the season, the retailer may decide to ship from its stores in order to reduce the number of markdowns.



A moderately tech-savvy system administrator can handle this change, without requiring assistance from a systems expert.

The next phase, which should be completely deployed late in 2018, will be to flow Browns' omnichannel orders through OrderDynamics.

Say a customer is in a Toronto store, and she doesn't find the shoes she wants. The system will use several criteria, such as the required delivery time frame, the shipping services available, and the price of the items to determine which shoe styles located in other stores to show her.

"We can virtualize our inventory in a way that maximizes what we show to customers, but also makes sure that we will still be profitable," Hubert says. That is, the system won't show shoes that are too far away to be delivered within the customer's time frame and at a reasonable cost.

Once the customer decides on a shoe, the sales associate can place the order. OrderDynamics will orchestrate the shipment's movement to its final destination.

It's a Shoe-In

With the OrderDynamics system, Hubert envisions being able to select specific stores in each region to act as hubs that fill orders for that region.

The hubs will be larger locations where store inventory is used to fill orders. The spoke stores will feed inventory to the hub when needed. "As retail space for grade A and B malls continues to be more expensive, inventory in these locations has to be tight," Hubert explains.

Browns, OrderDynamics, and OSF began working together in March 2017, and the system went live in late October. The timing was a risk, as the holiday

season was quickly coming up. But the risk paid off. Browns saw efficiency improvements from the beginning.

Within the first month, Browns reduced its lead time—the time from when a customer places an order until it's shipped—by 11 percent. Lead time continues to shrink, Hubert adds.

Browns also can now meet express order expectations about 99.5 percent of the time. Previously, if the shoes a customer wanted were in another store, Browns would have to bring the shoes to the DC and then ship from there.

And because all Browns' information systems are integrated, every step of an order is tracked. "We're able to nail down the areas where we need to improve," Hubert notes.

With the help of OrderDynamics, Browns Shoes can step into the future, and tap into the promise of e-commerce with confidence. ■

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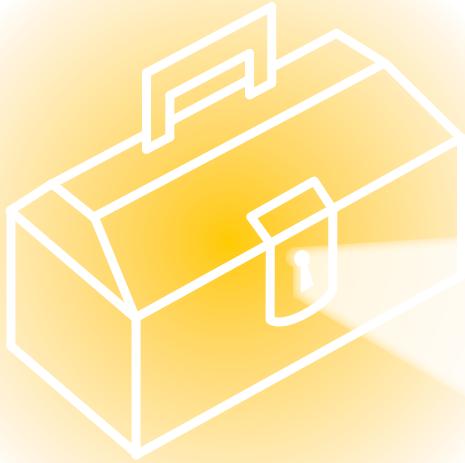
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8.2k

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IT Toolkit | by Jennifer Baljko

Automated Compliance: Allied's Stock-in-Trade

Companies in the import/export business dread the day when a customs official knocks on the door and questions their shipping policies. That day came for distributor Allied Electronics & Automation a few years ago.

Allied stocks about 150,000 electronics, automation, and electromechanical products at its Fort Worth, Texas, distribution center. Its core portfolio totals about one million products, and the total number of SKUs is about 3.5 million when factoring in non-stocked and stocked products by Allied's sister company RS Components, headquartered in the United Kingdom.

Allied ships an average of 5,500 packages daily, representing about 11,000 product lines. It handles many orders as a same-day dispatch. The company primarily serves the Americas market, from Canada to Argentina, but it's not unusual for it to manage deliveries going to 130 to 150 countries monthly.

A few years ago, a customs official

showed up at one of the company's sales offices and inquired about some U.S. domestic orders. It turned out these particular shipments, originally sent to an approved party, were being rerouted illegally to Russia.

Although Allied had not done anything knowingly incorrect, the domino effect raised eyebrows. Concern that its products, which are typically used in control boxes and robotic and factory-automation machinery, could end up in questionable hands farther down the supply chain grabbed the executive team's attention.

The "Aha!" moment was when Allied's executives realized their existing processes could not adequately protect the company from constantly changing trade policy and potential

Automating global trade compliance helps electronics component distributor Allied Electronics & Automation nail its screen test.



Distributor Allied Electronics & Automation stocks about 150,000 electronics, automation, and electromechanical products at its Fort Worth, Texas, distribution center. Trade automation tools helped improve screening of outbound shipments.

violations, says David King, director of quality and compliance at Allied.

With senior management's buy-in, King began the work of automating the company's global trade management activity.

Automate or Stagnate

Until that time, trade compliance screenings were handled manually at Allied, which was initially established as the radio parts division of Columbia Radio Corp. in 1928 and is now a subsidiary of U.K.-based Electrocomponents. Employees relied on emails, phone calls to the sales team, and various paper forms and documents to determine if a customer was in good legal standing to receive shipment. The data acquisition process took several days and, ultimately, only about 10 percent of outgoing shipments were screened.

King's first glimpse of a digital solution came from Allied's parent company. Electrocomponents had been using Amber Road's restricted parties screening tool, so King started researching the global trade management solutions provider's other systems.

Allied implemented Amber Road's Export On-Demand (EOD) solution in 2013. Three years later, it built on the base-level functionality EOD

offers, and upgraded to Amber Road's Trade Automation (TA) with export functionality. This solution expanded the company's trade compliance and workflow capabilities, included more configurable modules, and added supplier portal browser support. Allied is now considering yet another upgrade to the latest version of the TA platform.

The company noticed immediate improvements with both EOD and TA, says King. Right out of the box, the implementation addressed nearly all the issues the company faced, while small adjustments along the way fine-tuned the overall experience.

Automatically screening shipments against up-to-date trading policy requirements and restricted party lists was a first win. Having real-time access to blacklist and embargo data was a novelty back then; typically companies purchased restricted party lists from a third party, with updates coming in quarterly.

"Our business sales have been growing by double digits over the past couple of years, and our volumes are growing as well," King says. "It's like being on a treadmill. You think you're doing okay, and then someone keeps ramping up the speed."

Allied faced several challenges: managing increased customer demand,

maintaining quick-turn delivery requirements and a 99.9-percent delivery accuracy rate, complying with global trade rules, and guarding against a variety of business risks. The company reported approximately \$515 million in sales revenue in fiscal 2017, growing from around \$320 million in fiscal 2009.

Real-time monitoring of regulatory changes in the United States, Europe, and about 125 countries attracted Allied to Amber Road's products. "Although the system provides a wide range of functionality, it generally focuses on two main areas," King says. "First, it screens every party in each transaction against multiple country policies for embargoed, sanctioned, or denied parties.

"Second, it screens each product by export/import classification to determine if a license or permit is required to export from the United States or import into the customer's country," he adds.

Keeping Up with Constant Change

The frequency of trade-content changes and the amount of monitoring required often catch many companies off guard, notes Gary Barraco, director of global product marketing at Amber Road, based in East Rutherford, New Jersey.

"We have a team of experts who analyze the changes in trade policies and restricted party screening lists throughout the world," he says. "We push those updates out to the on-demand platform.

"Someone who David King might have had as a customer or party in his supply chain two days ago might now be on a restricted party list; he wouldn't know that unless he got a notice," Barraco says. "With the automation platform, the data is updated every night behind the scenes, so his screening processes are up to date."

Compliance isn't just about knowing who is blacklisted at any given time, Barraco notes. Companies must also be aware of all sorts of trade policy changes, new regulations, and required documentation that allows their products to cross borders.

“The trade world is moving so quickly, especially for electronics components,” says Barraco. “Allied’s products may fall under a range of trade restrictions when shipping to or from various countries.”

Manually sorting through volumes of existing and changing trade data would take an exorbitant amount of time. Beyond that risk, for the most negligent violators, failure to comply could result in heavy fines, imprisonment of individuals who violated policies, or the loss of import-export licenses—sure death for any company doing business globally.

The Upside of Digital Compliance

The real-time trade data Allied receives from Amber Road’s solutions has already helped the company avoid at least one questionable situation.

“After a shipment had departed our facility, that party was added to a denied party list overnight,” King recalls. “We got a notice about it, and were able to recall the shipment.

“If the shipment had left the country, Allied would have been held liable, and we would have had to disclose the error to the government,” he adds.

Allied reports other benefits as well. For instance, 100 percent of its international and about 90 percent of its domestic shipments are now screened, a massive

improvement over what the company was able to do manually.

Other improvements include faster

turnaround. Allied also realized man-hour savings on the distribution center floor and has been able to reallocate employees and resources to better handle increased volume.

The benefits extend beyond the trade team into other areas of the business; about 40 employees who have differently configured levels of access use the solution. The TA solution allows for ad-hoc visitor screening, pre-screening potential new customers, assigning country of origin for some shipments, and creating company-specific “gray lists” of parties who may have defaulted on payments or raised suspicion.

Increased Trust, Improved Sales

Additionally, the tools have helped the company generate new sales worldwide. Customers and suppliers know Allied manages its highly controlled products with automated trade compliance processes, so they have more confidence in doing business with the distributor.

“The technology’s biggest benefit is how it protects the company,” says King. “We have a single information source for all transactions. We can go into our archive and know who did what and when.”

King adds that “the company is in a much better place now from a compliance, risk mitigation, and global business standpoint.” ■

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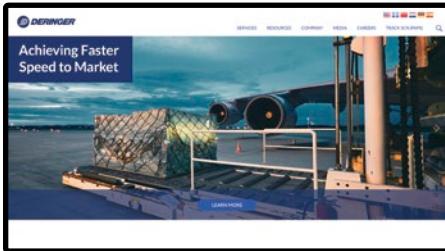
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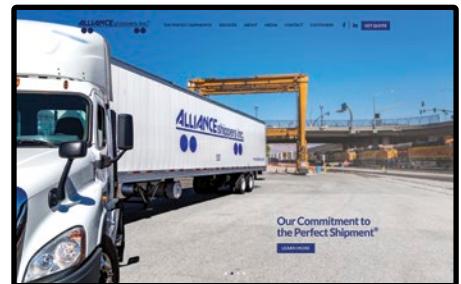


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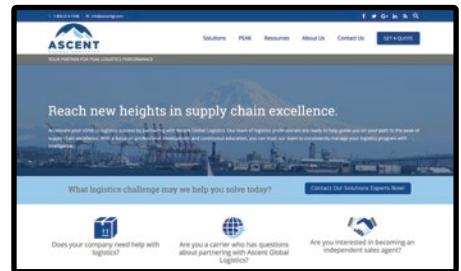
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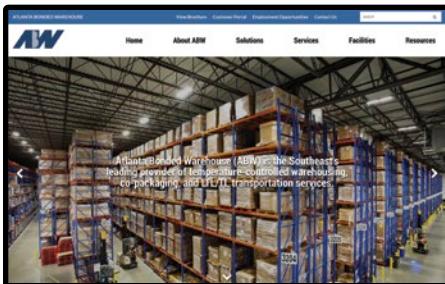
Ascent Global Logistics • www.ascentgl.com

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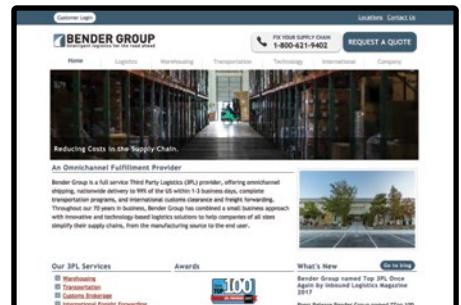
Atlanta Bonded Warehouse Corp. • www.atlantabonded.com

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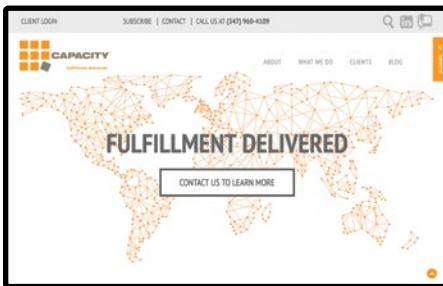
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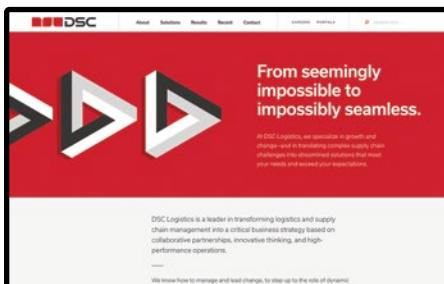
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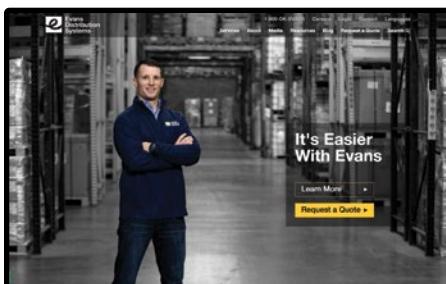
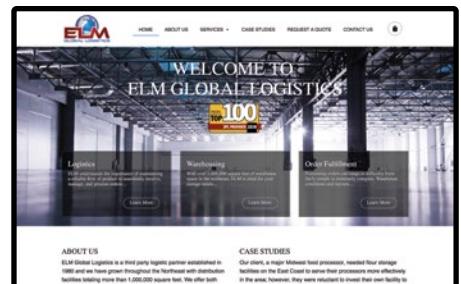


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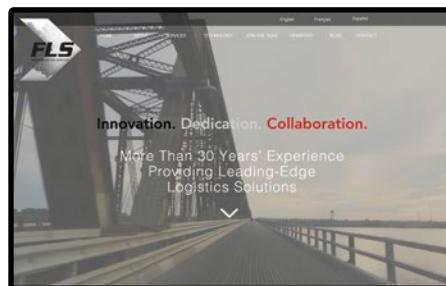


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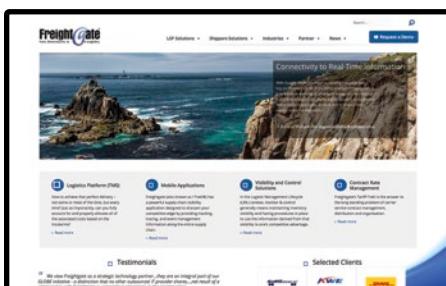


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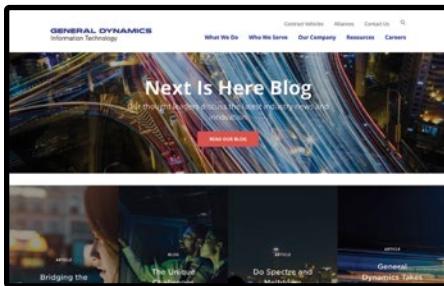
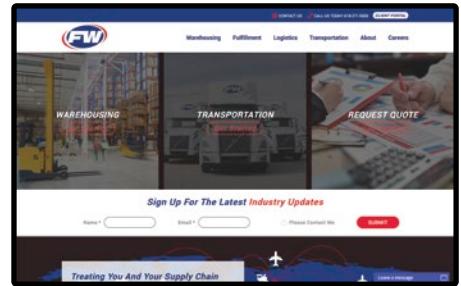
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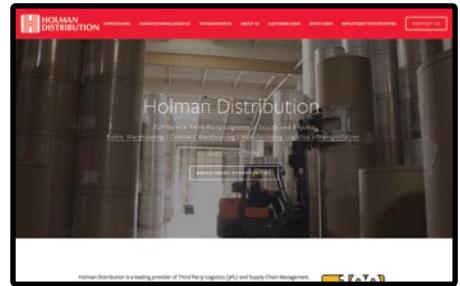


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Let Hollingsworth help you focus on your core business and drive sales by optimizing your supply chain. Hollingsworth's team of experts have over 27 years of industry experience and an unmatched commitment to service, all at a competitive price. Utilizing best-in-class warehouse management technology, Hollingsworth offers complete, real-time visibility of your supply chain. From complex order fulfillment strategies to detailed assembly and kitting operations, Hollingsworth's experience backed supply chain solutions will optimize the effectiveness, accuracy, and cost of the logistics in order to drive your business to the next level of success and beyond.

Holman Distribution • www.holmanusa.com

With warehouse facilities in Seattle and beyond, Holman Distribution is a leading provider of third-party logistics with base operations in the Pacific Northwest. From paper products to major appliances, Holman can offer you the 3PL and warehouse services you need to stay ahead. If you are interested in warehousing with us in Seattle, or beyond, contact us now.



Hub Group • www.hubgroup.com

Hub's extensive service network—built over many years—enables it to provide innovative transportation solutions that are versatile, flexible, and designed to deliver maximum efficiency. With this advantage, Hub Group is able to collaborate with customers daily to help them meet their transportation challenges. With intermodal, highway, and logistics transportation offerings, the Hub Network is your single source—coast to coast, border to border. Visit the website to learn what Hub can do for you.

J.B. Hunt Transport • www.jbhunt.com

J.B. Hunt Transport focuses on providing safe and reliable transportation services to a diverse group of customers throughout the continental United States, Canada and Mexico. Utilizing an integrated, multimodal approach, the company provides capacity-oriented solutions centered on delivering customer value and industry-leading service. J.B. Hunt Transport Services, Inc. stock trades on NASDAQ under the ticker symbol JBHT, and is a component of the Dow Jones Transportation Average. J.B. Hunt Transport, Inc. is a wholly owned subsidiary of JBHT. For more information, visit www.jbhunt.com.



Johanson Transportation Service • www.johansontrans.com

Johanson Transportation Service provides its customers with cutting-edge logistics technology with the cloud-based FreightOptix™ TMS. Shippers can manage Truckload, LTL, Intermodal and International shipments, gaining greater visibility, increased service levels and time savings on logistics tasks including: instant rate quotes, tracking, order optimization, shipment consolidation, reporting, retrieving shipping documents, sending pick-up directions to carriers and viewing accounts payable status. Carriers can enter available equipment and tracing and find available loads within the TMS to increase their efficiency. www.freightoptix.com

IN THIS SECTION:

3PL

KDL (Keystone Dedicated Logistics) • www.kdlog.com

If you're like most shippers, you continuously strive to move product in and to market more effectively than your competition. KDL helps hundreds of companies do just that. KDL is a full-service 3PL resource providing capabilities in information technology solutions, audit and freight payment services, LTL, truckload, international, air and ground expedite, parcel, warehouse, consulting, and supply chain management.



Kenco Logistics • www.kencologistics.com

Adding value to your bottom line? That's the mission of Kenco. For more than 50 years, Kenco has guided some of the most demanding supply chains in the world. Kenco's convergence approach can help you streamline your supply chain and bring a greater return on assets and investments. Kenco invites you to visit this Web site so that you might get to know its services. Then, contact Kenco so that you might truly understand its unique strategic advantages.



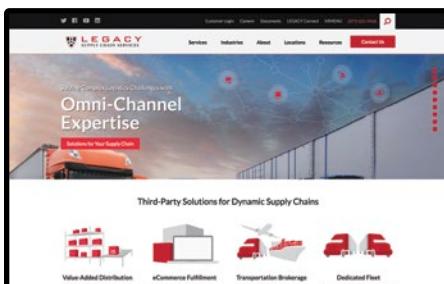
Landstar • www.landstar.com

Landstar's network of independent sales agents and transportation capacity providers offers greater flexibility and a local presence that has a global reach. The Landstar network is unmatched in the industry. With more than 1,100 independent agents, 9,000 leased owner operators, 14,000 trailers and 44,000 other available capacity providers, we have the flexibility and experience to find a solution to your transportation challenge.



LEGACY Supply Chain Services • www.legacyscs.com

For nearly 40 years, LEGACY Supply Chain Services has been a dedicated logistics partner to our clients across the U.S. and Canada. We provide customized, high-service 3PL solutions including warehousing and distribution, e-commerce fulfillment, transportation brokerage and dedicated fleet. We specialize in solving complex logistics challenges for clients with dynamic supply chains – including retailers, consumer goods and industrial manufacturers, and distributors and wholesalers. For more information, visit us at legacyscs.com



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.



Mallory Alexander International Logistics • www.mallorygroup.com

Mallory Alexander International Logistics is a leading third-party logistics (3PL) provider. As a specialist in global logistics and supply chain services, Mallory Alexander acts as a single source for all logistics and supply chain needs. Specifically, Mallory Alexander provides public and contract warehousing, freight forwarding (international, domestic, air, and ocean), customs brokerage, import/export services, intermodal trucking and transportation, logistics services, and consulting.



MD Logistics, Inc. • www.mdlogistics.com

MD Logistics is a third-party logistics (3PL) company specializing in customized supply chain solutions. Our vertical markets include life sciences and pharmaceuticals, retail and consumer goods, as well as transportation services. In addition to cold chain storage and foreign trade zone warehousing, our services range from packaging, omni-channel fulfillment and distribution, to global supply chain solutions, freight forwarding and freight management.



nVision Global • www.nvisionglobal.com

nVision Global is a leading international freight audit, payment, and logistics management solutions provider. With locations in North America, Europe, and Asia, our staff is fluent in more than 25 languages, and processes and pays freight invoices from more than 190 countries worldwide. Over the years, our customers have come to rely on our prompt, accurate Sarbanes-Oxley-compliant freight payment services, as well as our leading-edge information management analytical tools including global mapping, graphing, benchmarking, modeling, and network optimization analysis to help them manage their overall supply chain costs.



IN THIS SECTION:

3PL

ODW Logistics • www.odwlogistics.com

Make ODW Logistics your choice for import logistics, distribution, fulfillment, and packaging. With more than 40 years of cumulative experience, Columbus, Ohio-based ODW Logistics grew to one of the Midwest's most effective regional 3PL providers. The company focuses on excellent customer service, flexibility with small and large companies, and customized rates and terms. Put ODW Logistics on your team and visit the Web site today!

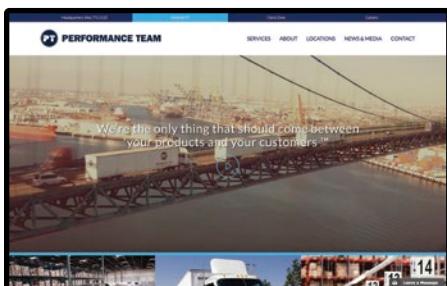
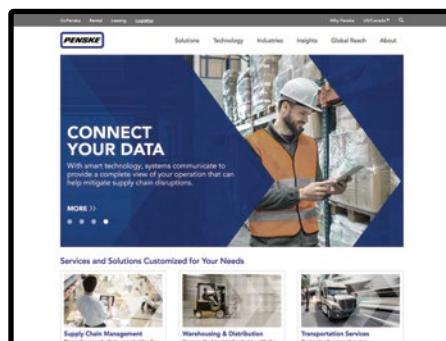


Odyssey Logistics & Technology Corp. • www.odysseylogistics.com

Odyssey Logistics & Technology Corporation (Odyssey) combines deep industry expertise with leading technology to provide multimodal logistics management services to the chemical industry and other process manufacturers. Odyssey enables clients to outsource any part of their logistics processes to achieve savings through reduced transportation and infrastructure costs, measurable customer service and process improvements, and improved data quality and management. Odyssey is a leader in intermodal with expertise in liquid food, chemicals, and metals transport.

Penske Logistics • www.penskelogistics.com

Penske Logistics is an award-winning logistics services provider with operations in North America, South America, Europe, and Asia. Our products and services range from dedicated contract carriage and distribution center management to transportation management and fully customized solutions. No matter what your needs or industry, Penske Logistics engineers supply chain solutions that deliver business results like boosting productivity, improving service, and shrinking carbon footprints. Call us today at 1-800-529-6531 to learn more.



Performance Team • www.performanceteam.net

Performance Team (PT) is an industry-leading third-party logistics company with nearly 30 years of experience in warehousing, distribution, consolidation and transportation. PT has 12 domestic hubs (and nearly 7 million square feet of space) strategically located near major ports, interstate highways, and intermodal rail lines, allowing us to provide the retail and manufacturing industries with flexible B2B and B2C solutions for the movement, handling, and distribution of goods. PT also offers a full suite of retail, wholesale, e-commerce, and omni-channel distribution and transportation services.

Pharr International Bridge • www.pharrbridge.com

The Pharr-Reynosa International Bridge serves as one of the most important ports of entry for the U.S.-Mexico border. It handles both commercial and passenger-operated vehicles and crosses about 175,000 vehicles monthly. The Pharr International Bridge is also the only commercial bridge crossing in Hidalgo County, and is the number two bridge in the country for crossing of fruits and vegetables. The Pharr International Bridge connects US Hwy. 281/I-69W to the City of Reynosa, Tamaulipas, the fastest growing city in Mexico.

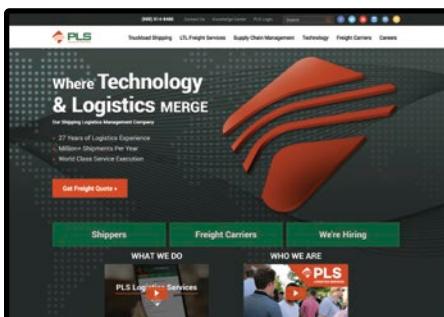
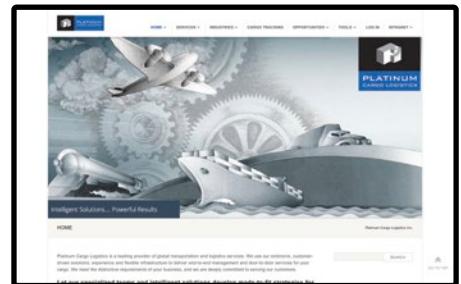


Pilot Freight Services • www.pilotdelivers.com

Pilot Freight Services, Inc. is a full-service transportation and logistics provider with over 75 locations throughout North America, as well as stations in Amsterdam, Toronto, Vancouver, Mexico City, and A Coruña, Spain. The company's freight forwarding services encompass every mode of transportation, including air, ground and ocean, serving all corners of the globe. Pilot's logistics programs offer a complete line of expedited and time-definite services, international shipping solutions, product warehousing and inventory management. In addition, Pilot's online shipment navigator, CoPilot, makes online shipping fast, convenient and secure. Learn more about Pilot Freight Services at www.PilotDelivers.com.

Platinum Cargo Logistics • www.platinumcargologistics.com

Platinum Cargo Logistics is a leading provider of global transportation and logistics services. We use our extensive, customer-driven solutions, experience and flexible infrastructure to deliver end-to-end management and door-to-door services for your cargo. We meet the distinctive requirements of your business, and we are deeply committed to serving our customers. Let our specialized teams and intelligent solutions develop made-to-fit strategies for your global shipping and logistics needs.



PLS Logistics Services • www.plslogistics.com

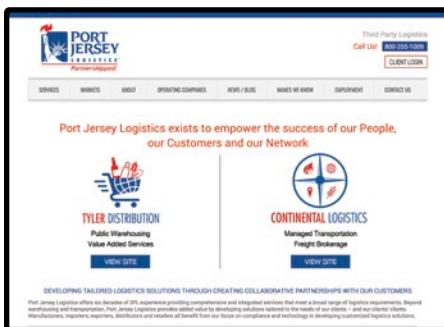
PLS is the leading provider of technology-based, custom third-party logistics solutions in the industries we serve. Our mission is to turn logistics into a competitive advantage for your business. We do this by harnessing the energy of more than 200 logistics professionals, backed by our proven processes, equipped with our exclusive technology, and fully accountable for delivering superior customer service. PLS serves a wide array of companies in the metals, lumber, building products, automotive, nuclear, oil and gas, and industrial equipment industries.

IN THIS SECTION:

3PL

Polaris Transportation Group • www.polaristransport.com

Polaris Transportation Group is best known for scheduled LTL service between Canada and the United States. Polaris specializes in the shipment of dry goods. But it also has developed complementary transportation services including: specialized movement of trade show displays and exhibits, third-party cross-border and domestic freight management, cross-border and domestic intermodal service, expedited ground and air service, and global air and ocean freight forwarding.



Port Jersey Logistics • www.portjersey.com

For more than 56 years, Port Jersey Logistics has been the number-one choice for transportation, warehousing, and distribution on the East Coast. Port Jersey operates modern, state-of-the-art warehousing space, as well as in-house trucking and logistics services. Along with our wide array of value-added services and first-class customer service team, Port Jersey Logistics is your one-stop shop for all of your supply chain needs.

Port Logistics Group • www.portlogisticsgroup.com

Port Logistics Group is the nation's leading provider of omni-channel logistics services, including value-added warehousing and distribution, transloading and crossdocking, e-commerce fulfillment, and national transportation. With 6.5 million square feet of warehouse space strategically located in and around major North American ports, Port Logistics Group provides the critical link between international transportation and the last-mile supply chain.

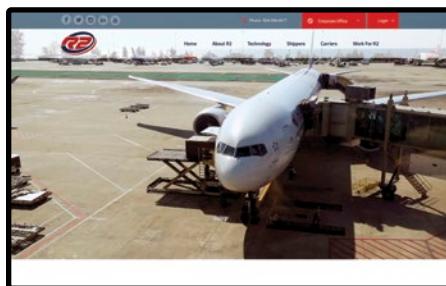


ProTrans International • www.protrans.com

With nearly 25 years of experience in North America, ProTrans knows your supply chain is one-of-a-kind. That's why we specialize in designing impactful solutions that are uniquely customized to fit your company's needs. Our strong network, innovation, and professional experience make us more than just logistics providers to our clients. We're their one-of-a-kind strategic problem solvers.

Purolator International • www.purolatorinternational.com

Purolator International is the U.S.-based freight forwarding subsidiary of Purolator Inc., Canada's leading overnight courier company. Purolator International specializes in air and surface forwarding of express, parcel, and freight shipments, with enhanced supply chain solutions to offer delivery to, from, and within Canada. Purolator International offers preferred access to an extensive distribution network in Canada, which includes 11,000 dedicated employees, the leading air fleet, and ground network with the most guaranteed Canadian delivery points in Canada.



R2 Logistics • www.r2logistics.com

Founded in 2007, R2 Logistics is a national provider of transportation services and logistics solutions. As a third-party logistics (3PL) company, we provide access to thousands of contracted transportation providers. With offices located across the United States, we are able to provide your company with any possible over-the-road shipping need nationwide, including Mexico and Canada. Backed by game-changing technology and our culture for Reliable Service and Relentless Passion, we've built a strong reputation as an industry leader.

Rakuten Super Logistics • www.rakutensl.com

Rakuten Super Logistics (RSL) eases the headaches and high costs of e-commerce fulfillment, with its fast and accurate order shipping, cloud-based order management software, and personal and responsive customer support to ensure your e-commerce fulfillment runs smoothly. Since 2001, RSL has been at the forefront of order fulfillment, shipping millions of orders for hundreds of online retailers around the world, including Fortune 500 companies. See what RSL can do for you; visit the website today.



Regal Logistics • www.regallogistics.com

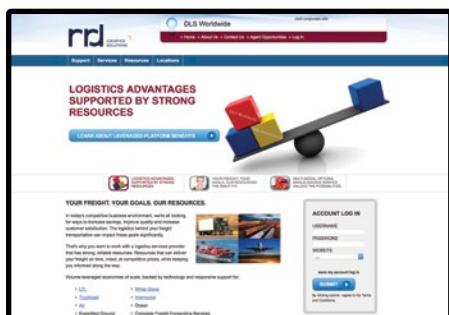
Regal Logistics' 40+ years of experience, and comprehensive services from port to sale - including leading-edge information technology, standardized for the logistics industry and tailored to mass retailers - increases supply chain efficiency and reduces costs, giving customers a competitive advantage. 1.6 million square feet of high-velocity distribution centers in Seattle, Los Angeles and Charleston accelerate product to market with multiple ship points and better access to important markets throughout the world.

IN THIS SECTION:

3PL

Romark Logistics • www.romarklogistics.com

Make Romark Logistics your choice for nationwide warehousing, distribution, contract labor management, fulfillment, packaging, real estate development, and transportation solutions. Our commitment to continuous improvement, customer satisfaction, and the spirit of partnership has been the foundation of our growth and success for more than 50 years. Romark Logistics operates more than 3 million square feet of contract distribution and packaging centers, and can customize a supply chain solution for your most demanding challenges.



RR Donnelley • dlsworldwide.rrd.com

Experience the benefits that only come from working with a major, global shipper that is also a top-ranked 3PL. We offer multiple transportation modes, an established multi-carrier network, volume-leveraged rates and service levels, along with technology-enabled systems and processes. Visit our website and contact us today to see why customers have relied on us for nearly 150 years.

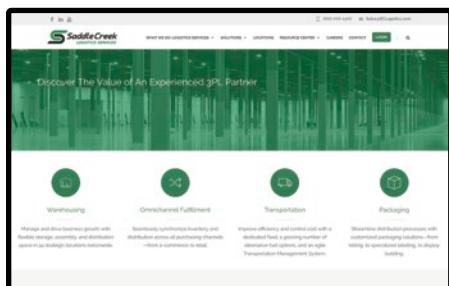
Ruan • www.ruan.com

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 Web site – ruan.com.



Saddle Creek • www.scllogistics.com

Saddle Creek is an omnichannel supply chain solutions company providing a variety of integrated services, including warehousing, omnichannel fulfillment, transportation and packaging. We leverage these capabilities, advanced technology and our nationwide network to customize scalable solutions that help retailers, manufacturers and ecommerce companies support their business goals. For more information, visit www.scllogistics.com.



SEKO Logistics • www.sekologistics.com

SEKO prides itself on a commitment to customer service, whether it's a 2 a.m. pickup for a critical industrial part for a plant that is 4,000 miles away, or the cost savings achieved from proactive communication with your vendors overseas.

SEKO offices have the knowledge and expertise to expedite or to consolidate, depending on your need. From Hong Kong to Amsterdam, SEKO knows how to serve its clients. As a non-asset-based third-party logistics provider, SEKO has the flexibility to meet your supply chain needs using a variety of modes and carriers.

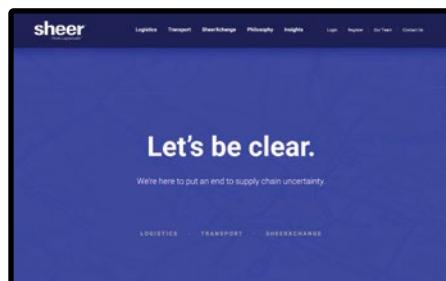


Seldat Distribution • www.seldatinc.com

Seldat Distribution, Inc. provides innovative, scalable products and services that help companies in every link of the global supply chain grow and prosper. Seldat's solutions are developed, built, optimized, and delivered by a dedicated team of professionals who understand the macro and micro factors that impact the end-to-end supply chain. Our vision is to be the global leader in technology-driven supply chain solutions. Please visit seldatinc.com to learn more.

Sheer Logistics • www.sheerlogistics.com

With Sheer as your third-party logistics provider, you'll experience the clearest possible view of your logistics operations - from planning, procurement, and execution to management of your carrier network. You'll also get drastically reduced costs, faster return on investment, continuous improvement built on data, and real-time visibility and control. See your logistics plan clearly with Sheer Logistics.



The Shippers Group • www.shipperswarehouse.com

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

IN THIS SECTION:

3PL

Sunset Transportation • www.sunsettrans.com

Through our diversity of services and technology to our transparent and customer-focused culture, Sunset Transportation is positioned as a dominant logistics management partner for mid-market and large businesses. Sunset's flexibility and entrepreneurial spirit makes us The Right Size 3PL for your growing business—large enough to provide professional, multi-modal solutions while remaining agile and committed to our roots with personalized service.



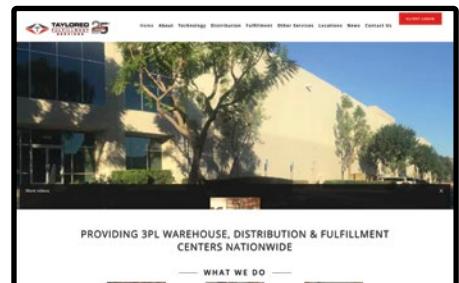
Syfan Logistics • www.syfanlogistics.com

Since 1984, Syfan has provided customers with a competitive advantage through superior transportation and logistics services. Syfan consistently strives to meet and exceed customer expectations of service through timely communication and quality information. Leveraging its rich experience and dedicated team, Syfan's commitment is to provide you with on-time pickup and delivery—every time.



Taylorred Services • www.taylorredservices.com

At Taylorred 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.taylorredservices.com or contact sales@tprservices.com



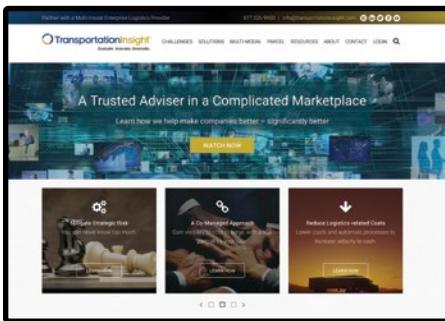
TransGroup Worldwide Logistics • www.transgroup.com

www.transgroup.com provides comprehensive information about TransGroup Worldwide Logistics, including locations, services, and global transportation and logistics capabilities. Detailed information about TransGroup's Web-based logistics management tools is also provided, as well as customer login access and links to resources useful to shippers. Visit www.transgroup.com to learn about TransGroup Worldwide Logistics, or contact TransGroup at 800-444-0294, or by e-mail at info@transgroup.com.



Transplace • www.transplace.com

Transplace is the leading provider of transportation management services and logistics technology, helping manufacturers, retailers and distributors optimize supply chain operations and increase financial performance. Offering a complete suite of transportation management, strategic capacity, and cross-border & global trade services, Transplace's customizable logistics solutions and best-in-class technology give businesses greater control of their transportation operations and enhanced visibility of shipments and overall supply chain performance.

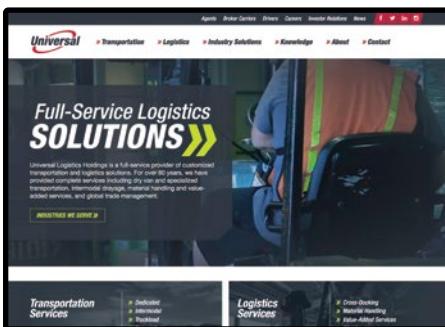
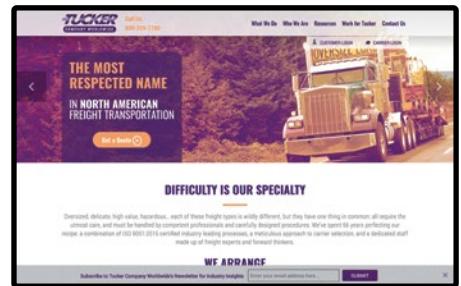


Transportation Insight • www.transportationinsight.com

The first 4PL invited to join the International Warehouse Logistics Association (IWLA), Transportation Insight is one of the largest and most experienced global lead logistics providers in North America. Our service and technology offerings include Tier One North American truckload, LTL and parcel logistics solutions, international freight forwarding and warehousing services – creating end-to-end supply chain solutions. Our core services include carrier sourcing, freight bill audit and payment, transportation management system technology and supply chain analytics and reporting. Other offerings include our Insight Fusion® mobile interactive business intelligence solution, transactional services, LEAN consulting, transportation management and secondary packaging. Contact us at info@transportationinsight.com or call 877-226-9950.

Tucker Company Worldwide • www.tuckercompany.com

Experiencing truckload capacity problems? Receive steady waves of truckload equipment – from dry vans to flatbeds, refrigerated to specialized equipment – with Tucker Company Worldwide. Experiencing problems implementing an inbound freight management program? We get the job done, under budget and fully controlled. Tucker Company Worldwide operates one of America's oldest freight brokerages. We co-founded the TIA, and are active members of TCA, NITL, SC&RA, NASSTRAC, and CSCMP. We are always interested in sales agents, reps, or those selling brokerages/3PLs.



Universal • www.gouts.com

Universal is a leading asset-light provider of customized transportation and logistics solutions. We provide our customers with supply chain solutions that can be scaled to meet your changing demands and volumes. We offer a comprehensive suite of services including transportation, value-added, intermodal, air, ocean and customs brokerage services that can be utilized throughout your entire supply chain.

IN THIS SECTION:

3PL

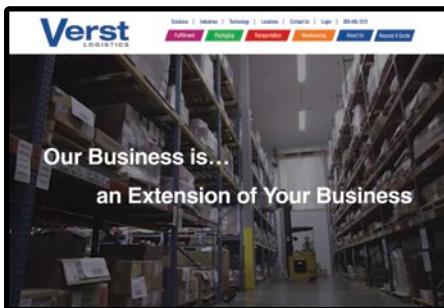
UTXL • www.utxl.com

Whether you need a core transportation service provider or a resourceful backup relief valve, turn to UTXL. UTXL handles truckload and multiple stop shipments (consolidated LTL) between any points in North America, and can arrange service to or from any state with satellite and/or cellular equipped teams and single drivers for your van, reefer, flatbed, or oversized shipments. Shippers nationwide rely on UTXL for reliable service and economical prices; you can, too. Check out the website for all the details.



Verst Logistics • www.verstgroup.com

Verst Logistics is a 3PL company, strategically based in Northern Kentucky/Cincinnati in America's manufacturing heartland, operating numerous ultra-efficient facilities with streamlined processes known for getting products to market faster, cost-effectively, and more efficiently than most national or regional 3PL providers, enabling us to help make our clients first with their customers.



Volta Logistics • www.voltalogistics.com

Volta is not your ordinary 3PL. It fuses technology and service to create the Volta Advantage. Volta offers industry-leading 3PL technology that is flexible and highly scalable, delivering real-time connectivity across the supply chain and maximizing your transportation spend on every level. With Volta Logistics, you can relax and have a piece of mind the product will arrive to its final destination, no matter what.



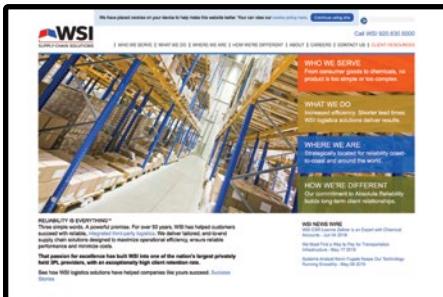
Wagner Logistics • www.wagnerlogistics.com

Wagner Logistics offers dedicated warehousing, transportation management, packaging, and assembly operations across the United States with over 3 million square feet of warehousing space. We provide genuine customer service to our customers and our superior onboarding process will make your customers' transition seamless. We work tirelessly to find innovative solutions to reduce supply chain costs while increasing your speed-to-market with our latest award-winning technology.



Werner Enterprises • www.werner.com

Werner Enterprises Inc. is a premier transportation and logistics company, with coverage throughout the United States, Canada, Mexico, and China. Werner maintains its global headquarters in Omaha, Neb., offering 24/7 service 365 days a year. Werner is among the five largest truckload carriers in the United States, with a portfolio of services that includes long-haul, regional and local van capacity, temperature-controlled, flatbed, dedicated, and expedited. Werner's value-added services portfolio includes import and export freight management, PO and vendor management, truck brokerage, intermodal, load/mode and network optimization, and global visibility. Internationally Werner provides freight forwarding and customs brokerage services, and is a licensed NVOCC.



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.

WTC Industrial • www.wtcindustrial.mx

WTC Industrial San Luis Potosi is a unique world-class industrial and logistics development, offering a railroad terminal, on-site customs office, Free Trade Zone (FTZ), and the most complete real estate services in the market. WTC Industrial is conveniently located in the capital city of San Luis Potosi state, near the most important highway and railroad in Mexico, part of the NAFTA super corridors. Seventy-five percent of the Mexican GDP is concentrated within a 250-mile radius of WTC Industrial San Luis Potosi.



Yusen Logistics • www.yusen-logistics.com

Yusen Logistics offers a complete transport and logistics portfolio of services to some of the world's largest companies. We offer full end-to-end service coverage including origin cargo management, ocean freight forwarding, airfreight forwarding, warehousing, reverse logistics, surface transportation, and integrated supply chain solutions. We are committed to contributing to the sustainable development of our society through safe, environmentally friendly options.

IN THIS SECTION:

Global Logistics - Logistics IT

GLOBAL LOGISTICS

Seaboard Marine • www.seaboardmarine.com

Seaboard Marine is an ocean transportation company that provides direct, regular service between North America, the Caribbean Basin, Central and South America. With a fleet of more than 30 vessels serving over 35 ports, Seaboard Marine is a trade leader in the Western Hemisphere.



LOGISTICS IT

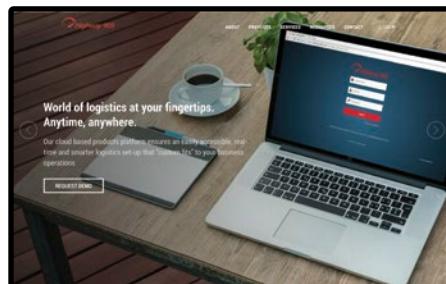
BluJay Solutions • www.blujaysolutions.com

When you partner with BluJay, you gain the advantage of the largest global trade network, a cloud-powered portfolio of application services, hands-free customs, real-time data analytics, and the visibility and velocity to adapt quickly. BluJay's proven, advanced technologies scale with your business. Equally important, its customer-centric team has the transportation expertise and passionate commitment to help you soar.



Highway 905 • www.highway905.com

Highway 905 is an award-winning cloud-based supply chain execution software and business logistics service provider focused on "personalization" and faster time to market. With 25+ years of logistics technology innovations, we enable you to: ensure cost reductions and maintain an error-free warehouse; deliver differentiated customer experiences with the power of real-time end-to-end visibility and actionable business insights; simplify your last mile; and reduce your paperwork hassles with automated freight payments and digitized document processing. If you are looking for a solution that adapts to your business, and not the other way around, call us at 908-874-4867 or visit: www.highway905.com



Manhattan Associates • www.manh.com

For 23 years, Manhattan Associates has provided global supply chain excellence to organizations that consider supply chain software, processes, and technology strategic to market leadership. The company's platform-based supply chain software portfolios – Manhattan SCOPE®, Manhattan SCALE™ and Manhattan Carrier™ – are designed to deliver both business agility and total cost of ownership advantages and are used by 1,200 companies globally.



SMC³ • www.smc3.com

Shipping management software for companies of all sizes. Works with all carriers and modes. Use it to compare freight rates, select carriers, track shipments and audit freight bills. Provides end-to-end supply chain visibility. Use as a stand-alone application or integrate with your other software. Visit our website for more information.



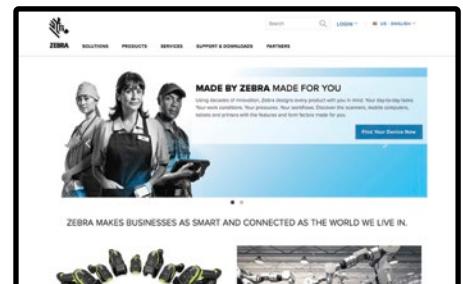
WIN (Web Integrated Network) • www.gowithwin.com

WIN™ (Web Integrated Network) is the no-cost, no-fee transportation management system offering shippers savings opportunities, capacity options, visibility, efficiency, and carrier choice (their incumbents or WIN network's). WIN supports virtually all modes in North America, and quickly and easily integrates with shippers' existing ERP systems. WIN leverages the latest technologies for carrier communication including APIs or carrier web services. Premium services include small parcel shipping capabilities and a supplier inbound feature.



Zebra Technologies • www.zebra.com

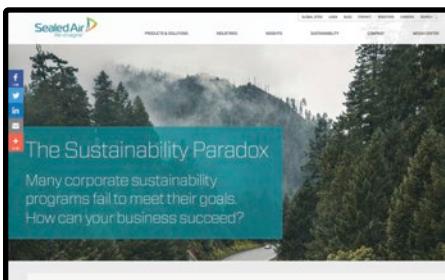
When it comes to creating a real-time warehouse, only Zebra Technologies brings you true end-to-end solutions. Zebra products help your company wrangle increasing complexities by automating processes and simplifying operations. Zebra services help you get and keep your mobile warehouse solution up and running at peak performance and free your IT staff to focus on business objectives.



MATERIALS HANDLING

Sealed Air Corporation • www.sealedairprotects.com

Sealed Air is a leading global provider and manufacturer of a wide range of packaging and performance-based materials and equipment systems that serve food, medical, and an array of industrial and consumer applications. For more than half a century, Sealed Air employees around the globe have applied deep understanding of customers' businesses to deliver innovative packaging solutions. Operating in 51 countries, Sealed Air's widely recognized and respected brands include Bubble Wrap® cushioning, Fill-Air® Inflatable Packaging, Jiffy® protective mailers, and Instapak® foam-in-place systems.



IN THIS SECTION:

Ocean - Ports

OCEAN

TOTE Maritime • www.totemaritime.com

Operating in the Jones Act trade since 1975, TOTE companies strategically and efficiently route cargo from anywhere in North America to Puerto Rico and Alaska. The services offered by TOTE Maritime companies are critical to remote areas of the United States. Flexible, efficient, twice-weekly service to their dedicated trade routes ensures reliable, consistent and cost-effective cargo transport for U.S. residents in the non-contiguous states.



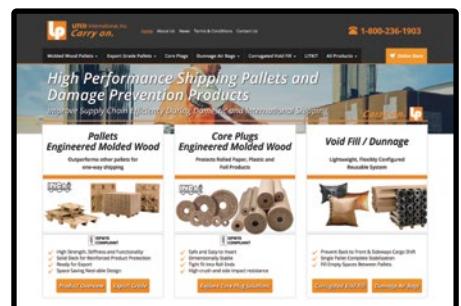
Matson • www.matson.com

Matson is a leader in Pacific shipping and most noted for its long-standing service to Hawaii, Guam, and Micronesia. Matson's China-Long Beach Express offers premium, expedited service from Ningbo and Shanghai to Long Beach, including a guaranteed expedited service option to many U.S. destinations. Its subsidiary, Matson Integrated Logistics, is one of the nation's leading logistics providers, with expertise in all aspects of U.S. mainland transportation: truck, rail, and air.

PALLETS

Litco International • www.litco.com

Litco International, Inc. specializes in bio-based, environmentally sustainable distribution and transport packaging solutions. They are both economical and cost-saving. Litchi's products are designed to protect your products throughout the supply chain, arriving on your customer's receiving dock in the same condition as when they left your loading dock.



PORTS



Maryland Ports Administration • www.marylandports.com

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.marylandports.com.

Port Everglades • www.porteverglades.net

Nobody moves cargo in and out faster than Port Everglades. The port is part of a thriving global transportation network that counts among its attributes a favorable location less than one mile from the Atlantic Shipping Lane, direct access to multimodal inland links through Florida's interstate and highway systems, and an FEC rail hub within two miles. Across the street is Fort Lauderdale Airport, one of the fastest-growing airports in the nation. Visit the Web site for more details.



Port of Brownsville • www.portofbrownsville.com

The Port of Brownsville is the only deepwater port located on the U.S.-Mexico Border. With approximately 40,000 acres of land available for development and 17 miles of waterfront access, the port offers a direct route to non-congested international bridge crossings and rail connections. The Port of Brownsville handles a wide variety of cargo including steel products, liquid, break bulk, and dry bulk commodities. With the facilities and knowledge to handle international cargo, we facilitate efficient movement of goods between the United States and Mexico.

SITE SELECTION

Bajío Industrial Park • www.industrialparkdevelopers.com

Bajío Industrial Park is a world-class industrial park, developed by Altea Desarrollos, which welcomes national and international companies that intend to invest in Mexico. At the same time, Bajío Industrial Park and Altea Desarrollos are committed to the population of Salamanca, Guanajuato and to promoting its modernization. An unbeatable location in the Bajío automotive corridor provides efficient access for logistics and manufacturing operations.



Hoosier Energy • www.hepn.com

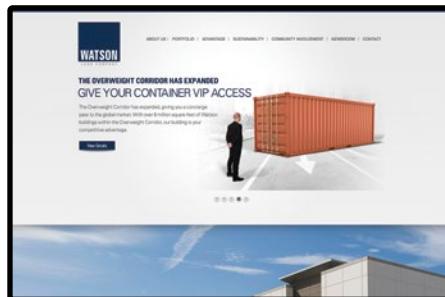
Hoosier Energy is a generation and transmission cooperative providing electric power to 17 member electric distribution cooperatives in central and southern Indiana and one member cooperative in Illinois. Based in Bloomington, Ind., Hoosier Energy operates coal, natural gas, and renewable energy power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

IN THIS SECTION:

Site Selection - Trucking

Watson Land Company • www.watsonlandcompany.com

Watson Land Company is a developer, owner, and manager of industrial properties throughout southern California. With a legacy spanning more than two centuries, Watson's dedication to customers is based on delivering functional, high-quality buildings within masterplanned centers, coupled with unmatched customer service. Watson Land Company's long-standing tradition of integrity, innovation, and fiscal responsibility has made it one of the region's most respected names in commercial real estate, and one of the largest industrial developers in the nation.



TRUCKING

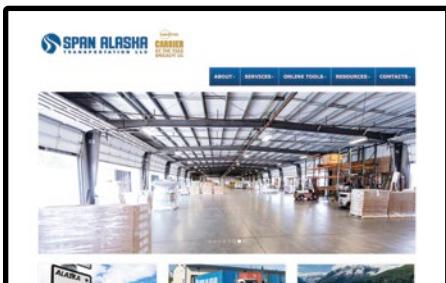
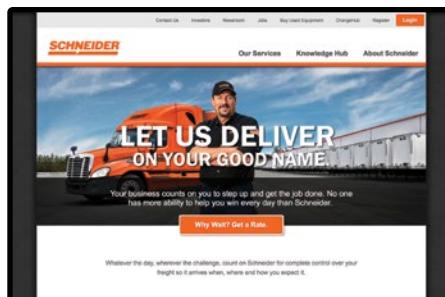


Old Dominion Freight Line • www.odfl.com

Old Dominion Freight Line is a less-than-truckload carrier providing complete nationwide service within the continental United States. Through its four product groups, OD-Domestic, OD-Expedited, OD-Global, and OD-Technology, the company offers an array of innovative products and services to, from, and between North America, Central America, South America, and the Far East. The company also offers a broad range of expedited and logistical services in both domestic and global markets.

Schneider • www.schneider.com

Schneider is more than just truckload services, it's the leading provider of premium truckload and intermodal services. Schneider creates transportation solutions for customers using the broadest portfolio of services in the industry. Schneider has several divisions that provide transportation and transportation related services: One-way Truckload, Dedicated, TruckRail, OptiModal, Brokerage and Expedited. Visit Schneider's site to find out more about the company and the services it provides.



Span Alaska • www.spanalaska.com

Span Alaska understands Alaska and has everything it takes to transport your shipments to, from, and around the state. Span Alaska moves more LTL freight than any other carrier to Alaska—for several good reasons. It has the equipment, the people, and the clout with ocean carriers necessary to transport your freight quickly and efficiently. These kinds of connections enable Span Alaska to give you the best value and to get things done that others simply cannot.

Supply Chain Insights

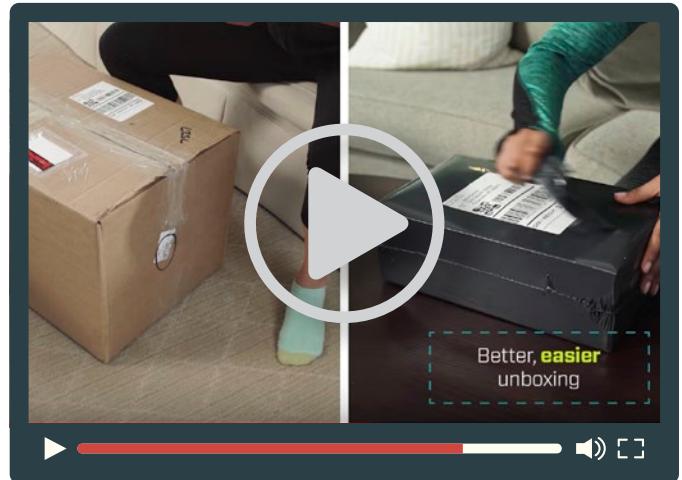
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SEALED AIR: IT'S TIME TO RETHINK THE BOX

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How Do I Ship a Lithium Battery?

Lion Technology

For shippers, the complexity and endless change involved in shipping lithium batteries result in hundreds, if not thousands, of man hours spent searching for specific standards that apply to a given battery shipment. This whitepaper helps cut through the confusion. Before you even think about shipping your battery, answer these four simple questions to help you determine how to safely prepare your shipment for transport.

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Do's and Don'ts of TMS Selection and Implementation

enVista Corporation

Transportation is often the largest supply chain cost for a company. A TMS can yield 6- to 8-percent savings on transportation costs, yet only a fraction of companies take advantage of a TMS. In this whitepaper, learn the do's and don'ts of selecting and effectively implementing the right TMS for your company to realize transportation savings and improve operations.

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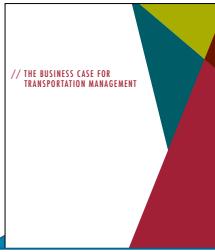
Constantly Connected: How Cellular is Enabling the Digital Supply Chain

Tive

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Supply Chain Insights

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Making the Business Case for Transportation Management

Transplace

As the supply chain has evolved, so, too, have transportation management systems (TMS)—now providing organizations with greater visibility and control over their supply chain than ever before. Download this whitepaper to examine how transportation management solutions can help your company reduce risk, improve operational efficiency, and drive meaningful change within your organization.



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Shippabo

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podcast



John Costanzo

What U.S. Companies Should Know for E-Commerce Success in Canada

GUEST: JOHN COSTANZO

President, Purolator International

U.S. e-tailers looking to Canada like what they see—more than 36 million consumers who have embraced e-commerce, and are big fans of U.S. brands and goods. But before attempting to penetrate the Canadian market, e-tailers need to consider several factors, including the critical last mile. Many U.S. retailers wrongly assume that selling and delivering to Canada is no different than transactions with American customers and that's why many businesses fail in Canada.





Logistics provider **Dachser** expanded its range of services, launching 26 less-than-containerload (LCL) connections in 2018. As of June 2018, Dachser added these routes: weekly LCL services from Bremen, Germany, to new destinations in the United States (Los Angeles, New York, Chicago, Boston, Houston, Atlanta, and Charlotte); from Hamburg to India (Nhava Sheva and Chennai); and from Hamburg to New Delhi.

//Transportation//

Ocean carrier **Crowley Maritime** introduced a direct, weekly service from Puerto Plata, Dominican Republic, to Port Everglades, Florida. The two-day northbound sailing lets shippers move cargo on all types of equipment, including 20- and 40-foot refrigerated and dry containers.

Rail Cargo Group, the freight division of the Austrian Federal Railways, and **DHL Global Forwarding**, international provider of air, sea, and road freight services, signed a memorandum of understanding to develop an intermodal rail network between Austria and China. The latest route in DHL's Asia-Europe-Asia multimodal network connects Chengdu to Vienna in 15 days, spanning more than 6,000 miles and crossing six countries.

Alaska Air Cargo expanded its cargo lift capacity by 40 percent in the continental United States by utilizing the 71 Airbus aircraft that joined its fleet as part of its merger with **Virgin America**. Alaska Air Cargo utilizes the belly space in these aircraft to provide shippers with new shipping destinations and increased frequencies throughout the Alaska Airlines system.

To coordinate truckload transportation across North America for shippers, **Dayton Freight Lines**, a provider of regional LTL transportation, introduced Dayton Freight Truckload. The trucker works with pre-certified, CSA-compliant carriers, and offers shippers same-day rate quotes.

UPS significantly expanded its ocean LCL service with the addition of direct sailings in 130 lanes. The origin and destination countries cover most of the globe, including ports in Asia, Latin America, Africa, Europe, the United States, the Caribbean, and the Middle East.

//Technology//

Manufacturers can now look up order promising and scheduling dates across multi-line order quotes with supply chain consultancy **Intrigo Systems'** new application. The solution, along with **Splice Machine's Online Predictive Processing** platform, keeps inventory changes in tables.

Lanetix launched *LxRoadFreight*, a CRM suite designed for the domestic freight market. The software suite provides Global 2000 CRM at less than half the



◀ This new truck scale dynamically weighs each axle and prints a receipt with individual axle weights and the total without requiring a driver to stop. Vehicle operators drive over **Alliance Scale's** axleWEIGH In Motion Truck Scale at approximately 3 mph for the individual axle weights to be calculated. The scale also calculates total vehicle weight, regardless of truck length or configuration.

cost of traditional enterprise CRM solutions, and features transportation-specific functionality such as shipper accounts and carrier onboarding.

Warehouse operators can handle multiple, high-volume orders and charges via a single WMS for multiple carriers now that **TMW Systems** integrated its *TruckMate* transportation management system (TMS) solution with **3PL Central's** cloud-based warehouse management system (WMS), *3PL Warehouse Manager*. The integrated solution helps streamline workflows, reduce costs, and maximize productivity.

To improve in-transit visibility and increase carrier collaboration and connectivity, **Manhattan Associates** updated its TMS. Manhattan partnered with

FreightRover, a digital freight marketplace, to enable shippers to find capacity matches for their freight. Manhattan TMS users can now use FreightRover's *Digital Freight Matching* platform to locate and contract alternate carriers, reduce turndown rates, track freight, and expedite payment.

Landstar System, a provider of integrated transportation management solutions, launched an enhanced *Landstar Maximizer* mobile app. The search engine enables owner-operators to look for and book back-to-back loads, creating multi-leg, full-week runs. The app finds load combinations to maximize the potential revenue for the time period the owner-operator chooses.

To provide shippers with savings on spot transportation requests, **Schneider**, a provider of transportation and logistics services, teamed with **JAGGAER**, a spend management company. Using JAGGAER's *Advanced Sourcing Optimizer*, Schneider's *BidSmart* moves the entire process onto a digital platform, and is able to quickly identify and analyze spot transportation options.



◀ To monitor perishable shipments, technology and engineering company **Emerson** released its GO Real-Time Reusable Tracker. This new version of the GO Real-Time Tracker allows shippers to recharge and reuse the device. It is suitable for scenarios where users own their own trucks or control a shipment's start and end point.

//Products//

Industrial facilities can net year-round HVAC cost savings with **Hunter Industrial Fans'** new line of products. The industrial division of Hunter Fan Company introduced the XP, a HVLS solution that features a plug-and-play, pre-assembled installation process that does not require any guy-wires.

High-density storage applications will benefit from **Steel King Industries'** drive-in and drive-through racking. Requiring fewer aisles than selective racks and maximizing cube utilization, the system allows users to store up to 75 percent more pallets than with selective racking.

DeltaTrak's FlashLink In-Transit Real-Time Mini Logger provides real-time temperature, humidity, and location information utilizing GSM cellular technology. The cold chain management solution provider unveiled two models, one with a 15-day logging duration and one for longer trips with a 60-day logging duration.

To ensure a safe and productive dock operation, **Entrematic** introduced the Kelley VERSACHOCK Wheel Chock Wireless Trailer Restraint System (Model KMC), which secures trailers while communicating operation status with drivers and dock workers. The restraint system accommodates a variety of trailers and vehicles.

Rite-Hite introduced the Dok-Lok SHR-5000, a vehicle restraint that uses a shadow hook design to secure traditional trailers, as well



▲ **Air France KLM Martinair Cargo** teamed up with **CSafe Global**, a maker of active and passive cold-chain packaging solutions, to launch the CSafe RAP container. The new electrical container allows Air France KLM Martinair Cargo to offer reliable service for extra-long-range pharmaceutical shipments.

as intermodal container chassis and trailers with rear-impact guard obstructions. Its universal design supports upgradeable loading dock safety technology.

//Services//

Burris Logistics, a food-service redistribution and refrigerated warehousing company, opened a 250,000-square-foot public refrigerated warehouse in McDonough, Georgia, 30 miles outside Atlanta. The temperature-controlled, 28,000-pallet position facility provides capacity for companies producing frozen/refrigerated foodstuffs and retailers seeking outsourced storage solutions.

Logistics company **Compass Forwarding** launched Compass Critical, a dedicated team for

domestic and international time-sensitive shipments. The new division serves shippers in the aerospace, pharma/medical, energy, automotive, and ship spares industries. The team offers expedited air cargo services and specialized commodity-specific handling.

CMA CGM Group now offers TRAXENS by CMA CGM, a connected container solution, to all customers. TRAXENS by CMA CGM is a connected box fixed on the container that measures the container's position, whether at sea or on land. It also measures the intensity of potential shocks and outside temperature variations. A future offering will measure humidity and temperature inside the container, and doors opening and closing.

Building products supplier and paper manufacturer **Georgia-Pacific** is bringing together supply chain companies to develop solutions within its new Point A Center for Supply Chain Innovation. Opened in June 2018 in an initial 15,000-square-foot space at Atlanta's TechSquare Labs, Georgia-Pacific's Point A Center for Supply Chain Innovation serves as a collaborative space for multinational corporations, startups, and academic institutions.

nVision Global created its iImpact TMS application in a modular format to allow shippers to add and remove functionality with minimum interruption to business processes. iImpact TMS features modules that enable daily functions, such as purchase order integration between vendor, supplier, and customer; shipment creation; controlled spot quote auctions; and rating, routing, booking, and visibility. iImpact TMS also allows for nVision Global Control Tower management of shipments or a customer-managed option.



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SEPT 24-27 Philadelphia, Pa.

International Quality & Productivity Center
Cold Chain Global Forum 2018
coldchainglobalforum.com

AUDIENCE: Cold chain professionals

FOCUS: Adapting cold chain processes and increasing collaboration to satisfy new user and regulatory requirements; building an agile and flexible supply chain; creating supply chain synergy across the global marketplace

SEPT 30-OCT 2 Chicago, Ill.

American Production and Inventory Control Society
APICS 2018

apics.org/annual-conference

AUDIENCE: Supply chain, operations, and logistics management professionals
FOCUS: Best practices to drive supply chain innovation; key strategies to create more sustainable, strategic, and value-driven supply chains; optimization in complex manufacturing operations

CONFERENCES

SEPT 11-12 New Orleans, La.

IWLA
IWLA Safety & Risk Conference

bit.ly/IWLASafety

AUDIENCE: Warehouse managers, safety managers, and operations personnel

FOCUS: Minimizing on-the-job risks and improving the bottom line; assessing the strengths and weaknesses of safety protocols; HR trends; OSHA updates

SEPT 16-18 Long Beach, Calif.

Intermodal Association of North America
Intermodal Expo 2018
intermodalexpo.com

AUDIENCE: Intermodal freight stakeholders

FOCUS: The future of intermodal terminals; dealing with tight trucking capacity; intermodal network capacity in the face of unpredictable demand; what brokerage means for intermodal; the implications of the next generation of smart equipment on intermodal

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World Cup Nets Big Numbers

1 million fans in the stands. 2 billion TV viewers. 32 teams. 64 matches. It all adds up to scoring a logistics planning goal at the 2018 FIFA World Cup in Russia.

**More Than
\$14.2 BILLION**

ESTIMATED COST OF THE 2018 FIFA WORLD CUP, THE MOST EXPENSIVE ONE IN HISTORY, SURPASSING THE COST OF THE 2014 EVENT IN BRAZIL



THE LARGEST AND NEWEST STADIUM (LUZHNIKI STADIUM IN MOSCOW) HAS A CAPACITY OF
81,006
 AND HOSTED THE FIRST MATCH AND THE FINAL BETWEEN FRANCE AND CROATIA.



**More than
150
million**

OFFICIAL LICENSED WORLD CUP PRODUCTS WERE SOLD AT 1,000+ OFFICIAL TOURNAMENT AND FAN STORES DURING THE 2014 WORLD CUP



More than \$10 million

THE ESTIMATED WORTH OF THE WORLD CUP TROPHY. ITALIAN SCULPTOR SILVIO GAZZANIGA DESIGNED THE CURRENT TROPHY IN 1971. THE RISE IN GOLD PRICES MEANS THE TROPHY'S MELT VALUE HAS RISEN TO \$187,761, ESTIMATES CASH4GOLD. (MELT VALUE IS THE AMOUNT OF ACTUAL PRECIOUS METAL CONTAINED IN AN ITEM THAT CAN BE EXTRACTED AND RECYCLED, AND DOES NOT ACCOUNT FOR DECORATIVE, ARTISTIC, OR HISTORIC VALUE.)

The winning team gets a gold-plated replica to keep.

3 MILLION

PREORDERS OF NIGERIA'S HOME JERSEY DESIGNED BY NIKE, SELLING OUT WITHIN MINUTES OF ITS JUNE 1, 2018 DEBUT

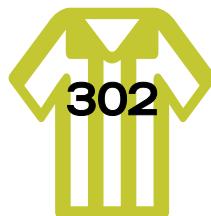


BALL MODELS MADE BY ADIDAS (TELSTAR 18 FOR THE COMPETITION'S EARLIER GROUP STAGE AND TELSTAR MECHTA FOR THE KNOCKOUT ROUNDS). ADIDAS HAS BEEN MAKING THE OFFICIAL SOCCER BALL FOR THE WORLD CUP SINCE 1970.

Both balls contain embedded NFC chips to communicate with smartphones.

\$30.8 BILLION

ESTIMATED TOTAL ECONOMIC IMPACT OF THE TOURNAMENT BY 2023, ACCORDING TO WORLD CUP 2018 ORGANIZERS IN RUSSIA, THANKS TO CONSTRUCTION AND GENERAL INVESTMENT SPENDING.



ESTIMATED NUMBER OF FACTORIES PRODUCING FIFA APPAREL (FINISHED GOODS, NOT MANUFACTURING MATERIALS) IN 37 COUNTRIES

12 STADIUMS ACROSS

11 CITIES, SPREAD OVER

1,800 MILES IN RUSSIA, HELD ALL

64 MATCHES

3,031,768

Total attendance over 64 matches

AVERAGE ATTENDANCE:
47,371

LARGEST ATTENDANCE:
RUSSIA v SAUDI ARABIA
78,011

LOWEST ATTENDANCE:
EGYPT v URUGUAY
27,015

Sources: TechRepublic, ISPO.com, CNN, SportsPro Media, World Economic Forum, GOAL.com, Wikipedia

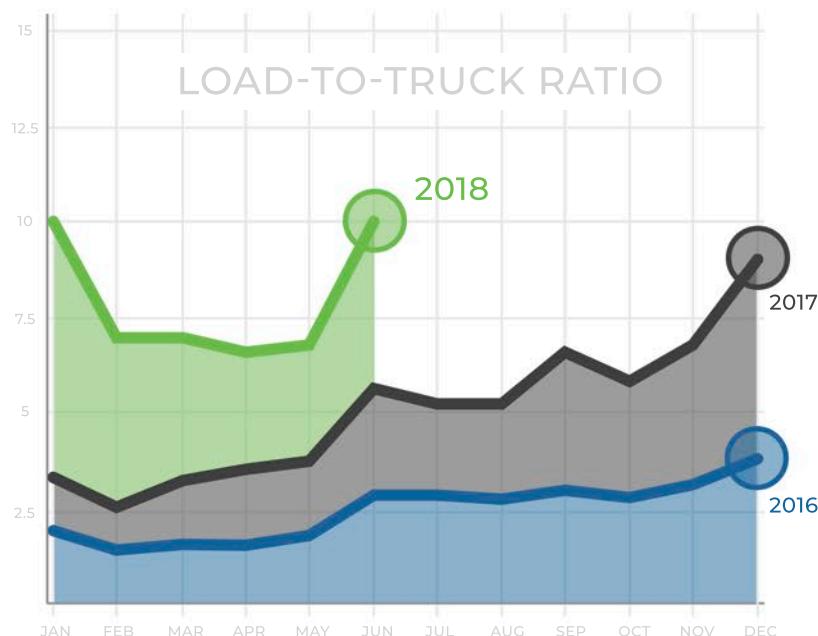
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