

SPECIAL REPORT

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LOGISTICS  
SITES &  
SERVICES

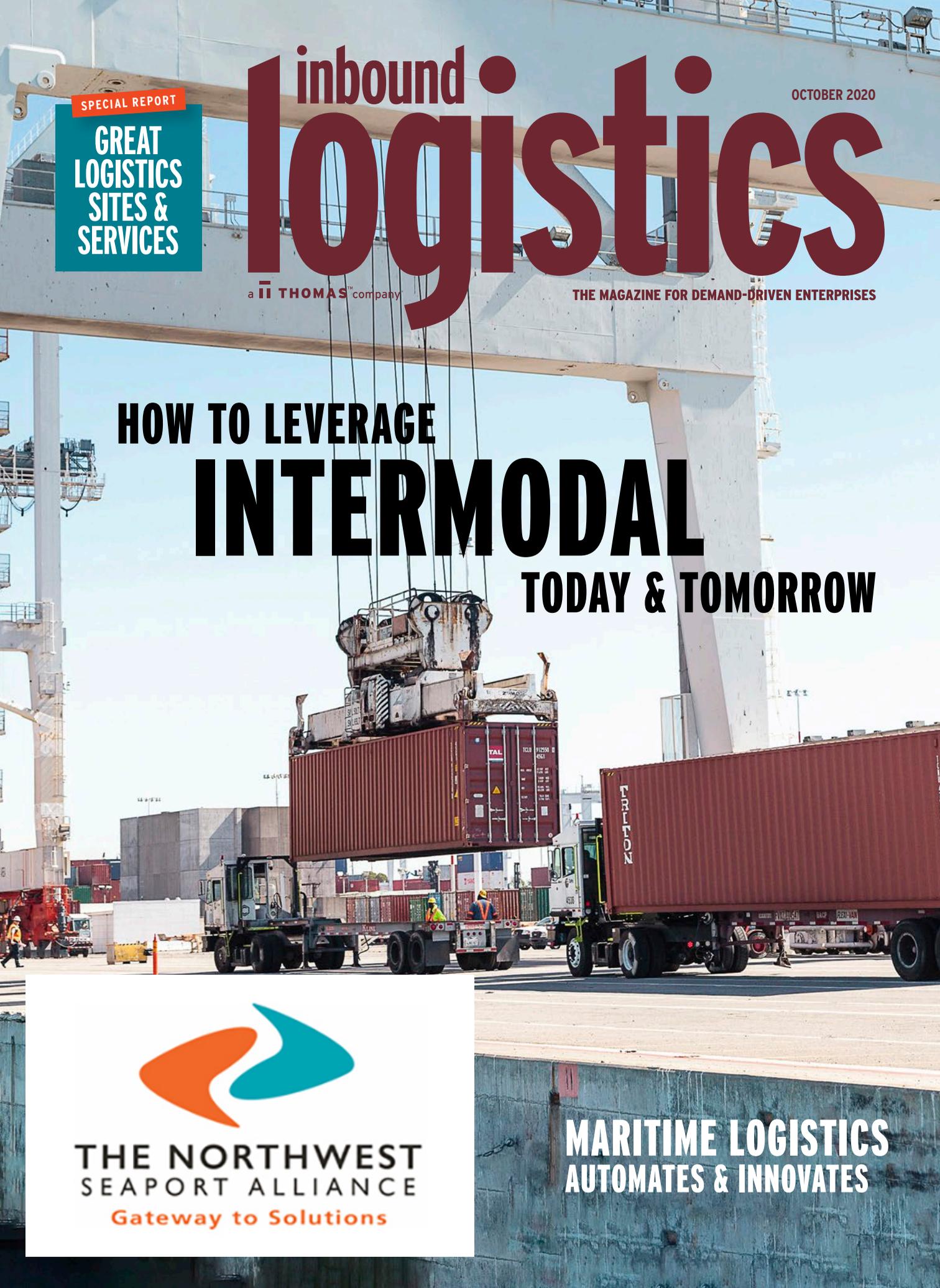
# inbound logistics

OCTOBER 2020

a THOMAS™ company

THE MAGAZINE FOR DEMAND-DRIVEN ENTERPRISES

## HOW TO LEVERAGE INTERMODAL TODAY & TOMORROW



THE NORTHWEST  
SEAPORT ALLIANCE  
Gateway to Solutions

MARITIME LOGISTICS  
AUTOMATES & INNOVATES

ALL THE WAY



# CONNECT YOUR WORLD IN NEW WAYS

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# Info SNACKS

BITE SIZED SUPPLY CHAIN/LOGISTICS INFORMATION



## HOLIDAY SHOPPING LIST

### 8+ Days

The time 5.1% of containers imported to U.S. ports dwell at their port of entry, on average, incurring significant demurrage and detention (D&D) fees.

### 6-Day Delay

While one major carrier advertises 15 days between Yan'an, China, and Long Beach or Los Angeles, it took an average of 17.89 days to go from Yan'an to Long Beach and 21 days to Los Angeles.

—ClearMetal's global benchmarking tool, which analyzed a sample of 1 million imported containers from May 2020 through the summer (during the pandemic's peak).



Elvis Presley,  
Sean Connery,  
Charles Bronson,  
Liam Neeson,  
Chevy Chase,  
and Rock Hudson  
were all truckers  
prior to their more  
glamorous careers.

—Georgia Department of  
Economic Development's Center  
of Innovation for Logistics

### 66%

say it's important to support local retailers that have been negatively impacted by COVID-19—yet only 13% say they would shop either locally or with specialty chains.

### 89%

are willing to give retailers extra time to deliver packages this holiday season.

### 89%

say that on-time delivery is important to the overall online shopping experience—up from 84% who said the same last year.

### TOP 3

most important delivery services:

- Free 2-day shipping (**44%**).
- Free shipping on returns (**18%**).
- Ability to track packages en route (**14%**).

### TOP 3

concerns with shipping this holiday season:

- **42%** are worried the package will be late.
- **17%** are worried the package will be stolen from the porch.
- **16%** worry the price of shipping is too high.

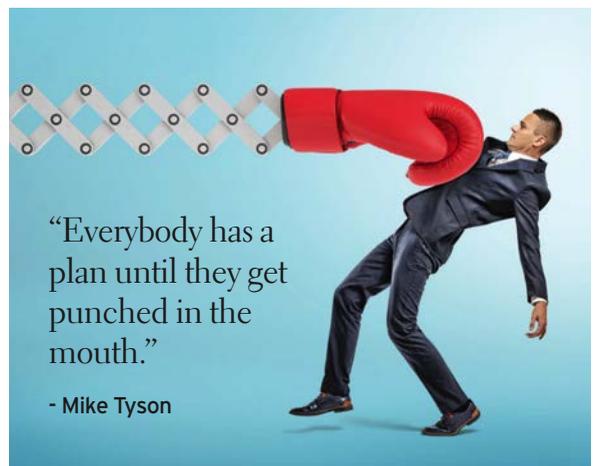
—Convey annual shopping survey of 1,600 U.S. consumers

## You Want 3D Fries with That?

KFC announced plans to produce 3D-printed chicken nuggets through a partnership with 3D Bioprinting Solutions. The fast-food giant will produce the world's first laboratory chicken as part of its "restaurant of the future" concept.

KFC will unveil the nuggets in Russia later in 2020, but fried-chicken lovers in the rest of the world could be waiting quite some time before they'll be able to 3D-print chicken from the comfort of their own homes.

Lab-grown meat is several years in the making, with startups including Memphis Meats leading the way in developing the technology. While consumer attitudes have held back progress, KFC's latest venture might help accelerate the industry's growth.



"Everybody has a plan until they get punched in the mouth."

- Mike Tyson

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North American seaports load up on automation and innovation to achieve faster and safer operations—all the more important in today's unusual business climate.

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### HOW TO LEVERAGE RAIL/INTERMODAL NOW AND LATER

When used smartly, rail and intermodal can give your supply chain a lift today and down the road. These guidelines will help you get the most out of intermodal, even in a challenging market.



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### YMS SOLUTIONS: YARD WORK

By weeding out detention costs, trimming inefficiencies, and gathering data every time a trailer or tractor moves, a yard management system can fertilize your supply chain.

## 50

### SPONSORED SEARCHING FOR THE PERFECT SITE

New site selection challenges magnify the importance of finding not only the right spot on the map, but also one that offers technology, transportation, and opportunities. The right logistics partners can help focus your search.



PHOTO: PORT AUTHORITY OF NEW YORK & NEW JERSEY

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*As demand for speed increases, maritime ports upgrade and automate systems.*



#### ABOUT THE COVER

Photo courtesy of Port of Oakland

The Port of Oakland, California, hauls cargo in and out safely and efficiently using its new Freight Intelligent Transportation System.

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Port of  
**LONG BEACH**  
THE PORT OF CHOICE



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West Pak Avocado distributes its fruit to hundreds of customers around the globe. To maintain reliable, efficient transportation through seasonal peaks, West Pak partnered with a third-party logistics provider to move produce from its primary distribution center to grocery stores as quickly as possible.

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## MORE NEWS ONLINE



### USING DATA-DRIVEN TECHNOLOGY TO IMPROVE WORKER SAFETY

Working smarter and safer with data-driven technology can decrease injury rates, and increase employee retention and productivity. Follow these three tips to get the most out of wearable technology and the rich data it provides.  
[bit.ly/WorkerSafetyTips](https://bit.ly/WorkerSafetyTips)



### UNLEASH THE FULL POWER OF PROCUREMENT

Procurement doesn't need to be a one-sided, customer-centric approach. You can take advantage of the current accelerated digital transformation to become a partner of choice to both suppliers and customers.  
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### POWER THROUGH LOGISTICS CHALLENGES WITH MODERN CHASSIS

When COVID-19 hit, using pool chassis led to serious problems such as breakdowns. New, premium chassis keep trucks on the road with enhanced technology, increasing revenue for drivers and the companies they work for.  
[bit.ly/ModernChassis](https://bit.ly/ModernChassis)

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# CHECKING IN

## The World Is Your Warehouse 3.0



Keith Biondo, Publisher

In a column I wrote 20 years ago called “Millennium Musings,” I used the phrase “make the world your warehouse.” It took two decades, but it appears that we may be on the cusp of that actually happening, not just in developed countries, but across the entire world. How?

Enter Space Exploration Technologies, or SpaceX, an American aerospace manufacturer and space transport services company based in California. Elon Musk founded the company in 2002 with the, ahem, lofty goal

of placing a permanent colony on Mars.

Back to Earth—SpaceX runs the Starlink network of low Earth orbit (LEO) satellites and has a mission to provide high-speed worldwide internet, especially to remote locations that have no web or cell service. Currently, SpaceX has 700 LEO satellites surrounding our planet, but the company just filed a request to launch and run 30,000 more. What for? Just to provide internet service to remote areas?

First responders tested the system recently in areas completely destroyed by fire in Washington State. “I have never set up any tactical satellite equipment that has been as quick to set up, and anywhere near as reliable,” said Richard Hall, emergency telecommunications leader, IT division, Washington State Military Department.

Almost-instant web tone in areas devoid of infrastructure using very small, battery-operated devices? Sweet. Reliable web tone ubiquity has a distinct global supply chain tie-in. It enables e-commerce companies, and not just Amazon, to take orders from everywhere and anywhere, allowing all countries, developed or not, to share what we take for granted.

SpaceX LEO satellites also provide highly accurate and unjammable GPS, resistant to weather interruptions, with signals that can be 1,000 times stronger than the GPS in use today.

Beyond the economic and social impact that will have on billions of people, the question arises: How do we deliver that product to many locations without workable transport infrastructure?

Amazon recently got Federal Aviation Administration clearance to fly delivery drones across the entire United States. Combine that ability with their reported takeover of suburban locations vacated by stressed retailers for distribution center use with drones. Beyond the obvious domestic market expansion, you can imagine a test case for efficient delivery in areas with less population density.

When you consider the reliable global web tone, combined with a new generation of powerful GPS and next-gen, long-range delivery drones, it doesn't take much imagination to envision a world at your demand-driven fingertips for delivery to global buyers of industrial and consumer products.

Any product available from anywhere, to anywhere, with true global visibility and web control at every step? Stated another way, the world is your warehouse. ■

*Keith Biondo*

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Vol. 40, No. 10

October 2020

THE MAGAZINE FOR DEMAND-DRIVEN ENTERPRISES

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

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Co-founder Jim Kennedy, Jr. drafts the industry's first dedicated Contract Warehousing Agreement.

**1970s**

Kenco expands its presence across the U.S., becoming a national provider.

**1987**

Kenco develops its proprietary Warehouse Execution System (WES).

**1999**

Kenco affiliates and subsidiaries merge to become Kenco Group Inc.

**2015**

Kenco launches one of the industry's first Innovation Labs, a test facility to evaluate new, emerging technologies.

**2010**

Kenco launches Material Handling Equipment National Fleet Services.

**2019**

Kenco expands Innovation Labs to 10,000 square foot warehouse to accelerate the creation of innovative customer solutions.

**2012**

Kenco is certified as a woman-owned business by WBENC, making it the largest woman-owned 3PL in the U.S.

**2020**

Kenco launches proprietary technologies including Da Vinci AI advanced analytics and Kenco STARR, Transportation Management Software.



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# GOODQUESTION

Readers Weigh In

## If you could switch jobs with someone for a day, who would it be?



**A presidential debate moderator.** What a thrill it would be to channel creativity with a journalistic flair to craft questions for some of the most powerful leaders in the world to discuss. What an adrenaline rush...until the candidates don't observe the rules.

—*Rich Bolte*  
Chairman & CEO  
BDP International

**MacKenzie Scott (formerly Bezos).** I'd deploy the majority of my wealth into early-stage venture capital funds and invest in companies that are refashioning our global supply chains as sustainable, circular, and transparent. The only hope we have to drive the disruption that is needed to save life on our planet is to accelerate the disrupters—entrepreneurs.

—*Lisa Morales-Hellebo*  
Co-founder  
REFASHIOND Ventures

**An over-the-road CDL driver.**

In my world of logistics and order fulfillment, these drivers play a pivotal role in satisfying customers and delivering goods. I've received, picked, packed, and shipped goods, but never driven a big rig. It would be a blast and help me understand their world better.

—*Robert Gerwig*  
SVP, Distribution  
Sweetwater

**I would love to work on a sustainable and non-GMO farm.**

Getting my hands dirty, being tired after a labored day, and getting my head empty—would be great. Also, it would be great to know what I did that day was meaningful and didn't harm the earth or any inhabitant.

—*Simone Ross*  
COO, Setlog Corporation

**I've often wondered what it's like to manage a successful restaurant.**

I'm amazed at everything that goes into the customer experience, from the hosts and wait staff to the chefs and bussers. Seeing how that process works and how all the people are managed would be really interesting.

—*Chris Lanier*  
VP, Distribution Services  
CorneaGen

**Bill Belichick, coach of the New England Patriots.**

He consistently builds winning teams by demanding: "Do your job," and believes that every teammate must commit to their roles to build the strongest unit. Whether it's on the football field or at the office, the success of every team relies on individuals doing their jobs well.

—*Mike Wilson*  
CEO  
Consolidated Chassis Management

**A Factory 4.0 coordinator.** Their work is interesting and impactful, as they're responsible for identifying, implementing, and leveraging smart technologies like IoT and automation advancements and introducing them into operations to help companies create a competitive advantage.

—*Evan Rago*  
Sales Manager, Vecna Robotics

**I'd switch to a role focused on emerging technologies.** In many ways, COVID has accelerated an already fast-changing industry, so everything from new motive power options to robotics and telemetry are positioned to reshape supply chains to a greater degree.

—*Jill Comer*  
VP, Industry Strategy and Solutions  
Hyster Company

**Have a great answer to a good question?**

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

**What's your best e-commerce fulfillment tip?**

We'll publish some answers. Tell us at [editorial@inboundlogistics.com](mailto:editorial@inboundlogistics.com) or tweet us @ILMagazine #ILgoodquestion

# Excellence of Ocean Quality 2020



## Where Ocean Excellence Meets Carrier Quality



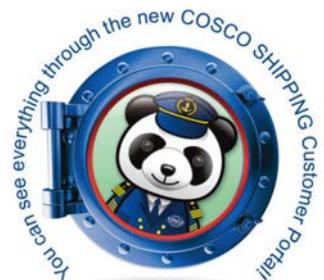
Building on the industry's strongest performance, most impressive logistics skills and unparalleled global resources, **COSCO SHIPPING** is working to bring the quality standards of ocean shipping to even higher levels. We'll do it by expanding upon the widest ranging coverage to offer even better end-to-end logistics solutions while accelerating the pace of digitalization through the use of evolving technology. Our commitment to our customers, that **We Deliver Value**, is made possible and measurable by remaining transparent and adaptable to the constantly changing qualities of commerce.

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[INSIGHT]

# DIALOG

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## Quick TIP

Shine a light on potential blind spots within your supply chain by utilizing an integrated visibility solution that will proactively mitigate disruption and costly delays.

—Randy Holtzapfle

Global Vice President, Sales, Supply Chain Solutions, BDP International

### Re: Checking In: Let's Not Forget by IL Publisher Keith Biondo

[bit.ly/CheckingInAugust2020](https://bit.ly/CheckingInAugust2020)

I can't agree with you more: Some analysts believe new technology is transforming the logistics industry. Some have never worked in the nuts-and-bolts bottom rung of the business.

People drive technology and innovation. People pull it all together and make it work. People need to be recognized and the savings realized should be reinvested in them.

Keep up the good work. I thoroughly enjoy your publication.

—Neil Crawford

### Re: Improving Visibility: And Sew It Goes

[bit.ly/ImprovingVisibility](https://bit.ly/ImprovingVisibility)



Visibility is everything. Companies must have a clear view of their inventory and parcel tracking across their network so they can make intelligent, quick decisions. They can source, allocate, and process orders efficiently, have faster fulfillment times, and ultimately provide the best possible customer experience.

—Pal Narayanan

EVP, Chief Information Officer  
GEODIS Americas



### Re: August Good Question: What's the most significant way COVID-19 has changed the supply chain?

[bit.ly/COVID\\_GoodQuestion](https://bit.ly/COVID_GoodQuestion)

Food processing and supply chain facilities across the country have been significantly impacted by the pandemic, causing companies to examine and adapt processes to ensure safety while also maximizing productivity.

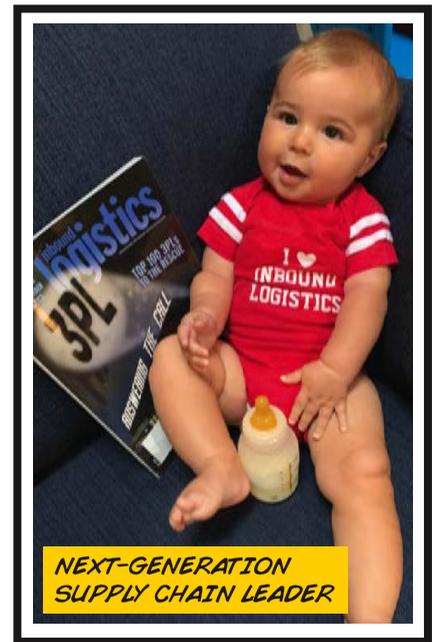
Companies can leverage digital tools to factor safety in at every step and use the resulting data to make better decisions moving forward.

Digital platforms can help worksite managers keep a closer eye on which employees and contractors are onsite, incident rates, and the potential spread of COVID-19 within the workplace. By implementing check-in/check-out processes, incident monitoring, and training and certification, digital tools allow supply chain managers to more efficiently protect their workers onsite.

Using the data collected from a digital platform will give directors and board members the power to make more informed decisions about supply chain operations to help prevent future injuries or illness.

—Kim Holly

Associate Vice President  
ISN



## Fast TAKE

Prepare for higher volumes of individual, shipped returns packages this holiday season.

The shift to e-commerce demands solid returns management processes and a smooth customer experience, while reducing costs and eliminating waste. Maximizing value recovery will be more important than ever with the expected high returns volume, while an efficient, easy customer return experience will be key to increasing shopper loyalty and driving sales.

—Ken Bays

Vice President, Product Development  
Inmar Intelligence, on how retailers should get ready for the holiday season

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# 10 TIPS

## Creating an Exceptional Customer Experience

Deliver poor customer service and you'll lose business. But you can improve the customer experience by committing to meaningful change across your enterprise.

### 1 BELIEVE THE CUSTOMER IS ALWAYS RIGHT (EVEN WHEN WRONG) TO PRODUCE A CULTURE OF SERVICE.

*This is a difficult mindset, but is key to improving your customers' experience and will guide your actions and reactions. The customer pays all your bills, and your business needs to be 100% focused on this. If you have bad or abusive customers, you can choose to no longer do business with them or price in a fee for the difficulty.*

### 2 FOLLOW THE GOLDEN RULE.

"Do unto others as you would have them do unto you" is key for customer service. How would you like to be treated if you were the customer? Treat your customers that way. How would you like to be treated by your employer? Treat your employees (and vendors) that way. This requires emotional intelligence and thoughtfulness, as well as the ability to put yourself in someone else's shoes. Appreciated and engaged employees and vendors should treat your customers exceptionally.

### 3 COMMUNICATE PROACTIVELY.

Be ahead of your customer. We consider it a failure if the customer tells us there is a problem we should have known about. Proactively inform customers of issues and preemptively provide solutions when issues arise.

### 4 LEVERAGE TECHNOLOGY.

Visibility is no longer optional. Your customer expects to know where the SKU, pallet, or truckload of frozen lobster is. Automated technologies improve your service offering.

### 5 IMPROVE PROCESSES CONSTANTLY.

Ask team members and customers how you can improve service. Measure Net Promoter Scores with your customers. Commodities differentiate on price; value providers differentiate on service.

### 6 SET PRICES FAIRLY.

If you make fat margins on a customer, you are taking advantage of them, and preparing yourself to be undercut by your competition. Creating a partnership of trust and transparency transforms your relationship, builds customer stickiness and appreciation, and sets you apart from the competition.

### 7 CHOOSE YOUR WORDS.

Think about the language you use with customers. It is your business to serve your customers, so why would it be a "problem" to provide exceptional service? We

never say "no problem." Instead, we say "my pleasure" or "I am happy to make that change." Find positive, service-oriented responses.

### 8 FOLLOW THE ZAPPOS MODEL.

Zappos and its retired chief executive officer Tony Hsieh are masters of customer service. Their goal is to "wow" employees, vendors, and customers with their service. See how you can "wow" your customers.

### 9 MEASURE SERVICE.

Use key performance indicators that measure and demonstrate the exceptional service you provide. Measure dollar savings and response time. Demonstrate reliable service through on-time and claims percentages. We often rely on customers to measure us; instead we should show them that we are measuring ourselves.

### 10 ACCOMPLISH WHAT YOU SAID YOU WOULD DO, EVEN IF IT HURTS.

*Exceptional customer service is built on trust. Honor your commitment even if you lose money on the transaction. Be truthful, even when you screw up. Take responsibility. With trust, your customer will be a long-term partner and will view you as an indispensable extension of their business.*

SOURCE: ROB HOOPER, CHIEF EXECUTIVE OFFICER, ATLANTIC LOGISTICS



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# RETAIL



## WEAVING BLOCKCHAIN INTO DATA SHARING

Blockchain can solve the errors and inefficiencies that exist in data exchange between suppliers, retailers, and other stakeholders in the retail supply chain, according to results from the Chain Integration Project proof of concept.

If retailers want to incorporate blockchain into their supply chain, the study recommends these steps:

- 1. Capture every touch point.** Capture item-level data to get the full story. Integrating every touch point into the blockchain is like taking a photo of an item as it passes from one point to the next and putting it in a photo album. The more photos you take, the more visibility you achieve.
- 2. Garbage in, garbage out.** If your data doesn't reflect the flow of physical goods, then it doesn't matter if that data is on the blockchain or not. To reap any benefits, you must define a baseline level of accuracy and review it regularly for quality and consistency.
- 3. Use the same language.** Once all information systems are identified, a common language must be established within the blockchain network, especially when communicating across organizational borders. Familiarity with EPCIS and GS1's Core Business Vocabulary is imperative in establishing a common language among trade partners.



## GROCERY SETS UP SHOP

U.S. shopping malls keep pace with changing consumer habits by offering destinations such as movie theaters and gyms. Are grocery stores next?

Possibly. Amazon is working with Simon Property Group to open warehouses at some of its closed Sears and J.C. Penney locations, and may consider opening its own grocery stores in the malls, according to CNBC.

The COVID-19 pandemic has left commercial property owners searching for new tenants. However, few retailers are thriving, which is why grocery stores may be a more lucrative option.

Additionally, grocery stores are considered retail spaces and do not require jumping the re-zoning hurdles that industrial spaces face, making them an easier option for filling old department stores, the report says.

Amazon opened its first physical, cashierless grocery store in February 2020 and its first full-service Amazon Fresh grocery store in August.

## 2020 RETAIL IMPORTS FALL SHORT

TEU PROJECTIONS YEAR OVER YEAR

JULY

1.76 M  
DOWN 10.2%

AUGUST

1.81 M  
DOWN 7.3%

SEPTEMBER

1.69 M  
DOWN 9.5%

OCTOBER

1.69 M  
DOWN 10.4%

NOVEMBER

1.59 M  
DOWN 5.8%

DECEMBER

1.56 M  
DOWN 9.6%

2020 TOTAL

19.6%  
DOWN 9.4%

NATIONAL RETAIL FEDERATION

## RETAILERS ON TREND

- U.S. online grocery retailers reached a record \$6.6 billion in sales in May 2020.
- Food box subscription services gain market share and DIY sales grow as

consumers spend time at home.

- Consumers now prioritize value, increasing market share for bulk retailers.
- 34% of U.S. consumers spend more on private-label products as the pandemic continues.

- As consumers continue to spend less time dressing for the office, athleisure brands, such as Lululemon, report an uptick in sales.
- Shoppers buy more online. The biggest increase is in older demographics.

- Online orders increased 24% for brick-and-mortar focused retailers from May 31 to June 7, 2020, compared to 2019.
- Retailers that are only online experienced a 5% order increase in the same period compared to 2019.



“The economy is recovering, but retailers are being careful not to import more than they can sell.”

—JONATHAN GOLD, VICE PRESIDENT, NATIONAL RETAIL FEDERATION



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# READERPROFILE *as told to Karen Kroll*

## Top Hat and Tales



### STEPHANIE CARTER

is the co-founder, president, and chief executive officer of Wallaroo Hat Company, a Boulder, Colorado-based manufacturer of stylish sun-protective hats, founded in 1999.

**RESPONSIBILITIES:** Supply chain logistics, overall operations, design, manufacturing, marketing, and human resources.

**EDUCATION:** B.A. in Spanish and French language and literature, cum laude, New York University, 1989; J.D., University of Denver School of Law, 1993.

On a trip to visit my husband's family in Australia in 1998, I discovered the secret to fashionable sun protection: stylish canvas hats unlike any I had seen. I brought some back to the United States and every time I wore mine, people asked where I got it.

I contacted the Australian designer and suggested working together to bring his designs to the United States. I used my legal background to form Wallaroo Hat Company in 1999; a wallaroo is a small kangaroo common in many parts of Australia.

For the first 10 years, we manufactured our hats in the Philippines. I would travel to the factory several times each year to design products and meet with our manufacturing team. I learned a lot about imports, distribution, and shipping.

### OUTSOURCING CHALLENGES

When our manufacturer in the Philippines went out of business, we moved manufacturing to China. One challenge at the time was the perception of forced labor in China. We worked hard to ensure we were spending time in our factories and upholding high standards of work ethics and transparency. Wallaroo, a Certified B Corporation, is conscientious about the people who work in our factories, as well as our environmental impact.

Occasionally we hear from customers that they would prefer our products to be made in the United States, but this is simply not practical. Virtually all raw

materials come from overseas. Also, the United States no longer has the machines and skilled laborers needed to make our hats.

A more recent challenge has been the 25% tariffs on items imported from China. Several years ago, I had to do a mid-season price increase—the first in Wallaroo's 22 years. Our customers were understanding, but we are still fighting to get the tariff removed as it punishes manufacturers and their customers.

Our goal has always been to produce a product that provides protection against the dangers of skin cancer—we've been a pioneer in the sun protection movement—but we want it to be affordable. If we moved manufacturing to a country other than China, we'd have to assess how long it would take to set up a new factory and how much it would cost. There is no easy answer.

The tariffs and the COVID-19 pandemic have been our biggest challenges. I'm fortunate to have a dedicated staff with a can-do attitude and a willingness to make sacrifices when necessary.

### ENTREPRENEURIAL SPIRIT

Since I was young, I've had an entrepreneurial spirit and have been engaged in different ventures. When I was in law school, I started a Mexican housewares import business with one of my classmates. We would fly to Mexico, buy the items, and import and sell them in the United States.

Last year, I co-founded a nonprofit organization called PridePads Africa. Our mission is to manufacture biodegradable sanitary pads to distribute to girls and women in rural parts of Cameroon, Africa, to ensure they can stay in school.

We purchased the machine to make the pads in India, where they invented this technology. I had to figure out how to move the machine from India to Cameroon—on the opposite side of the African continent. It took time, it's expensive, and we had to deal with different customs regulations in India and Cameroon.

Our facility opened in late December 2019 in Ngaoundere, Cameroon. We have had a lot of positive feedback from the residents, as nobody brings projects to this region because it's so remote. It's touching to know we're able to make a difference in the lives of girls and women and help empower them. ■

---

## Stephanie Carter Answers the Big Questions

### 1 What superpower would you like to have?

I would love to speak every language in the world. Being able to communicate with people in their native tongue is powerful and uplifting.

### 2 Are there any outside activities that make you better at supply chain management?

Pre-pandemic, I was a huge international traveler. Travel gives you an interesting view into supply chain management. You see the way other people live and where

raw materials come from. You also capture a global understanding of supply chain management.

### 3 What are your words to live by?

My favorite expression is: "It's none of my business what other people think about me. What matters is following your own true path and doing the right thing." We can get so caught up worrying about what other people think about us, that we spend our energy trying to be something that we're not.



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[IN FOCUS]

# NOTED

## The Supply Chain in Brief

### > RECOGNITION



**Total Distribution** is the **First Place Fleet Safety Award** winner of the Florida Trucking Association's Safety Management Council in the Truckload Shipping Division—Under 5 Million Miles category. James McMaster, director of transportation (*left*), and Doug Sibila, CEO of parent company Peoples Services (*right*), accept the award.

Transportation and logistics provider **Werner Enterprises** was named to U.S. Veterans Magazine's **2020 Best of the Best Top Veteran-Friendly Companies** for its support of military veterans, service members, and their families. Werner was also named a Top Supplier Diversity Program for veterans.

**Ascent Global Logistics'** On-Demand team was named **General Motors Supplier of the Year**. Chosen by a team of General Motors global executives, the award recognizes suppliers that exceeded expectations, created outstanding value, or introduced innovations in 2019.

### > GOOD WORKS



• The captain and crew of **COSCO Shipping Lines** container ship *COSCO Malaysia* rescued four seafarers on a distressed sailboat in the Gulf of Mexico. The ship received a distress call from the sailboat and immediately carried out rescue operations under instruction from local U.S. Coast Guard officials, providing water, food, and dry clothing for the rescued party.

• **APM Terminals Mobile**, the Alabama State Port Authority, and Maersk Special Project Logistics helped Team Rubicon, a volunteer disaster

response organization, collect and distribute more than 36,000 pounds of bottled water, food, and emergency supplies for those affected by Hurricane Laura in Louisiana.

• **Lynden International** assists organizations such as the Fred Hutchinson Cancer Research Center with complex logistics requirements during health crises and natural disasters, such as transporting frozen COVID-19 test kits and biological material for use in the search for a vaccine.

• **Total Quality Logistics** pledged to cover \$1 million in transportation costs by 2025 to haul food, water, medical supplies, and other essential goods to food banks, communities in need, and nonprofits.



### > SHOVEL READY

**CSX Transportation** completed the DeWitt Rail Yard modernization project in Syracuse, New York. The yard provides intermodal service between Syracuse and the Port of NY and NJ's ExpressRail Elizabeth terminal. The project is designed to lower shipping costs, reduce truck traffic, and provide more trip options.

**DHL Express** invested nearly \$198 million in a new hub at Paris Charles de Gaulle Airport, marking its largest investment in France since 1976. The facility will have the capacity to process 38,000 packages per hour, which is 15 times greater than DHL's existing facility.

An **Amazon** fulfillment center will be the first tenant in the Contra Costa Logistics Center under construction in Oakley, California. The 150,000-square-foot facility will be the smallest of five buildings at the site, with the largest planned at 642,000 square feet.

## > GREEN SEEDS

The *CMA CGM Jacques Saadé* joined **CMA CGM Group's** fleet, making it the largest liquefied natural gas-powered containership in the world. Liquefied natural gas reduces sulfur dioxide and fine particle emissions by 99% and emits up to 20% less carbon compared to fuel motorization. This is an initial step in achieving the company's objective of carbon neutrality by 2050.



**Volkswagen** plans to be carbon neutral in all its global operations by 2050. Volkswagen Group Logistics is switching all Deutsche Bahn carriage of materials and vehicles in Germany to green electricity by the start

of 2021, and aims to increase vehicle transportation by train from 53% to 60% by 2022.

**PITT OHIO**, a provider of logistics services in the transportation industry, received a patent for a process it developed to bring renewable energy into a battery system and distribute the power to points of use. The microgrid combines solar and wind energy with battery storage to power interior and exterior lighting loads throughout a facility, and operates autonomously.

## > SEALED DEALS

- Transportation equipment and services provider **Alstom** is rolling out **Kinaxis'** RapidResponse applications in five additional locations, bringing the number of global users to more than 500. The solution simulates planning scenarios according to specific operational constraints to ensure Alstom can plan its manufacturing activities efficiently.

- **Brook Furniture Rental**, a provider of rental furnishings, selected **Descartes Systems Group's** delivery scheduling solution to improve its white-glove operations across the United States. The end-to-end platform for home and last-mile delivery handles appointment booking, route planning, and mobile proof-of-delivery processes.

## > M&A

- **Nippon Express USA** acquired third-party solutions providers **MD Logistics** and **MD Express**.

- Shipping and fulfillment services provider **Visible** acquired **TriCon**, a Dallas-based logistics and fulfillment company.

- **KAG**, a North American tank truck transporter and logistics provider, acquired **Les Distributions Carl Beaulac**, a Quebec-based company specializing in hauling petroleum, chemicals, aggregates, and hot products.

- Supply chain solutions provider **NFI** acquired **CAI Logistics**, the non-asset logistics division of CAI International.

- **Motion Industries**, a distributor of maintenance, repair, and operation replacement parts, acquired **Applied Machine and Motion Control**, a Kentucky-based supplier of motion control and automation products and services.

## > UP THE CHAIN

**BNSF Railway** named **Kathryn Farmer** as its president and chief executive officer, making her the first woman to lead a major railway operator in North America. Starting with the company in 1992, Farmer previously served as executive vice president of operations and has held leadership roles in all major divisions.



**Hans Thalbauer** joined **Google Cloud** as managing director of global supply chain, logistics, and transportation solutions, and **Paula Natoli** joined the company as director of global supply chain, logistics, and transportation solutions. Thalbauer previously served as senior vice president of industry transformation initiatives at SAP, and Natoli served as group vice president of product management at Blue Yonder.

[IN FOCUS]

# TAKEAWAYS

*Shaping the Future of the Global Supply Chain*



## Serving Up Sustainability

PepsiCo and General Mills plan to reduce their carbon footprint during the next 10 years, following similar initiatives by food manufacturing giants such as Kellogg's and Smithfield Foods.

New York-based PepsiCo, which owns Frito-Lay, Tropicana, and Quaker Oats, aims to use 100% renewable electricity across all its company-controlled operations by 2030 and across its franchise and third-party operations by 2040. The move could reduce 2.5 million metric tons of greenhouse gas emissions by 2040, or the equivalent of removing more than half a million cars from the road for one year.

Minnesota-based General Mills, which owns Cheerios, Yoplait, and Pillsbury, plans to slash its total greenhouse gas emissions by 30% in the next decade. This is part of its long-term goal to achieve net-zero emissions by 2050. General Mills' 10-year pledge includes the following initiatives:

- Reduce greenhouse gas emission by 30% across its full value chain.
- Advance regenerative agriculture across its sourcing footprint on 1 million acres.
- Reduce food loss and waste by 50%.
- Advance respect for human rights in its value chain.

## BREXIT BAFFLES FREIGHT FORWARDERS

Most freight forwarders doubt they can handle changes to the United Kingdom's trading relationship in 2021, including new customs documentation and procedures, according to a study by the British International Freight Association. Key findings from the report reveal:

**Lack of understanding:** More than half of freight forwarders say they have no knowledge or need to improve their knowledge of the government's plans for the border after the Brexit transition period.

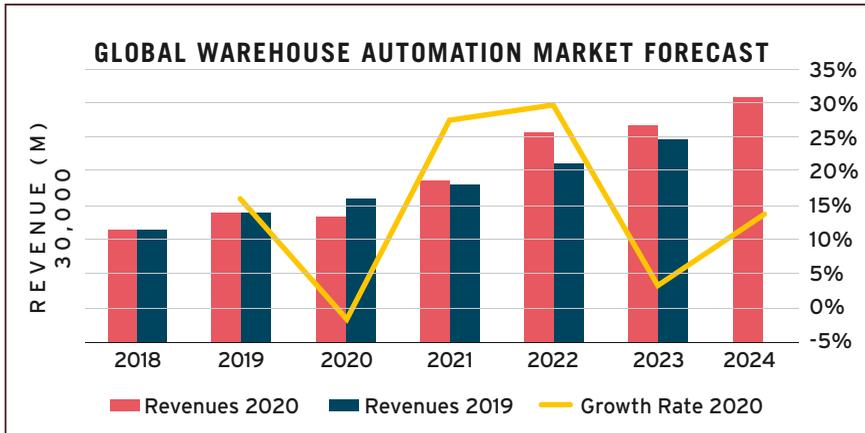
About 70% say they understand the customs procedures required to import goods into the U.K. from the European Union after the transition regarding the Border Operating Model, but less than half say this is the case with safety and security declarations.

Regarding exports from the U.K. to the EU, 79% say they have no understanding of import procedures in individual EU member states.

**Communication:** Forwarders say they want more information from the government—86% need more information on import/export customs procedures, 82% on safety and security declarations, and 85% on the Smart Freight system. More than 50% say they haven't received direct communication from the government on the EU Exit process and the end of the transition period.

**Bright spot:** 88% of freight forwarders say they are aware of the government's Customs Intermediary Grant Scheme to assist with training, new technology, and recruitment costs, and 72% say they intend to or already use the scheme.





## TAKEAWAYS

### UNTANGLING SUPPLY CHAIN CHALLENGES

Digitization and complexity present overwhelming challenges, finds a new Körber study.

- **91%** of supply chain professionals cannot stay ahead of their challenges as manufacturing and fulfillment complexities continue to grow.
- **51%** of businesses can only tackle one supply chain challenge at a time.
- **48%** of supply chains saw complexity grow in the past year, driven by customer expectations and technology.
- **25%** still rely on manual operations, even with Industry 4.0 solutions available.

Issues that most often contribute to complexity:

- **48%** struggle with integrating and ensuring software, materials handling equipment, and technologies work together in the entire logistics ecosystem.
- **46%** have the most difficulty integrating functions across the supply chain, from manufacturing to end-customer deliveries.
- **46%** say meeting consumer expectations for speed, cost, and adaptability is their biggest challenge.

## Warehouse Automation Prognosis

While revenue for the global warehouse automation market will likely decrease in 2020, order intake will grow significantly, according to Interact Analysis' forecast. Other predictions in the report show:

### Market Growth

- Significant market growth in 2021 as project completion dates push from 2020 to 2021.
- Compound annual growth rate will increase by 11.9% in 2019-2024.
- The market will not come into equilibrium until 2023.
- Orders increased by \$2.5 billion in 2020 and are forecast to grow by larger increments in coming years.
- Sectors such as apparel, which saw demand for warehouse automation equipment stall in 2020, will see demand increase as they recover.

### Grocery Delivers

- At 20.6%, the 2019-2024 compound annual growth rate of order intake for groceries exceeds other sectors.
- Year-on-year sales of automated equipment to the sector will increase by as much as 28%.

### Warehouse Automation Soars

- The top five providers based on 2019 revenue are Dematic, Honeywell Intelligated, SSI Schaefer, Daifuku, and Knapp AG.
- Dematic's and Honeywell's order intake for Q2 in 2020 has seen a dramatic increase—more than any other quarter to date.
- Honeywell's record high order intake of \$1.2 billion was up 300% compared to Q2 in 2019.
- Dematic's order intake is up 100%.

## WHAT'S THE HOLIDAY SALES SCENARIO?

The holiday retail season will play out in one of two ways—a relatively stable year-over-year sales increase of 0% to 1%, or a jump of 2.5% to 3.5%—both of which are lower than prior years, according to Deloitte.

**Scenario one:** Consumers experience growing

anxiety about their health and finances. This reinforces the current high savings rate, which was 17.8% in July 2020 versus 7.4% in 2019. Consumers won't spend on holiday items as they budget for essential expenses.

**Scenario two:** Consumers experience growing

confidence with a federal pandemic relief bill, unemployment insurance benefit supplement, and effective vaccine. Because they dramatically cut spending on travel and experiences, they may redirect funds to holiday spending, Deloitte says.

**The gift that keeps on giving:** E-commerce sales will grow by 25% to 35% year over year during the 2020-2021 holiday season compared to 14.7% during the same period in 2019. E-commerce holiday sales are expected to generate between \$182 billion and \$196 billion this season.

## TAKEAWAYS

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### CALIFORNIA CLEARS THE AIR

To help commercial providers invest in clean truck and infrastructure technology in an effort to improve the region's air quality, the Mobile Source Air Pollution Reduction Review Committee (MSRC) and the Southern California Association of Governments created a new match-funding program for last-mile transportation.

The project comes as e-commerce increases the frequency of truck deliveries. Mobile goods movement vehicles and equipment contribute to more than half of the nitrogen oxide emissions and nearly 11% of particulate matter emissions in the South Coast Air Basin that cause smog and hazardous air pollution, according to MSRC.

This partnership is an initial phase of MSRC's \$60-million investment to replace diesel trucks with clean fuel or zero-emission alternatives.



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## Consumers Set Their Sights on Visibility

With COVID-19 disrupting the traditional retail model and more consumers expecting to find, buy, and receive products wherever and however they desire, the need for retailers to optimize and elevate their supply chain capabilities is imperative for maintaining sales and brand loyalty, finds a survey by enVista. Other key findings in the survey include:

**87%**

of consumers indicate product availability is a key factor when choosing where to shop.

**67%**

indicate that inventory visibility across physical stores, online, and via mobile are important services to offer.

**48%**

of consumers say having the option to pick up their online order in store is an important factor in choosing where to shop.

**65%**

say that a retailer's ability to buy anywhere and ship anywhere is an important factor in their purchase decisions.

**64%**

say the ability to choose shipping speed versus shipping cost is an important factor when choosing where to shop online.

**49%**

indicate that sustainable practices are a key factor when choosing where to shop.

**39%**

say next-day delivery is important, 31% look for same-day delivery, and 27% look for two-hour delivery.



Greg Syfan, President, Jim Syfan, CEO and Steve Syfan, Executive Vice President



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## Top Packaging Innovations Enable E-Commerce Growth and Sustainability



**Alicemarie Geoffrion**  
Vice President  
Packaging Operations  
DHL Supply Chain North America  
Logistics.dhl.com

*Working with a 3PL such as DHL Supply Chain can help you develop packaging that improves sustainability, lowers costs, and delivers the desired customer experience.*

Until recently, packaging optimization was largely overlooked as brands and retailers scrambled to keep up with exploding e-commerce demand and customer expectations for faster deliveries.

Now, packaging has become one of the highest priorities for many e-commerce providers. End consumers have made their voices heard and have demanded that providers focus on waste and recyclability of the e-commerce packages they receive.

Providers are challenged with addressing often conflicting sustainability objectives to gain the approval of internal and external stakeholders.

Increased focus on packaging from leading 3PLs such as DHL Supply Chain has driven new innovations that enable brands and retailers to drive costs out of the supply chain while addressing issues related to sustainability to deliver a differentiated customer experience.

Here are three of the most promising sustainability strategies:

- **Carton Optimization**

Research conducted by DHL Supply Chain found that on average 24% of the volume of an e-commerce package is empty space.

New technology-based approaches have emerged to solve this challenge. Using sophisticated carton optimization algorithms combined with an on-demand approach to packaging within the distribution center helps brands and retailers produce the right package at the right time for each shipment, driving down transportation costs, minimizing waste, and ensuring the product is protected.

- **Reusable and Recyclable Packaging**

Reusable packaging creates a closed-loop system in which orders are shipped to the customer in a reusable package and then returned via mail or via a drop-off location. Once the returned package is

received at the distribution center, it is cleaned, quality checked, and prepared for the next order.

Material recyclability is also improving. DHL Supply Chain is actively working with manufacturers to develop recyclable poly bag solutions that will enable shippers to achieve their sustainability objectives while leveraging this cost-effective packaging option.

- **Integrated Packaging Management**

Taking an end-to-end approach to packaging management within the distribution center effectively integrates packaging with other supply chain processes. This allows management staff to be shared across the distribution center, ensures packaging design is aligned with transportation resources, and provides the flexibility to make late-stage decisions based on changing conditions.

Fulfillment, packaging, and transportation are tightly connected processes and small changes to packaging size and design can lead to huge savings in other areas without compromising packaging performance.

Taking a holistic approach to packaging ensures that the impact of every change on the entire process is fully considered. It also enables identification of inefficiencies within the supply chain where changes can be made to deliver the biggest benefit.

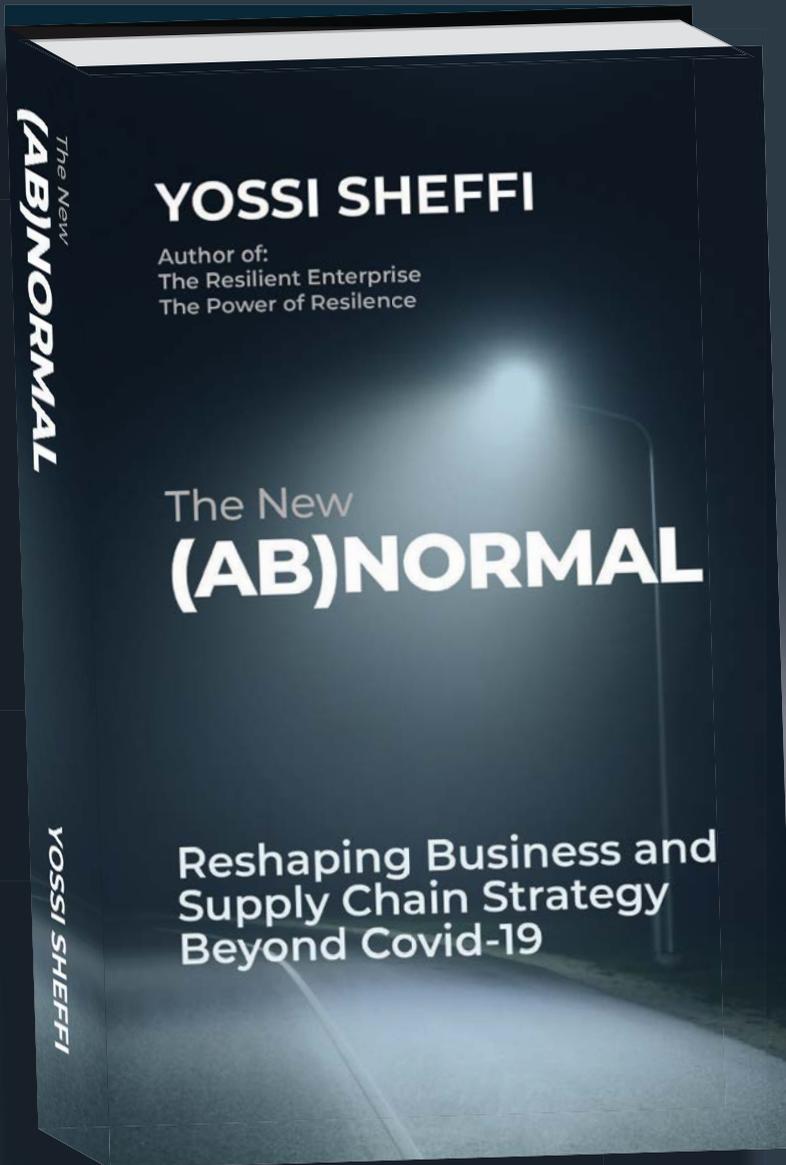
Packaging is one of the most complex and important processes within e-commerce fulfillment, impacting everything from transportation costs to the customer experience. Working with a 3PL such as DHL Supply Chain can help you remove existing boundaries so you can develop packaging that improves sustainability, lowers costs, and delivers the desired customer experience.

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**For more information on how DHL integrates packaging throughout the whole supply chain, visit [bit.ly/DHLSupplyChain\\_solutions](https://bit.ly/DHLSupplyChain_solutions)**

# WELCOME TO THE NEW (AB)NORMAL

## LEARN HOW TO NAVIGATE THE PANDEMIC TODAY AND TOMORROW



What is the supply chain's role in helping companies manage and recover from the pandemic?

In his new must-read book, *The New (Ab)Normal: Reshaping Business and Supply Chain Strategy Beyond Covid-19*, MIT Professor Yossi Sheffi explains how companies grappled with the chaos of the pandemic and how they can survive and thrive as the crisis subsides.

The book covers:

- The emergence of a “new normal” supply chain, where the acceleration of technology trends during the crisis could profoundly influence the future performance of supply chains.
- A post-pandemic outlook where technological advances inspired by the crisis could level the playing field between small and large companies.
- The essential lesson: flexibility and agility are critical to managing the pandemic's disruptions and the pivot toward a changed future.

Supply chains will be at the core of the recovery. As *The New (Ab)Normal* highlights, supply chains served humanity during this global crisis and will continue to do so when the pandemic subsides... and beyond.

The New (Ab)Normal is available as  
an e-book on Amazon.com  
Find out more:  
[bit.ly/TheNewAbNormal](https://bit.ly/TheNewAbNormal)

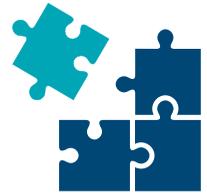


#### ABOUT THE AUTHOR

Dr. Yossi Sheffi is Elisha Gray II Professor of Engineering Systems and Director of the MIT Center for Transportation and Logistics, a world leader in supply chain management education and research for nearly 50 years. Sheffi is an expert in supply chain management and the author of five award-winning books.

## Supply Chain Challenge?

# SOLVED



# TMS Enables Shippers to Manage Exceptions and Navigate Disruptions

Utilizing a transportation management system for tracking exceptions increases visibility for shippers and lets them more effectively allocate resources.

### THE CHALLENGE

COVID-19 has transformed our world as we know it. Remote work has become a business continuity practice. We're engaging customers and communicating for business from a distance. In this pandemic environment, moving freight has become increasingly critical to meet surging demand, and transportation management systems (TMS) are playing an increasingly important role in mitigating these challenges.

Supply chain disruptions are critical during a pandemic—impacting costs, liability, production, service, and customer experience. If a shipper doesn't have a TMS, they are effectively helpless when delays occur, phoning customers and providing frequent status updates.

A TMS is becoming increasingly important to improve visibility and communication, gain efficiencies through automation, prepare for the future of a decentralized workforce, minimize risk, and improve workflows, safety, and sustainability.

TMS and control tower solutions have been shown to reduce stress, labor, time, and disruptions through centralized communications. By gathering all supply chain data in a central dashboard, it can then be distributed in a consistent format—automating, and ultimately improving, communications. As TMS providers continue to advance

communications platforms, exploring innovations such as layered technology and AI solutions, customer and carrier communications are on track to see significant improvement in the near future.



### THE SOLUTION

With a TMS, events are tracked in real time and trigger alerts are automatically generated when exceptions occur. This allows the attention to be focused on what is a known exception, rather than reacting to everything. A control tower approach for tracking exceptions enables visibility and allows more effective and appropriate allocation of resources for shippers.

One example where a TMS helped mitigate risk is the expected downturn in gasoline consumption during COVID-19. Refineries expected significantly decreased volumes and prepared to coordinate with carriers for lower demand. By using a TMS,

one refinery received real-time data on demand—learning volumes really weren't changing, and they didn't need to reposition capacity and release carriers.

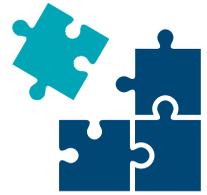
Vision and agility are the way forward for the logistics industry. Increased adoption of a TMS or control tower solution in recent years has primarily been driven by companies seeing other companies change and realize the benefits.

Still, implementations take an organizational commitment—it's not something that you can set and forget. Those most successful with a TMS are always evaluating and investing in different options to increase their return on investment.

Investments in technology and processes limit business disruption. A TMS is becoming increasingly important to improve visibility and communication, gain efficiencies through automation, prepare for the future of a decentralized workforce, minimize risk, and improve workflows, safety, and sustainability.

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## Supply Chain Challenge? **SOLVED**

# Finding the Sweet Spot for Export Resin Weights

Gulf Winds provided a lightweight equipment solution for a major chemical shipper in Houston, letting the company maximize product loading and achieve significant savings.

### THE CHALLENGE

Gulf Winds is constantly working to determine the best solutions for its clients. This consultative approach manifests itself through understanding the unique needs of each customer and never settling for the status quo.

For years, Houston export resin containers have been moved in standard weights of 23.375 MT. This weight allows the trucking company to use a permitted Day Cab Tractor and a standard 40-ft. chassis.

The chassis is either owned by the trucking company or managed through independent equipment providers (IEP) in conjunction with the steamship line. The weight allows the shipper to load an extra pallet of product, while taking advantage of standard chassis pool equipment.

While loading additional weight is good, there is opportunity to maximize the loading patterns and achieve significant savings long term.

In 2018, Texas passed a bill that allows for max weights to be hauled within a 30-mile corridor of the container terminal or starting point. While the increased weight savings are available, the bill mandated a specialized lightweight chassis to be used, along with specific safety features on the truck, and an annual \$6,000 permit. Although an option, the costs can be prohibitive unless a shipper's volume can offset the price of the permit and equipment.



### THE SOLUTION

In working with a major chemical company on a unique plan, Gulf Winds was able to present a "middle ground" solution to allow for loading of 24.75 MT (additional pallet of product) at no additional costs. The savings would be achieved on the ocean side, through shipping fewer containers.

In this case, the shipper was able to achieve well over six-figure annual savings in total on ocean freight, chassis fees, and labor at their loading warehouse.

Months of testing and equipment engineering produced a safe, consistent, and cost-effective solution that was not readily available at this scale in the market.

Gulf Winds invested in more than 200 new lightweight chassis and a

market-leading dedicated fleet of trucks for the client under a long-term contract to ensure the solution was sustainable.

Today, Gulf Winds continues to grow its customized lightweight solutions, such as gwiMax, for resin shippers in the Houston market, regularly achieving weights of up to 27 MT through specialized engineering of equipment and market expertise.



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## THOUGHT LEADERS

# Partnering with a Logistics Specialist Brings Major Benefits



**Thomas Griffin**

President  
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**Q:** *What are the customer's benefits of working with a large, experienced logistics company versus one that is part of a diversified organization?*

**A:** The most obvious benefit to the customer is that logistics is their specialty. When you work with a logistics company that is part of a large, diversified business, their focus is distributed across all of the businesses and industries that fall under their umbrella.

The 3PL platform that is part of a large logistics company can count on their parent organization's depth of knowledge of the logistics industry, which leads to greater support in a variety of areas.

**Q:** *What areas would be better supported by an experienced logistics company?*

**A:** One area that would be better supported would be technology. They would have a better grasp of the importance of a robust TMS system with real-time pricing and reporting capabilities, and would back ongoing enhancements to the programming.

Another area would be providing more agility and flexibility when dealing with unexpected issues such as capacity shortages, carrier challenges, or, let's say, a global pandemic.

A focused logistics business has experienced the same or similar challenges already, and will jump in to provide the support required to handle

such issues as they arise. This would enhance the service levels provided by the 3PL to their customers.

**Q:** *How does working with a specialized logistics company with extensive experience enhance customer service?*

**A:** Receiving robust support from an experienced logistics company allows shippers to provide their own customers with more responsive service.

Generally speaking, shippers benefit from using a 3PL company for their shipping needs by streamlining their processes, saving money, and achieving greater flexibility by leveraging better economies of scale. And if the 3PL operates through a nationwide Agent Station model, like we do at DLS Worldwide, you will find a partner who is familiar with key local vendors as well as the "who" that can make things happen as needed in local markets.

The backing of a large, experienced logistics business provides the additional support to make the customer experience more seamless.

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# Shining New Light On Dock Operations

The loading dock is a complicated place, with many people and a lot of equipment working together. With better visibility into dock activity, companies can bring significant improvements to their warehouse operations.

**Q:** *What important challenges do warehouse operators face because they lack access to crucial real-time and historical data about what's going on at their docks?*

**A:** Sometimes employees bypass standard procedures, or they don't use the equipment as expected. Such aberrations can reduce efficiency and increase the risk of damage or accident. Historically, managers haven't had much visibility into activity at their loading docks. Without key performance indicators, they can't identify problems and implement improvements.

**Q:** *What solutions does Serco offer to help with those challenges?*

**A:** The Serco Digital Master Control Panel records all activity at each loading dock and transmits that information over an independent network to the 4SIGHT Connect – Dock platform. That cloud-based platform collects and synthesizes this information, providing a real-time view of performance at each dock. Using the 4SIGHT Connect – Dock's dashboard, users can monitor the items they consider most important—how long trucks are restrained, how long doors are opened, when someone interrupts the standard sequence of operations, or any other conditions. The system can

also send alerts when certain conditions apply. Finally, 4SIGHT Connect – Dock can generate historical reports, showing how docks, equipment, and crews perform over time.

**Q:** *How do warehouses benefit when managers gain visibility into, and control over, all their dock activities through a single platform?*

**A:** When managers can monitor activity at all their docks through one source, with access via a browser on any device, they gain valuable insight into day-to-day operations. If a worker performs a task incorrectly, if a team takes too long to unload trailers, if a worker needs approval to override a restraint, the manager learns about those events right away and can take immediate action. In some cases—such as approval for an override—a manager or supervisor can use the dashboard to respond remotely, resolving issues from the other side of the warehouse, from another company location, or from home.

A company also gains strategic benefits when it assembles and analyzes information from all of its docks. 4SIGHT Connect – Dock provides business intelligence that has never been available before. Is the company using all of its loading docks equally? Do all the docks operate at the same level of efficiency? Do operators need more training? How many times, on average, can a dock door raise and lower before it needs maintenance? As technology shines a light on more aspects of warehouse performance, companies will discover new ways to save money and operate more effectively.



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[INSIGHT]

# COVIDRECOVERY

by *Maureen Sullivan*

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## Solving Distributor Liquidity Shortages

The pandemic is inflicting financial hardship on the supply chain—from manufacturers down to the end consumer—with particular pain for distributors, who are the critical intermediary agents responsible for delivering goods from producers to retailers and other businesses that sell to consumers.

Like many companies, distributors face liquidity shortages following the supply/demand dislocation brought on by the outbreak. To alleviate the strain on their cash flow and retain sufficient working capital to sustain ongoing operations, a growing number of distributors are trying to negotiate more favorable terms with their counterparties—namely, the ability to render later payments to suppliers who sell them products on one hand, and collect earlier payments from buyers to whom they sell products on the other.

However, plenty of manufacturers, retailers, resellers, and other companies that work with distributors face a similar squeeze. The reasons vary, but most of them trace their roots to the pandemic.

For example, excess demand for certain goods has overburdened suppliers' production capacity and drained them of working capital. In other cases, lower demand for goods has caused income shortfalls among suppliers and buyers alike. And physical disruptions in the manufacturing or delivery of goods have triggered delayed payments.

Pressed between both struggling ends of the supply chain, distributors can only negotiate so far. What are they to do? The answer may lie in their receivables.

### TAPPING RECEIVABLES FOR LIQUIDITY

Receivables are legally enforceable claims for payment held by a business for goods or services that customers ordered but have not paid for. These claims usually take the form of invoices issued by a supplier and delivered to a buyer for payment within an agreed upon time.

Since cash-starved suppliers cannot always afford to wait the full 60- or 90-day payment terms set with their buyers, some enlist in supply chain finance programs, which enable them to sell their receivables to a program provider, such as a bank, in exchange for immediate cash. The program provider then collects payment from the buyer at the later date in accordance with the payment terms established between the buyer and the supplier. Suppliers gain quicker access to the money they are owed—money that would otherwise be inefficiently

suspended until collection is due—while buyers get the time they require to pay off their balances.

The benefits of a supply chain program extend to both buyers and suppliers. Suppliers can use it as an alternative source of liquidity. At the same time, buyers are equally concerned about their suppliers' solvency, because their businesses rely on a smoothly functioning supply chain with no interruption. To no surprise, more buyers are enlisting their suppliers in supply chain finance programs as a consequence of the pandemic.

A buyer-led program links a single buyer with multiple suppliers, automating transactions and tracking invoice approval and settlement processes between the buyer and supplier. In this type of program, the buyer agrees to approve its suppliers' invoices, which are then sent to a banking partner that may provide the supplier with early payment. Similarly, a supplier-led program links a single supplier with multiple buyers.

Supply chain finance programs are not for everyone. Some companies have effective financing lines in place, while others may prefer direct negotiation of payment rendering and collection terms on the basis of personal relationships.

Distributors in virtually all industries are focused on optimizing their working capital to survive. For many, tapping receivables for cash may be the solution. ■

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Strategic initiatives and investment in technology and operational improvements are the Port of Oakland's solutions to post-pandemic business recovery and future growth.

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# Maritime Logistics:

## AUTOMATE & INNOVATE

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**Marine ports load up on automation and digital innovation for fast, safe, and more efficient operations.**

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**BY MERRILL DOUGLAS**

**Like most other players in the global economy**, marine ports have faced unusual conditions during the COVID-19 pandemic. For instance, as of mid-2020, the top 13 U.S. ports taken together were handling 10% less container volume than they did at the same time in 2019, says commercial real estate company Cushman & Wakefield. Yet in August, the Port of Los Angeles reported record-high container volumes, according to a September 17, 2020, report in *The Maritime Executive*.

In such a volatile market, the benefits of automation and information technology can prove even more important than in ordinary times. Ports have been investing in technology to help cargo flow more efficiently and reliably, reduce waiting times for drayage carriers, update shippers and service providers on the status of cargo, and more.

Here's how several North American ports are using technology to speed, smooth, and streamline their operations.

## PORT OF OAKLAND: FITS and Starts

At the Port of Oakland, California, construction is underway on a \$30.6 million project to implement a series of IT-based improvements known as the Freight Intelligent Transportation System (FITS) program.

The project is designed to improve the flow of truck traffic in and out of the port, update the port's security systems, and provide a common communication platform for first responders.

Port officials expect FITS to be fully up and running in the summer of 2022, says Pia Franzese, senior maritime projects administrator at the Port of Oakland.

FITS includes five major initiatives:

1. The port will upgrade its emergency operations and traffic management center (EOC/TMC) so it can house data from various FITS devices in the field. The EOC/TMC will provide a centralized place to plan, operate, and manage traffic and incidents.

2. The port will provide Wi-Fi access for truckers and other users and close gaps in mobile phone coverage on port property.

3. Large, electronic changeable message signs (CMS) on the port's main roadways will display information about local conditions, such as traffic flow and terminal wait times.

4. The port will use cameras installed along its roadways, and video analytics technology armed with artificial intelligence, to monitor traffic conditions.



“This information will be disseminated back to the EOC/TMC as well as pushed out to the public through the CMS and the Oakland Portal mobile app,” Franzese says.

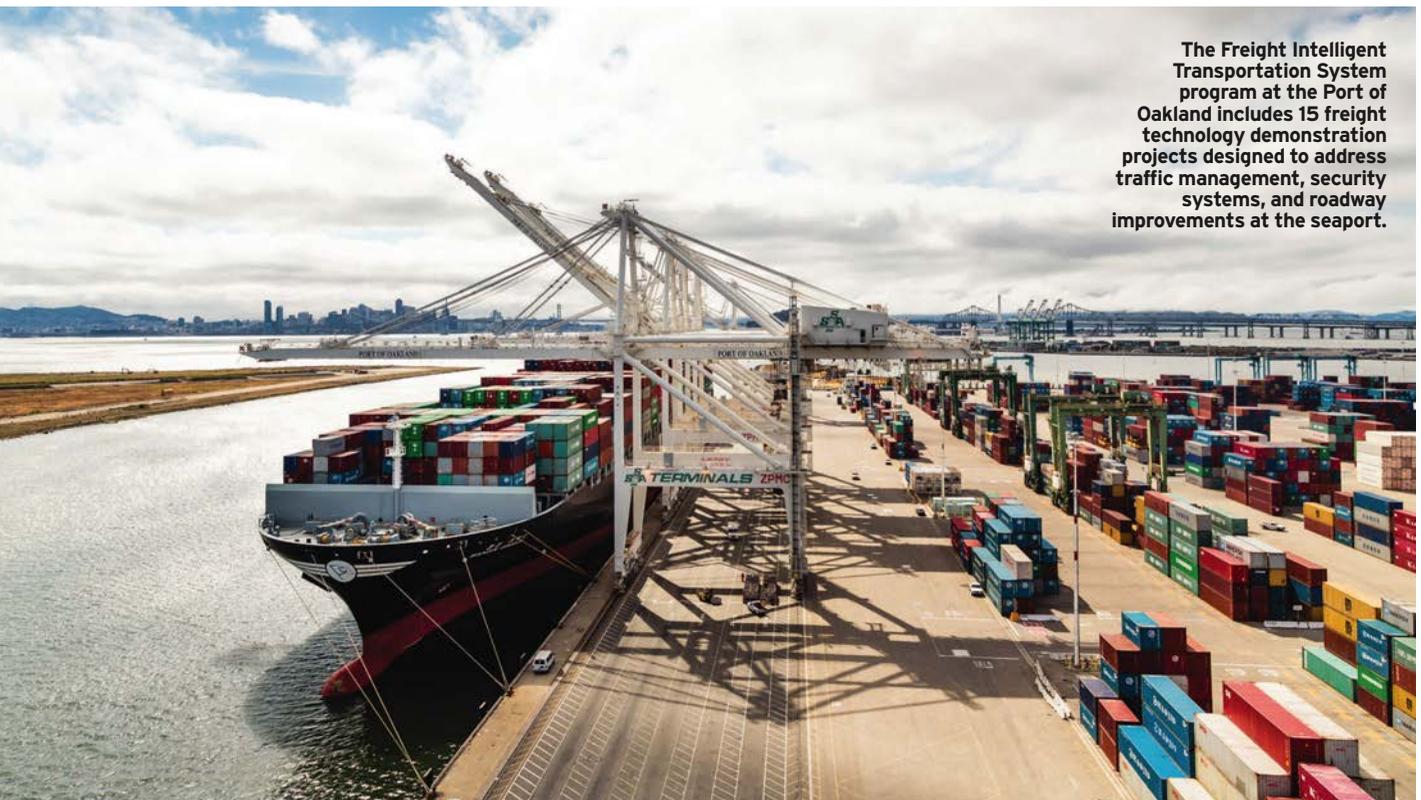
5. The port will further enhance Oakland Portal to improve the way it shares information such as truck turn times, live video feeds from arterial roadways, vessel operations and schedules, terminal information, and traffic conditions.

The Port of Oakland will operate the new FITS

system for up to five years as a demo program. “If the system as a whole, or certain components, perform well over time, the port will then evaluate the benefit of continuing to use the system beyond this period,” says Franzese.

If FITS is successful, it will improve the flow of truck traffic on the port, help operations and goods move more efficiently, enhance safety, and improve incident response capabilities.

“Benefits to shippers are anticipated to be improved coordination with the terminals and trucking community in terms of scheduling cargo pickup and drop-off, as well as streamlining access to scheduling appointments and paying fees, all of which improve operational efficiencies,” she says.



**The Freight Intelligent Transportation System program at the Port of Oakland includes 15 freight technology demonstration projects designed to address traffic management, security systems, and roadway improvements at the seaport.**



Port NOLA's SmartPort project taps data analysis technology to make dredging and operations decisions.

## PORT NOLA: Jazzed for a SmartPort

A new SmartPort initiative at the Port of New Orleans (Port NOLA) aims to streamline operations, improve safety, and reduce disruptions by tracking and analyzing data collected from sensors and other sources.

The project, launched in July 2020, is a joint effort of the port, Louisiana Economic Development (LED), and The Water Institute of the Gulf.

The institute is currently working with IBM on the project's first phase: collecting data from sensors already installed on tugboats and barges in the Port NOLA district. Those sensors measure water depth and track each vessel's location.

"The pilot project will ultimately employ the crowdsourced depth data to produce a forecast tool that will inform decisions about draft clearance at specified locations along the river in near-real time," explains Jessica Ragusa, communications manager at Port NOLA.

The tool will also forecast patterns of sediment deposit in the coming weeks. Currently, the port must conduct costly surveys to determine when and where to dredge, with no ability to forecast future needs.

"Because water level and riverbed elevation are highly dynamic, there is a constant need to monitor the

available draft along the navigation channel and ports to ensure safety and minimize interruptions to commerce," says Ragusa.

With more accurate information, carriers can better navigate the river. There will also be fewer vessel omissions—occasions when a vessel fails to call on the port because of conditions there.

The Water Institute and LED are now seeking funding for a second phase of the SmartPort project, which will integrate data from container terminal tenants, trucking companies, intermodal rail carriers, shipping lines, and cargo owners in a secure digital command center. The SmartPort Center, located on The Water Institute's campus in Baton Rouge, will deliver information on water conditions, drafts, weather, port logistics, and road traffic.

"The SmartPort project will provide actionable, real-time information that will help all port stakeholders, including rail and trucking, so they can better coordinate when they deploy their assets," Ragusa says. While all maritime customers will benefit, port officials are particularly excited about how the project will help the growing container shipping business.

"Occasional omissions occur as a result of high water and inability of the ships to pass under the city's Crescent City Bridge," Ragusa says. Better information will help solve that problem for container vessels.

## Setting Sail With IT Innovations

**Along with port authorities,** ocean carriers are also investing in digital technologies to improve cargo flow.

For example, German shipping line Hapag-Lloyd now uses CargoMate, a fleet performance platform from Intelligent Cargo Systems in the U.K., to help monitor its vessels. The goal, says Hapag-Lloyd, is to improve efficiency and safety and to capture new data that it can use to improve its route and vessel performance.

ZIM Integrated Shipping Services, based in Haifa, Israel, announced several new IT investments in 2020. In March, it debuted a fully operational electronic bill of lading based on blockchain technology. "It saves time, money, and paper, while also reducing errors, risks, and losses," says Assaf Tiran, vice president, global customer service at ZIM.



In May, ZIM launched eZ Quote, a digital service for obtaining price quotes. "Previously, customers had to contact a sales rep to receive a quote before booking a service," says Tiran. Now, shippers can conduct the whole transaction online.

In July, ZIM added a new feature to myZIM Personal Area, its portal for shippers. Called Draft B/L, it lets exporters view and edit their draft bills of lading online. The company also started pushing out location-specific news updates to users of its ZIM mobile application.

In August, ZIM introduced ZIMGuard, which scans shippers' cargo declarations and, using artificial intelligence and natural language processing, identifies hazardous cargo that has been misdeclared. Besides enhancing safety in transit, ZIMGuard shortens the overall response time during the booking and shipping instruction process, and helps shippers avoid fines due to incorrect declarations of cargo type or commodity, Tiran says.

## PORT OF MONTREAL: AI and a Digital Twin

Digital innovation takes numerous forms at the Port of Montreal. In late 2019, for instance, the port enhanced its Trucking PORTal application with artificial intelligence (AI), giving the system predictive capabilities.

The Trucking PORTal, available on the web or as a mobile app, tells truckers how long it will take to retrieve containers at each of the port's four container terminals. Since 2016, the PORTal has provided current information on processing times.

The upgraded system also predicts waiting times during the next several hours by combining real-time data with historical trends and data on factors such as weather and vessel arrivals.

Information on processing time is especially valuable to dispatchers who plan truck movements. "If it's a transaction that could be deferred to the next day, and dispatchers see the display is red (indicating a current processing time of more than 75 minutes), then they will delay the transaction until things get back to yellow (60 to 75 minutes) or green (less than 60 minutes)," says Daniel Olivier, director of business intelligence and innovation at the Port of Montreal.

When dispatchers and drivers can plan to avoid slow periods, that reduces overall congestion at the port and ensures more reliable service for shippers.

In another initiative conducted in partnership with Centech, a Montreal-based business incubator, the Montreal Port Authority challenges startup companies to create digital solutions to problems at the port. If it likes a solution, the port could implement the technology.

In September 2020, the Port of Montreal won the Award of Excellence from the American Association of Port Authorities for a project that

emerged from one of those challenges. Working with software developer PreVu3D and drone operating company ARA Robotics, the port developed a "digital twin"—a three-dimensional, interactive model of its entire property.

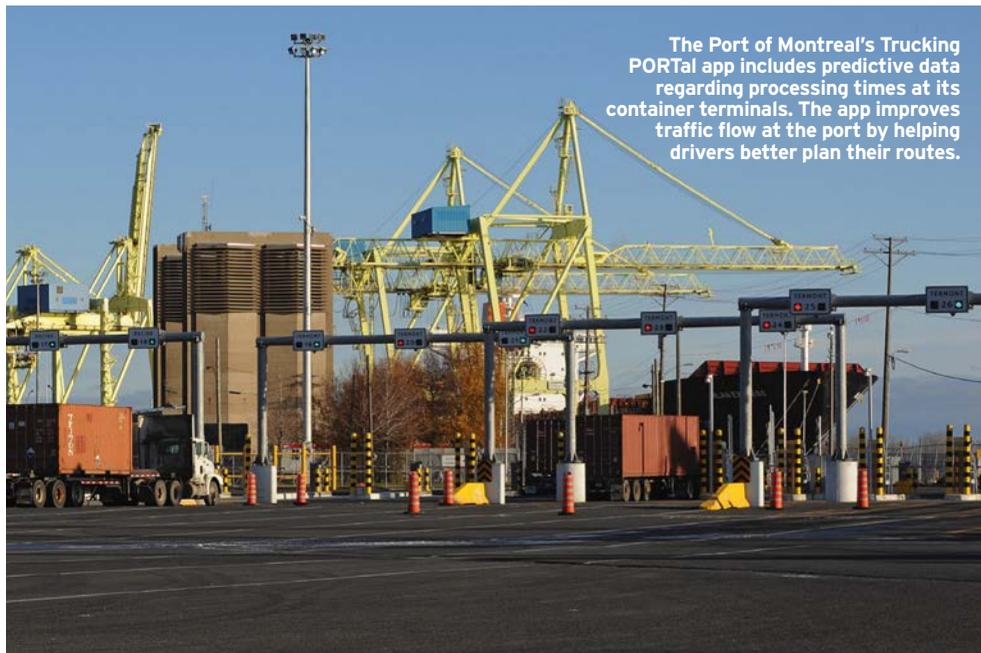
The port will use the digital twin in three ways: to create a visitors' center exhibit, help with engineering a new container terminal, and provide training simulations for its fire prevention crew.

The Port of Montreal also uses AI to expedite incoming containers filled with cargo that's critical to the COVID-19 response. This application uses data from electronic cargo manifests sent by incoming ships.

"The AI algorithm scans the millions of lines of cargo contained on the vessel and identifies containers with COVID-critical cargo," Olivier says. "These containers are inside the port for 12 hours or less before they get to market."



The Port of Montreal partners with Centech, an innovation incubator in Montreal, to create digital solutions to port challenges.



The Port of Montreal's Trucking PORTal app includes predictive data regarding processing times at its container terminals. The app improves traffic flow at the port by helping drivers better plan their routes.

Automated stacking cranes are the centerpieces of expansion at The Port of Virginia's two primary container terminals. The cranes boost operational efficiency and move cargo safely, quickly, and sustainably.



## PORT OF VIRGINIA: Stacking the Deck

The Port of Virginia recently completed a two-year project to install 86 automated stacking cranes (ASCs) at its Virginia International Gateway and Norfolk International Terminals.

Before the ASCs, the Port of Virginia used rubber-tired straddle carriers to stack and move containers around its yards. Straddle carriers stack containers three high, with rows spaced to accommodate the carriers' wheels, says Joseph Harris, vice president of communications at Virginia Port Authority.

But ASCs are attached to overhead rails and grab containers from above. "They can build dense stacks of containers, five high," Harris says. "The ASCs let us squeeze more into the same space; the space between containers is less than shoulder width."

Another difference is that a straddle carrier operates like a truck, with a human operator inside, while ASCs are remote-controlled, with operators sitting in a central control center.

The computer system behind the ASCs determines how to continuously "groom" rows of containers so that—in the case of imported containers—each box progresses toward the spot where a truck will retrieve it. As the system determines a crane's next move, it displays that information to an operator, who executes the movement from a workstation.

Remote operation has been helpful during the COVID-19 pandemic. "We are able to keep working safely, partly because we can space out the operators in the building," Harris says. "And we can easily clean the workspace."

Because they pack more cargo into a yard, and because they optimize containers' positions, the ASCs boost efficiency at the port. The port has also seen less down time due to mechanical problems than it did in the past.

"The straddle carriers required maintenance all the time," Harris says. Six or 10 machines going out of service at once could slow the flow of cargo. But if several of the 86 ASCs need repairs, the port has enough extras to keep working, with no dip in productivity.

Along with the ASCs, the Port of Virginia's reservation system for truckers—in service for about two years—makes operations at the terminals more efficient, reliable, and predictable. All those improvements benefit shippers. "They know that we're moving on average, through the year, X amount of boxes per hour versus having huge swings," Harris says.

Data drawn from the port's digital systems can also reveal opportunities for improvement. "There are ways to use this technology to look at your operation and find new tweaks to increase efficiency," he adds. ■



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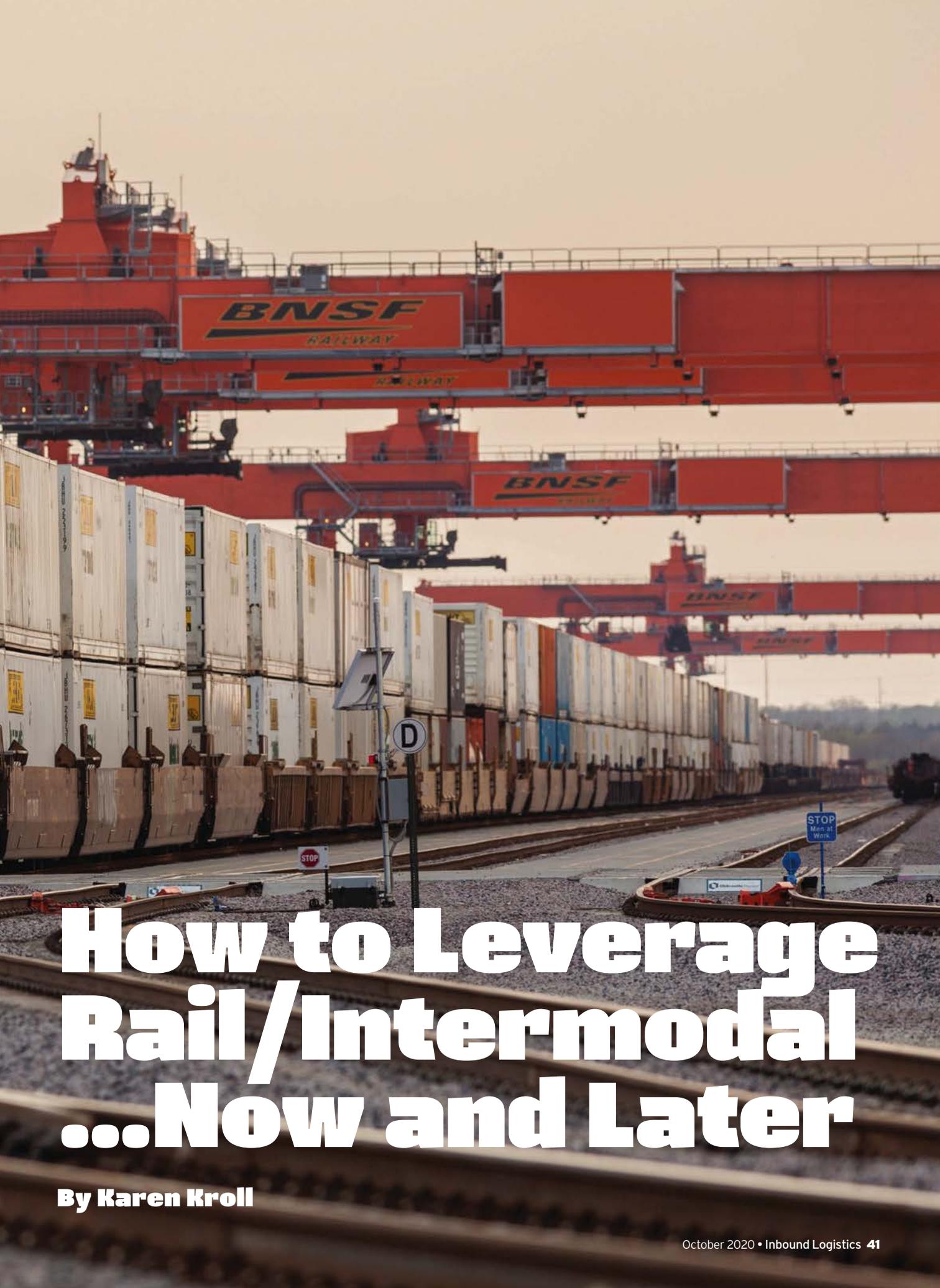
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# How to Leverage Rail/Intermodal ...Now and Later

By Karen Kroll

# When used smartly today and tomorrow, rail/intermodal can give supply chains a lift.

Like just about everything else in 2020, the rail and intermodal markets were upended by COVID-19.

In the spring, as businesses and consumers hunkered down, the weekly volume of carloads and intermodal units dropped from about 500,000 to 400,000, only to inch back to about 500,000 by August, according to the Association of American Railroads (AAR). While carload volume for the week ending September 5, 2020, remained off 2019's volume by about 7%, intermodal volumes were running almost 25% ahead, AAR reports.

## RAPID AND STRONG RECOVERY AHEAD

"The markets are recovering," says Michael Davis, railroad sector lead with consulting firm Capgemini North America. "Add the adjectives 'rapidly' and 'strongly' and you'd probably be right, at least for now."

As Davis suggests, it's hard to predict where the rail and intermodal markets will head from here. "The COVID-19 pandemic has shifted what we would typically see for seasonal volume and

demand," says Tom Williams, group vice president, consumer products, with BNSF Railway.

Recently, demand at many ports along the West Coast has surged. "Our customers are using these ports to a greater degree due to the speed and flexibility they offer when importing shipments from Asia," Williams says, noting that BNSF has seen roughly a 30% volume increase at some key hubs.

Prior to the pandemic, many East Coast ports enjoyed tremendous growth, driven largely by the expansion of the Panama Canal, says Joshua Brogan, vice president of the strategic operations practice with consulting firm Kearney. In April 2020, the Port of Wilmington, North Carolina, for instance, set a record for refrigerated container volume.

With more goods being shipped to the East Coast, truck shipments often became more cost-effective than intermodal, given that many containers were already closer to their final destination.

Yet in late summer 2020, trucking rates snapped back to their 2018 highs,

due to both increased economic activity and capacity absorption from hurricanes along the Gulf Coast. "If that situation holds, interest in intermodal is sure to increase, both to offset higher pricing and to secure capacity in a tight market," Brogan says.

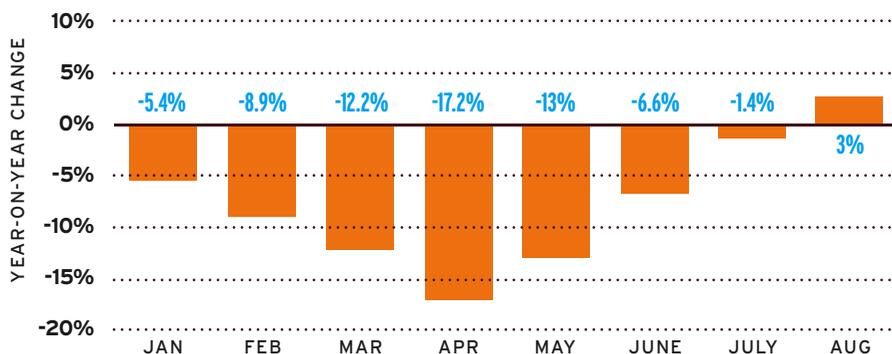
Intermodal, particularly with the added capacity from double-stacking containers with a rail component, can reduce highway congestion and is often a lower-cost alternative for shippers, says Joni Casey, president and chief executive officer with the Intermodal Association of North America.

## CHANGING SUPPLY CHAINS

The pandemic also highlighted the risks of relying on cost-focused supply chains and single sources. "More options and flexibility are part of the conversation now," notes Steve Pastor, vice president, global supply chain and port/rail logistics with NAI James E. Hanson, a commercial real estate firm.

Similarly, the explosive growth of e-commerce in response to stay-at-home orders has shown the need for greater

## HOW MONTHLY U.S. INTERMODAL FREIGHT VOLUME HAS CHANGED JAN-AUG 2020



Since the beginning of 2020, intermodal freight volume in the United States declined compared to the previous year, due to the COVID-19 outbreak. However, August 2020 indicated a shift: Intermodal freight was up 3% compared to August 2019.

SOURCE: STATISTA



As demand for supply chain speed increases, many maritime ports invest heavily in intermodal infrastructure.

supply chain responsiveness. While a just-in-time approach to inventory can cut carrying costs, it can also hamstring nimbleness.

“Just-in-time is built for efficiency and speed, and not for responsiveness,” says Craig Austin, assistant professor of logistics and marketing with Florida International University.

The following guidelines can help shippers gain flexibility, act nimbly, and leverage rail/intermodal, even in today’s challenging market.

## ACTIONS TO TAKE NOW

### Find trusted partners.

“Don’t use just the cheapest carriers,” recommends Mark Becker, co-founder and chief operating officer with Geneva Supply, which offers e-commerce strategy and fulfillment services. “It’s important to build relationships with carriers so they can adjust their priorities to match yours.”

Companies can become less dependent on specific railways by partnering with a third-party logistics (3PL) provider and/or intermodal marketing company (IMC) that can leverage relationships with multiple carriers.

### Communicate early and often.

Constructive, ongoing discussions with transportation partners about inventories and shipping needs typically result in more successful navigation of complex supply chains. While always important, communication becomes essential during periods of upheaval.

### Understand the value of each lane and mode.

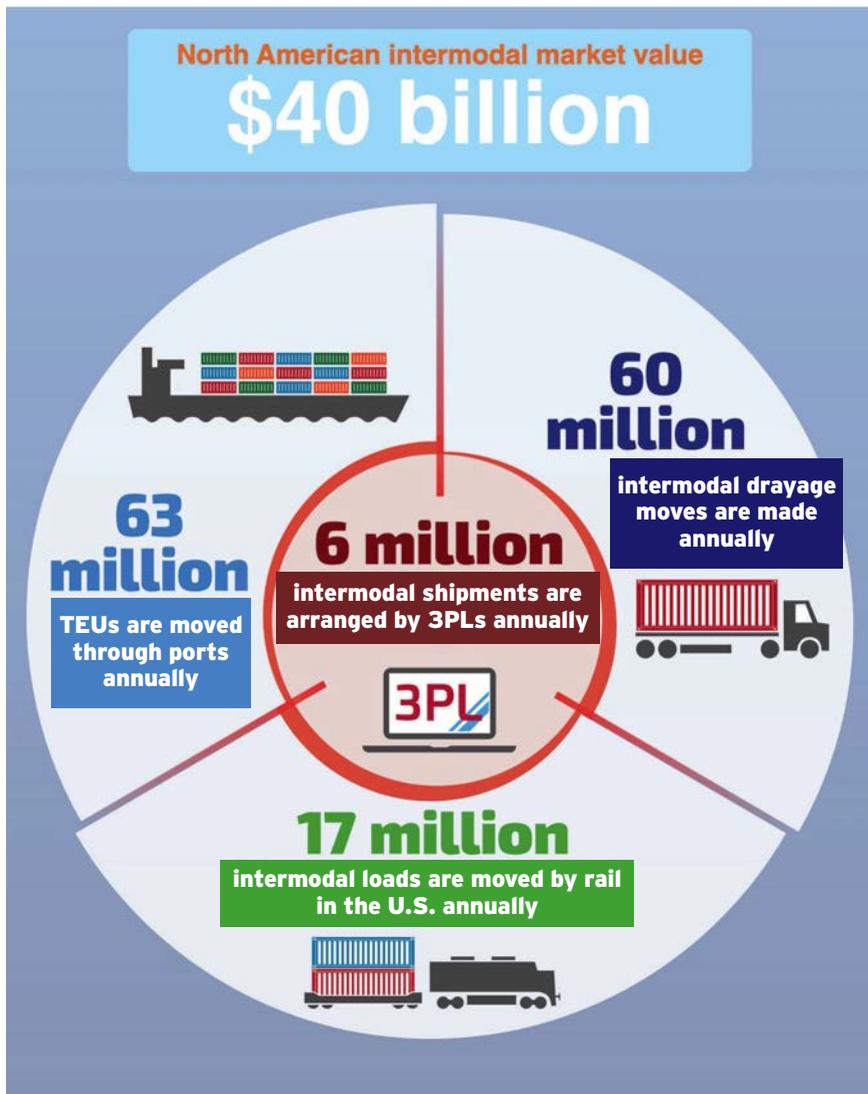
By analyzing the cost, service, and reliability of each intermodal, rail, and truck lane, shippers are better prepared when requirements or markets change. Often, this requires assembling data from disparate systems, “a challenging but necessary capability” to create high-performing networks, Brogan says.

It may also require piloting new modes and lanes. Brogan provides this example: When considering a shift to intermodal shipping, it makes sense to test it with a customer that isn’t key and doesn’t enforce high on-time, in-full (OTIF) requirements. That test provides an opportunity to check whether you can manage the transit time and variability differences without risking a valuable account.

With rail, optionality—that is, selecting locations served by multiple carriers—becomes a consideration. This reduces the opportunity for monopolistic pricing that can occur when one rail company services a location.

### Build a diversified transportation portfolio.

Once they understand the pros and cons of different modes and lanes, many shippers benefit by developing a “mode-shift strategy” that allows them to accommodate the current unpredictable markets. This strategy should include designing intermodal backups on



The pandemic will likely magnify this shift. Products will come in and leave earlier in steady, small amounts. This may require keeping more product on hand, rather than taking it to off-site storage. It may also require more frequent inventory planning sessions and “consistent dialogue with strategic capacity providers,” Foster says.

#### Consider the distance to be shipped.

In general, the longer the distance, the better rail looks, says Mark McKendry, vice president of North American intermodal with NFI, a supply chain solutions provider. With tighter restrictions on truck drivers’ hours of service, rail often becomes competitive from a service standpoint. It also tends to be less expensive.

#### Survey your carriers.

A survey of carriers, drivers, and 3PL providers can help identify ways to become a “shipper of choice,” says Brian Zirbes, business product owner with BluJay Solutions, a supply chain technologies provider.

For instance, responses might reveal a need to reduce turnaround time, perhaps by revising the dock schedule to better align appointments with labor capacity.

Amenities such as larger bathrooms for drivers often require some capital investment. However, the investment can pay dividends in the long run.

“Being a shipper of choice can have a significant impact on ease of freight coverage and rates,” Zirbes says.

appropriate lanes and establishing relationships with IMCs.

And while intermodal is typically less expensive, plan for some trucking, suggests Johnathan Foster, principal consultant with procurement specialist Proxima. If rail capacity tightens, it will be easier to shift some percentage of shipments to truck.

#### Leverage technology.

In the past five years, transportation companies have invested in developing better software to quote, create, and track shipments. While these capabilities aren’t available with all carriers and remain a challenge with intermodal shipments, progress continues.

“If you want to leverage your intermodal shipments you need to start using software and measuring your data,” Becker says.

#### Prepare for an elongated holiday season.

In the past decade or so, the holiday season has lengthened. It now includes Black Friday and Cyber Monday, with several weeks of replenishment. The last-minute December rush is less of a factor.

## ACTION FOR NOW AND LATER: FOLLOW THE GOLDEN RULE

**This basic principle always applies. Treating carriers and other business partners decently is not only right, but it can help in maintaining better access to favorable rates and capacity. That’s especially true with some 3PLs and carriers developing “user reviews” of the shippers with whom they work.**

**Taking steps that demonstrate the value of these relationships—say, by alerting a carrier to fluctuations in volume or promptly moving shipments from terminals—are often reciprocated.**

Intermodal containers can be used across different transport modes—from ship to rail to truck—without unloading and reloading cargo.



## ACTIONS TO TAKE LATER

### Balance labor and costs when designing the transportation network.

Distribution hubs built far from metro areas—perhaps to take advantage of lower labor costs—are generally less able to make use of rail.

“As a general rule, railroad hubs are in large urban centers,” McKendry notes. “If you’re not there, you’re more reliant on truck.”

### Bring in experts when it makes sense.

Intermodal marketing companies can help shippers connect with rail companies and prepare shipments for rail transport, McKendry says. For instance, a shipment that could safely travel by truck with just a load bar or strap might require “blocking and bracing” for rail. An IMC can help.

Depending on a shipper’s size and technical capabilities, it may make sense to hire a transportation management company, Davis says. These firms have relationships with railroads, interstate trucking firms, and ocean shipping companies, as well as the technical and process capabilities to move freight effectively. They also offer shipment visibility.

### Give secondary ports a second look.

The ports in Alabama, Georgia, Louisiana, and Mississippi, among other states, offer reasonable turnaround times and utility rates. Many continue to improve and have land available to accommodate future growth, all of which can help them minimize delays.

### Find creative ways to handle shipment volume spikes.

Once drivers leave the terminals and arrive at a warehouse or distribution

center, most want to unload as quickly as possible. When volume increases, this may require leasing storage trailers or asking neighboring businesses if they have excess capacity available. “Get creative,” Foster says.

### Evaluate your warehouse layouts.

At many ports and railway properties, shippers that don’t move their containers within 24 to 48 hours are hit with fees. In some cases, these shipments remain in place because the shippers lack room for them at their warehouses.

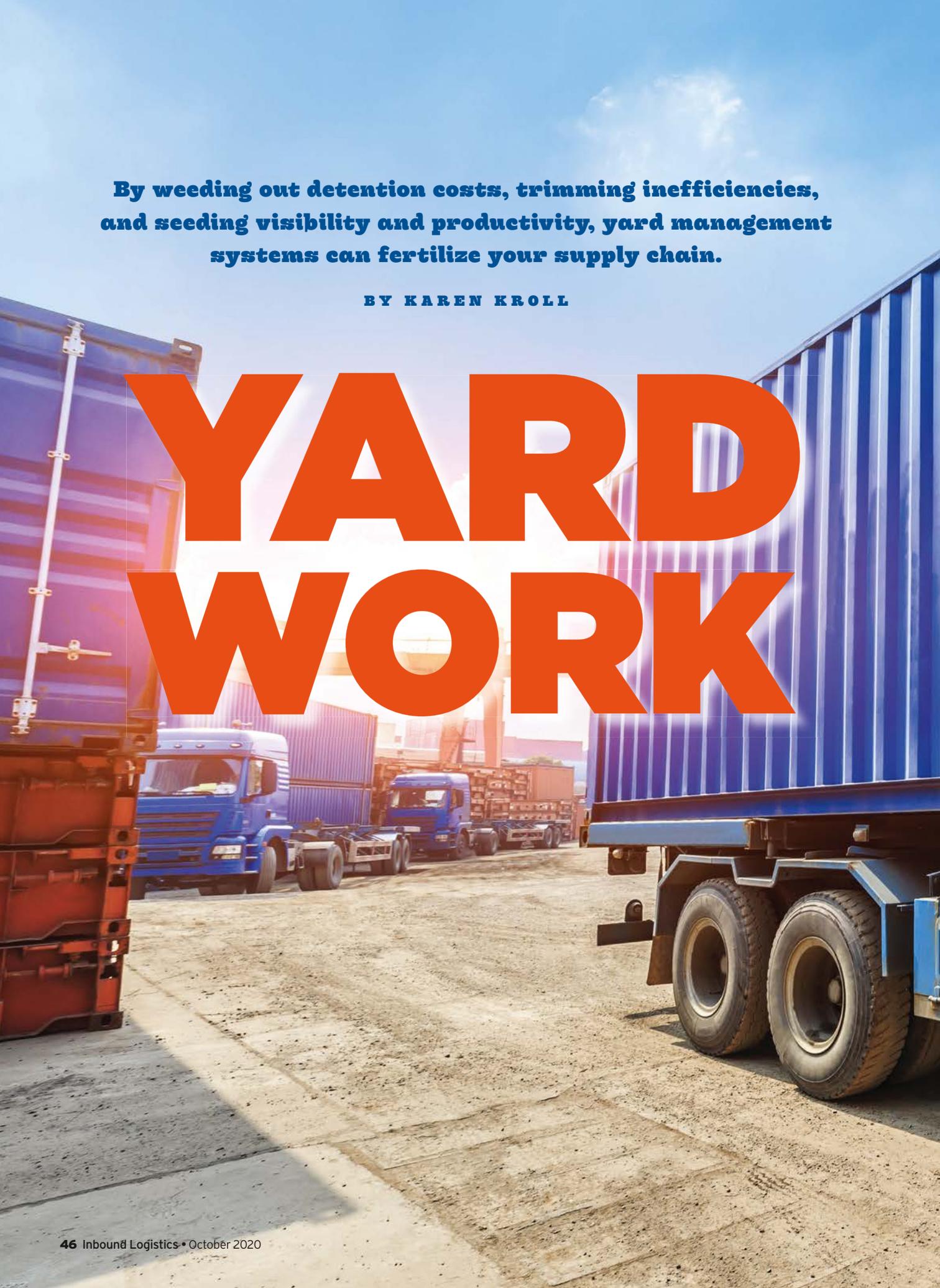
In addition, the growth in e-commerce means distribution centers and warehouses will likely need more room for parking to accommodate the larger employee base required to handle picking and packing, as well as for container storage, Pastor says.

These shifts should influence the design of future warehouses. ■

**By weeding out detention costs, trimming inefficiencies, and seeding visibility and productivity, yard management systems can fertilize your supply chain.**

**BY KAREN KROLL**

# YARD WORK





## One company paid \$560,000 in annual detention fees because trailers sat too long. A YMS that issues alerts when trailers idle past a certain time cut this amount in half within several months.

Every weekday at 6 a.m., several drivers for S&D Coffee & Tea, one of the largest custom coffee roasters in America, used to spend more than one hour physically checking the location of about 150 trailers across S&D's five warehouses and manufacturing locations. Then, they'd enter the information into a spreadsheet.

The challenge? "By 6:30, the information had changed because the trailers had moved," says J.T. Hinson, logistics manager with the Concord, North Carolina-based firm.

No more. "With a yard management system (YMS) from PINC, that job went away," Hinson says. Now, every time a trailer or tractor moves, the YMS gathers data related to the move. The solution also captures information on the type of coffee bean stored in each trailer. This is key, as the roasting process varies with bean type and customer demand.

With this information and the establishment of a queuing area, the time required to move the appropriate trailer to the roasting area dropped from about 45 minutes to 15 minutes. "It was a big win," Hinson says.

### GROWING INTEREST

The yard outside many warehouses and manufacturing plants has long been overlooked. "Companies historically haven't thought of the yard as a significant

pain point," says Rafael Granato, vice president of marketing with PINC, a provider of yard management solutions.

However, yards can be sources of either efficiency or delays. Say a trailer takes three days to move from one facility to another. During those 72 hours, the average trailer will spend about 80% of the time idling in a yard, Granato says, citing PINC data, industry analysts, and the U.S. Department of Transportation. The idle time usually results from delays and inaccuracies in information about the trailers' status.

A YMS "supports the efficient flow of work, equipment, and material through the normally enclosed area outside of a warehouse, distribution center, or manufacturing facility," says Gartner's Market Guide for Yard Management study. It also provides an overview of yard operations and supports the control and movement of trucks, trailers, and containers in the yard, Gartner says.

For some supply chain organizations, the YMS capabilities housed within their warehouse management systems may be all they need. This tends to be the case when they require only limited capabilities around, say, gate check-in and check-out, and yard locations, says Bart De Muijnck, vice president of research with Gartner. These modules can also perform well when the YMS and WMS need to be tightly integrated.

If more robust capabilities are needed, however, built-in solutions may come up short. In addition, many YMS solutions today are cloud-based, which reduces the upfront investment and cuts the cost difference between the two options.

### WHEN TO CONSIDER A YMS

Several drivers often prompt organizations to look at YMS solutions, says Michael Maris, director of transportation and logistics with Zebra Technologies. Companies that have multiple yards servicing many plants or warehouses may turn to a YMS to help with tracking and control.

When poor management and scheduling lead to bottlenecks at the dock and within the yard, causing detention and demurrage charges and even lost sales, companies also consider a YMS. The growth of e-commerce and the related demands for an automated, real-time ability to assist a warehouse management system is also prompting interest in yard management solutions.

The capabilities a YMS can offer have become more critical during the pandemic, which magnified existing supply chain challenges common to many yards, such as blind spots and little technology to manage operations, Granato says.

The pandemic also left many truck drivers leery of exiting their vehicles to complete paperwork each time they enter a yard, says De Muijnck. That's accelerating interest in the ability of a YMS to automate yard processes.

### YMS: THE INS AND OUTS

A yard management system (YMS) can provide significant benefits to your operation by managing shipments from the yard gate to the dock. A YMS provides real-time visibility into trailer locations and contents to drive efficiencies, improve decision-making, and reduce detention fees.

An efficient YMS includes:

- **Yard management.** Directs trailers to a specific location in the yard and tracks their movements to enable efficient retrieval and accountability.
- **Appointment scheduling.** Efficiently tracks and organizes inbound and outbound appointments to streamline capacity and reduce congestion.
- **Dock door management.** Directs assets to the right docks for unloading and loading.
- **Guard check-in and check-out.** Allows security guards to thoroughly check each trailer in or out of the yard.

**A YMS can facilitate good carrier relationships by automating appointment scheduling and reducing driver wait times.**



When evaluating YMS solutions, “identify the key problems you’re trying to solve,” Granato advises. For instance, is it meeting carriers’ and customers’ requests for on-time, accurate deliveries? A need to do more with less? The answers should drive the selection.

For example, a YMS solution’s ability to automatically execute business rules and processes can boost operational efficiency and cut costs, Granato says. This can include optimizing driver turnaround time, automatically finding and assigning trailers and associated loads, and reducing truck idling time.

#### **REAL-TIME TRACKING**

Enhanced visibility over the physical yard also drives value. “Any system worth its salt will track what’s happening in the yard in real time,” says Colin Mansfield, director of sales and marketing with Yard Management Solutions. This typically includes monitoring the trailer pool and providing data, such as the time required to complete different yard functions, or the speed with which trailers move in and out.

A case in point: One company was paying \$560,000 annually in detention fees, because trailers were sitting too long, Mansfield says. When the company implemented a YMS that issues alerts once trailers idle past a certain amount

of time, it cut this sum in half within several months.

As S&D considered various YMS solutions, Hinson and his colleagues focused on several features. One was adaptability. While S&D incorporated new processes that improve its operations, it was also looking for software that fit the company’s business needs, rather than getting shoehorned into a process that didn’t help the company.

Another feature was RTLS, or real-time location system tracking. With RTLS, small magnetic passive RFID tags are affixed to each trailer and then automatically scanned by an RTLS tracker located on the switcher. The location and other information associated with the trailer are consistently updated in real time.

Hinson and his team also needed reporting capabilities that can be tailored to the needs of each department, including finance, commodities, and manufacturing. For instance, they were able to build pick lists based on coffee bean types, as well as by finished product or raw materials—all without engaging IT developers.

“The reports give visibility and detail to the assets and what’s on them,” Hinson says.

While a YMS can operate as a stand-alone application, integration with a warehouse and/or transportation management system often strengthens efficiency, De Muynck says. When they’re linked, information on equipment availability and location, for instance, can flow automatically between the systems.

#### **TECHNOLOGY ADVANCES**

Advancing technology promises even more value from future generations of YMS solutions. Some of them are incorporating machine learning and artificial intelligence.

“Data analytics from the WMS is fed to the YMS indicating the sequence the inventory, trailers, and containers in the yard are needed in order to meet out-of-stocks or fast-moving items with low inventory,” says Maris.

Even as new solutions emerge, today’s YMS solutions continue to provide value. For instance, when S&D Coffee added another facility and yard, the YMS allowed Hinson’s team to manage it without adding a yard spotter or tractors and drivers.

“S&D Coffee is better able to optimize equipment and drivers,” Hinson says, “while still meeting customer demand.” ■

# SEARCHING for the PERFECT SITE



New site selection challenges magnify the importance of finding not only the right spot on the map, but also one that offers technology, transportation, and opportunities. The right logistics partners can help focus your search.

It's a logistics truism: Where you start is as important as where you are going. That's why the old real estate mantra—location, location, location—remains at the heart of any definition of an optimal logistics site.

The terrain in the logistics landscape, however, is constantly changing. Yesterday's ideal sites must respond to those changes to maintain their status as tomorrow's ideal. The exponential growth of e-commerce and the constantly evolving rules regulating workplace environments and the shipment of goods have combined to present both new obstacles and new paths for logistics providers.

All of which leads to new challenges for those in search of the logistics sites and services best suited to the products they put on the move. Right place, sure. But efficiency is the ultimate key to success in supply chain management, and those in search of the right place for their manufacturing facility, distribution center, or warehouse must consider not just the right spot on the map but also the most conducive blend of technology, time, transportation, and costs.

#### KNOWING THE NUANCES

As every leader knows, no two businesses are precisely alike. Responding to the nuances that differentiate one company from another can spell the difference between success and failure.

So, too, are there differences in the logistics assets most beneficial for specific companies and their unique markets. Not surprisingly, then, the logistics providers who recognize and respond to those differences are the ones who will prove to be the best partners.

“The definition of an ‘ideal’ logistics location varies by customer, as does the use of the asset,” says Steve Schnur, executive vice president and chief operating officer at Duke Realty, a leading owner, developer, and manager of logistics real estate.





## SEARCHING for the PERFECT SITE

“We find the characteristics that most logistics customers consistently desire are convenient locations, a robust workforce, and facility flexibility and value,” Schnur says.

“Clients want to be near population centers with access to infrastructure and proximity to highways, railyards, and airports,” he adds. “Clients want to work in communities that are business friendly and have a workforce that is skilled and ready to work.

“Most importantly, clients want to ensure that development and building costs are controlled and the site offers flexibility for trailer staging, employee parking, and docks where inventory can be easily transported.”

### POSITIONED FOR SUCCESS

Schnur’s assessment is informed by Duke Realty’s positioning in 20 markets throughout the United States. Based in Indianapolis, Duke Realty’s varied markets include Atlanta, Central Florida, Chicago, Cincinnati, Columbus, Dallas, Houston, Indianapolis, Minneapolis-St. Paul, Nashville, New Jersey, Northern California, Pennsylvania, Raleigh, Savannah, Seattle, South Florida, Southern California, St. Louis, and Washington, D.C./Baltimore.

“At Duke Realty we are selective and operate within just a handful of submarkets in the 20 cities where we own property,” Schnur adds. “We are thoughtful and strategic in making investments and acquiring assets. Our decisions are rooted in long-term viability for continued demand and limited competition for supply. They offer the ability to increase value and elevate the quality of our investments.”

Duke Realty seeks to help its customers couple the broad assets necessary for any business to succeed with the unique needs that distinguish them from their competition.

“Duke Realty’s leasing and property management teams work closely with tenants to achieve win-win solutions,” he says. “We have nearly 50 years of experience in operating facilities. We leverage that experience to help our



**Duke Realty, an owner, developer, and manager of logistics real estate, is selective and strategic about where it invests and acquires assets, such as this planned airport logistics center in Chicago.**

clients create long-term solutions for their facilities and their operations.

“We work in tandem with our clients to make strategic decisions, whether it’s reducing operating expenses or operating in a more sustainable and environmentally friendly way,” Schnur says. “We help our clients plan for future growth and company success. Our local teams are immersed in the market and act as consultants when working with our customers.”

### HAVING A LONG-TERM IMPACT

Duke Realty places a premium on social responsibility. “Environment, social and corporate governance investing, and finding better ways to operate facilities will continue to get attention and drive change within our industry,” Schnur says. “Companies are working toward minimizing their environmental impact and this will ultimately affect costs, approvals, site configurations, and timing.

“Duke Realty has been proactive in this area, which has positioned the company as a leader in the industry and prepared us for future success,” he notes.

Just as the precise ingredients of logistics success vary by company, all companies need to be prepared for changes in the overall economy and their own particular markets. Schnur credits Duke Realty’s own success in large part to the company’s flexibility and adaptability.

“Duke Realty continues to be on the forefront of market trends,” he says. “In fact, we are vigilant about tracking automation advancements in

logistics and how we can support our clients’ needs.

“One challenge many of our customers face is finding enough qualified workers for their operations,” he adds. “Significant investment is going into robotics and automation to help fill this gap. We will continue to see investment and progress in automation to help businesses grow despite a limited skilled labor market.”

### FINDING THE SWEET SPOT

For a logistics site to be considered optimal, it must not only be at the right location on the map but also the right facility at the location.

Finding that sweet spot is the mission of CenterPoint Properties, which invests in industrial real estate in port and infill markets to help companies maximize supply chain efficiency and realize cost savings.

The firm takes a highly targeted approach, focusing on regions ideally situated for logistics advantage: the Bay area, Los Angeles, New York, New Jersey, Seattle, Houston, Charleston, Savannah, and South Florida, in addition to the Chicago area where CenterPoint was founded nearly 40 years ago.

“We take a sharp-shooter strategy, very focused on a street level on the best submarkets in the best markets in the country,” says Paul “PJ” Charlton, senior vice president, who oversees the company’s East Coast investments.

“We are enhancing our national portfolio by buying and developing one building at a time,” he says. “Our approach is to look at our target markets



# SITE SAVVY

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## SEARCHING for the PERFECT SITE

and hand-select, street by street, the properties we like.”

That meticulous approach hasn’t slowed CenterPoint down, as it has invested more than \$500 million in the New York/New Jersey region since 2017, and \$3.5 billion nationally during that time.

### A STRATEGIC PARTNER

For users looking to find real estate solutions in the most competitive markets in the country—often searching for a specific type of facility—Charlton says it’s invaluable to have a partner like CenterPoint with precise knowledge of the area.

“Partner with someone who can find or create the right site, close to ports and population centers, and with highway access,” Charlton says. “Partner with someone who has good relationships with the local municipalities and who can help guide you through local codes and regulations. At CenterPoint, we pride ourselves on doing all those things for our clients.”

CenterPoint acquires, develops, redevelops, manages, leases, and sells state-of-the-art warehouse, distribution, and manufacturing facilities near major transportation nodes. The company’s experts focus on large rail, port, and trucking infrastructure assets.

“On the East Coast, we focus our

efforts on markets that have strong economies, robust port activity, and major population centers,” Charlton says. “Our team finds logistically advantaged real estate opportunities, taking on complex deals to deliver solutions for our clients.”

CenterPoint has 6 million square feet of space in and around New York City. One of its most recent strategic investments in the New York/New Jersey market came in 2019 when it acquired 1049 Secaucus, a 315,000-square-foot last-mile delivery hub in Jersey City.

“This was a unique opportunity for us to buy a new building in Northern New Jersey,” Charlton says. “We targeted the building as one of the best warehouses in the region.

“One unique aspect of this facility that we liked was that it offers tremendous parking,” he adds. “There is five times the amount of trailer parking than in a typical warehouse in Northern New Jersey.”

### TARGETED APPROACH

CenterPoint takes a similar targeted approach on the West Coast, operating in the major markets of Los Angeles, Oakland, and Seattle. “As a gateway to Asia, Canada, and Mexico—as well as domestic markets—our experts in the Western United States can provide access across the region,” Charlton says.

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

“We don’t try to be everything to everyone,” Charlton says. “The markets we invest in can be expensive at times, but we believe they will present the best growth and returns over the long term.

“We are believers in building our portfolio one building at a time,” he says. “You end up with a portfolio of strategic assets for the long term. We buy locations within that sandbox, and sometimes the buildings have all the modern bells and whistles; other times they need redevelopment.”

An operator as well as an investor, CenterPoint is known for its extensive redevelopment efforts, breathing new life into properties whose potential had not been realized and enhancing the area’s logistics assets.

Looking to the future, Charlton says e-commerce will continue to be a major driver in acquisitions to serve the company’s tenants. “The acceleration of e-commerce is changing the playing field,” he says, requiring companies to find properties that put them even closer to their customers. Parking will be key, as tenants need more space for fleets, vans, and employees.

“We will continue to seek out unique real estate solutions to help meet the evolving logistics needs of our tenants while growing our national portfolio by acquiring and developing the most dynamic markets in the country,” he says.

### PAST, PRESENT, AND FUTURE

Companies in search of a great logistics site are wise to look to the professionals who not only understand the markets of today but also bring a historical perspective to their assessments.

“To understand the future, you need to understand the past,” says Lance Ryan, executive vice president and chief operating officer of Watson Land Company, a developer, owner,



CenterPoint acquires, develops, manages, leases, and sells state-of-the-art warehouse, distribution, and manufacturing facilities, such as this property under development at 49 Rutherford in Newark, New Jersey.

# Distribution center acreage.



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## SEARCHING for the PERFECT SITE

and manager of industrial properties in Southern California and on the East Coast. Watson has developed millions of square feet of master-planned centers within a short distance of the Los Angeles and Long Beach ports, resulting in much lower drayage costs and a significant increase in truck turns. Corporate offices are located in Carson, California.

Watson currently has eight master-planned centers in California as well as one in Lehigh Valley, Pennsylvania.

Having been in business for more than two centuries, Watson is in a position to take the long view. The company's ever-expanding portfolio of properties contains close to 22 million square feet of warehouse and distribution facilities throughout the South Bay of Los Angeles and the Inland Empire, a metropolitan area and region that lies adjacent to Los Angeles.

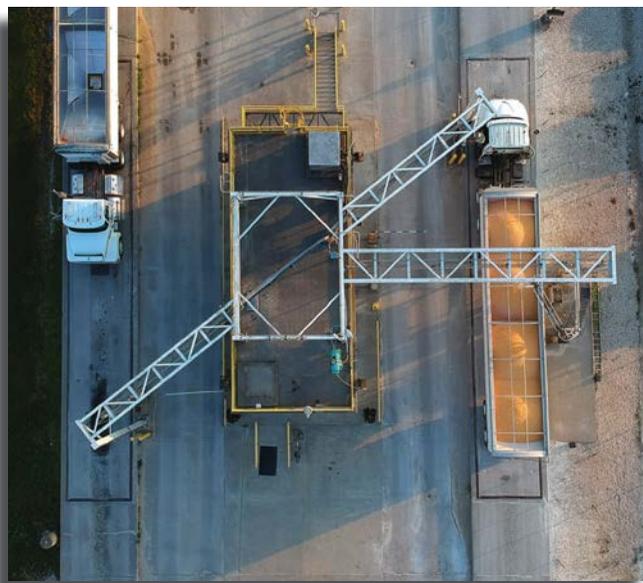
To put the vastness of the region in perspective, consider this: The combined counties of the Inland Empire are larger than many U.S. states.

### TAKING THE LEAD ON LEED

Watson was the first industrial developer in Southern California to design and construct speculative industrial buildings in accordance with the U.S. Green Building Council's Leadership in Energy & Environmental Design (LEED) guidelines. "We were green before green was a thing," Ryan says.

The company's assets and operations are backed by one of the most conservatively managed balance sheets in the real estate industry.

"Watson's stable financial resources enable the company to fund projects regardless of external market forces," says Ryan, who adds that the company's relationships with the communities it serves is a hallmark of its success and the



**Hoosier Energy, an electric generation and transmission rural electric cooperative, serves 59 counties in central and southern Indiana and southeast Illinois, attracting companies such as the Grain Processing Corp. (pictured) to the region.**

reason for its status as one of the region's most respected names in commercial real estate and one of the largest industrial developers in the nation.

"The support we give to our communities defines the foundation of our corporate values," Ryan says. "Our deep tradition of philanthropy has been in place since our company's founding, with a focus on contributing in palpable, significant ways."

The company supports programs that benefit youth, families in crisis, senior services, workforce development, literacy, and public safety.

### CORE COMMITMENT

The company's commitment to community concerns extends to its core business: delivering functional, high-quality buildings within master-planned centers, thereby creating ideal opportunities for companies searching for their next distribution center, warehouse, or company headquarters.

"Our master-planned centers are developed within locations that provide immediate access to major freeways, ports, airports, and intermodal rail," Ryan explains.

"This provides our customers speed and flexibility whether they transload imports, export raw materials, or distribute their own manufactured products," he says.

Watson customers enhance the advantages of their locales through the activation of Foreign Trade Zone (FTZ) status. Granted through the Port of Los Angeles within the Watson subzone of FTZ 202, the FTZ status can be activated for some 12 million square feet of Watson facilities.

Companies can use the FTZ status to reduce operating costs for their manufacturing and inventory facilities. The non-privileged foreign position allows the duty rate for goods entering into an FTZ to be assessed according to the condition of the merchandise.

In addition, with access to product for display or exhibition purposes without customs intervention or supervision, utilizing an FTZ can significantly minimize bureaucratic regulations.

### OPERATIONAL ADVANTAGES

The FTZ designation also offers operational benefits, which companies can use to gain a competitive edge.

Companies have better inventory control with less customs supervision, and the duty payable on FTZ goods doesn't need to be included in the calculation of insurable value, which lowers insurance costs.

The FTZ may be utilized to examine product so it meets accurate specifications before duty is paid.

Certain types of merchandise can be imported without going through formal customs entry procedures or paying import duties until the products are transferred from the FTZ for U.S. consumption.

If the products never enter U.S. commerce or are re-exported to other countries, there is no requirement to pay duties on those items.

# We See The World Differently



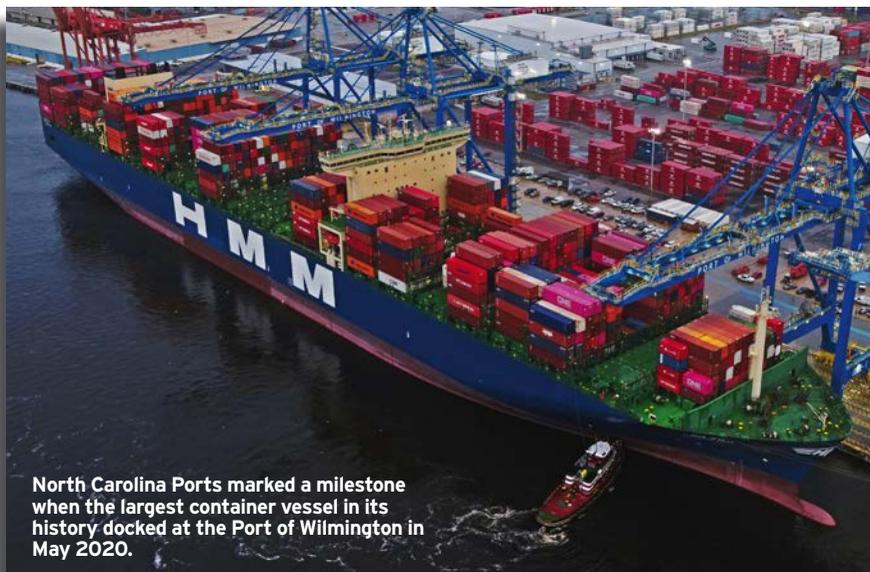
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## SEARCHING for the PERFECT SITE



### ENERGIZED TO SUCCEED

If location is the door to logistics success, power—raw power, the kind that makes machines run and lights go bright—is the key that opens that door. Case in point: Hoosier Country.

Indiana is widely known as the “Crossroads of America,” ranking first in the number of pass-through interstate highways, home to the second-largest FedEx hub in the world (Indianapolis), and within minutes of UPS’s primary hub (Louisville). Logistics operations in Indiana can reach as much as 60% of the U.S. population within a one-day drive.

Of special interest to logistics operations requiring bulk transportation, Indiana also is home to an outstanding inland port network including access to international markets by way of the Great Lakes and the Ohio and Mississippi rivers. For good measure, rail availability rounds out the region’s multimodal assets.

But all these advantages would be for naught were it not for the power that connects them and makes them go.

It is a point well understood by Hoosier Energy, an electric generation and transmission rural electric cooperative owned by 18 Rural Electric Member Cooperatives (REMCs) serving 59 counties in central and southern Indiana and southeast Illinois.

Hoosier Energy’s power network

provides electricity to developed sites and industrial parks along the I-70, I-65, I-64, and I-74 corridors. The network’s workforce is located in adjacent metropolitan areas such as Indianapolis, Louisville, Cincinnati, and Evansville.

This ideal place on the map provides a powerful boost to the companies and agencies that occupy it because Hoosier Energy can effectively leverage regional assets by providing competitive electric rates to the area.

The impact is particularly significant for logistics providers focused on the future. Best of all is that the power can be harnessed economically as well as efficiently.

### PARTNER IN PROGRESS

“As a nonprofit cooperative, our rate structures are not regulated by the state utility regulatory commission, which allows us rate flexibility and the ability to quickly and efficiently make decisions related to large projects with tight timelines,” explains Jeff Pipkin, economic development manager for Hoosier Energy.

“This flexibility includes the development of special contracts for specific projects that meet a company’s corporate goals, including providing up to 100% of their energy needs through renewable resources,” he says.

That means individual logistics providers and the region itself have a powerful partner in progress. Hoosier Energy works with and supports regional and local economic development organizations in identifying and developing new potential sites near logistics assets, including federal and state highways, Class 1 and short-line rail lines, and airfreight infrastructure.

“For qualifying logistics operations, the REMCs supported by Hoosier Energy can provide financial support through an economic development rider that reduces energy costs during the early years of operation, thereby reducing a company’s start-up costs,” Pipkin says.

“We can assist localities with environmental and technical studies to help bring a site to ‘shovel-ready’ status,” he notes. “We also help market these sites through national advertising campaigns and targeted market trade missions to generate prospects who will utilize these assets.”

Looking ahead, Hoosier Energy is going through a major power production transition with the planned closure of its 1,000-megawatt coal-fired Merom Generating Station in 2023. “Closing the facility will dramatically change the energy portfolio and decrease our carbon footprint by 80%, replacing coal with renewable energy resources,” Pipkin says.

### GETTING THE JOB DONE

Success in logistics depends on talent, transportation, and travel time. Whether access to these assets occurs naturally or through innovative approaches, great logistics sites and services share a laser focus on getting the job done.

Brian E. Clark, chief operating officer of North Carolina Ports, oversees an organization whose mission is to get the job done by utilizing all the advantages of natural access and enhancing those advantages by creating additional connections to national and international markets.

“North Carolina is the ninth-largest state and growing larger each day, and southeastern North Carolina alone has the fastest-growing county in the state,”

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## SEARCHING for the PERFECT SITE

Clark notes. “Global markets recognize this growth. New businesses are moving into the region to take advantage of our workforce, rail and truck capability, and a growing community of supply chain logistics professionals.

“It also helps that our region offers convenient access to two deep-water ports—the Port of Wilmington and Port of Morehead City—and an international airport in Wilmington,” he adds. “These assets help connect North Carolina to the world.”

Moreover, the region offers rail access via CSX and Norfolk Southern, and is conveniently connected to major thoroughfares including U.S. 421, I-40, I-95, I-85, and I-77.

North Carolina’s ports are among the most market-accessible ports on the U.S. East Coast. Within 1,000 miles of North Carolina’s borders are more than 170 million U.S. and Canadian consumers, more than 65 of the country’s top 100 metropolitan areas, and nearly 60% of total U.S. retail sales.

### LEADING-EDGE SOLUTIONS

The numbers add up, certainly, but the effect is multiplied through leading-edge delivery of services. This is exemplified by the Port of Wilmington, which offers overnight access to 49% of North America’s population.

“What makes the Port of Wilmington so competitive is its level of efficiency,” Clark says. “The Port of Wilmington offers the highest vessel productivity and the fastest truck turn times on the East Coast and lacks the waterside congestion that many neighboring ports face. These land-side and water-side efficiencies make our port an attractive option for customers.”

Among the factors that make the Cape Fear region and southeastern North Carolina appealing for economic development opportunities is readily available sites with room to grow near the Port of Wilmington. “This is important because as this area grows and the consumer base advances, we will need access to more distribution,” Clark says.



Photo: South Carolina Ports Authority - English Purcell

**As a top 10 U.S. container port, South Carolina Ports continually invests in its infrastructure to provide ample capacity, big-ship capabilities, and modern cargo operations.**

Looking to the future, North Carolina Ports has an aggressive expansion plan backed by more than \$200 million in capital improvements. Completed improvements include a wider turning basin, berth enhancements, air draft improvements, and three neo-Panamax cranes that allow the largest vessels transiting to the East Coast to reach the Port of Wilmington.

### CARGO CAPACITY GAINS

North Carolina Ports also recently opened a multi-million-dollar refrigerated container yard at the Port of Wilmington. This project triples the port’s on-terminal refrigerated container capacity and enables better support of the growing agriculture and grocery sectors across the state.

Other improvements in development include a container terminal master plan, which will increase the Port of Wilmington’s annual throughput capacity to more than one million TEUs, as well as the construction of a new truck gate complex and deployment of a new terminal operating system.

“Together, these projects will enable North Carolina Ports to meet the demand of increased volume on container moves at the Port of Wilmington,” Clark says. “Lastly, the

re-launching of a next-day intermodal rail service connecting Wilmington to Charlotte provides us the ability to play a larger role in integrated manufacturing and distribution supply chains.”

### A DYNAMIC MARKET

Clearly qualifying as an exceptional region for logistics is the U.S. Southeast, a dynamic market with a strong business and manufacturing base—as well as the fastest-growing population in the country.

“The Southeast is the only region in the United States that pairs globally competitive economics for advanced manufacturing with a booming population,” says Micah Mallace, South Carolina Ports’ director of national accounts. “The region’s explosive growth drives cargo to the Port of Charleston.”

South Carolina mirrors the success of the Southeast as it continually attracts global manufacturers, mega retailers, and e-commerce distribution centers. The Port of Charleston’s imports and exports rise as more businesses and people move to the state.

South Carolina Ports is known for its efficient operations, offering cargo owners reliability, flexibility, and predictability. “SC Ports gives beneficial cargo owners the inventory control they



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**As Florida's largest port by land area and cargo tonnage, Port Tampa Bay is the largest economic engine in West Central Florida. The port has acquired new cranes and expanded the Port Logistics Refrigerated Services facility, which serves importers and distributors of perishable food products.**

need to hit their KPIs (key performance indicators) with confidence,” says Marion Bull, SC Ports’ marketing manager.

Among its assets: The Port of Charleston features daily express intermodal and merchandise rail services, and CSX and Norfolk Southern both operate large, well-equipped rail yards in Charleston, South Carolina, served by double-stack intermodal trains. SC Ports’ RapidRail dray program provides cost-competitive, efficient, and seamless connections between the marine terminals and rail yards.

### CRUCIAL CONNECTIONS

“Clients locating in the region benefit from fast and economical connections with intermodal hubs across the Southeast, Gulf, and Midwest, including the key markets of Atlanta, Charlotte, Birmingham, Memphis, Nashville, Louisville, Huntsville, and beyond,” Bull says.

SC Ports also operates two inland ports in South Carolina—Inland Port Greer and Inland Port Dillon—extending the port’s reach inland via overnight rail service to and from the Port of Charleston.

The inland ports optimize supply chains for companies throughout the Southeast and Midwest, providing an efficient, cost-effective way to move

raw materials and finished goods. The 24/7 operations greatly increase truck productivity and flexibility for cargo owners.

### WIDENING NETWORKS

In 2013, SC Ports opened Inland Port Greer, located along I-85 in upstate South Carolina between Atlanta and Charlotte. Inland Port Greer extends the Port of Charleston’s reach 212 miles inland by providing overnight rail service via Norfolk Southern. In 2018, SC Ports opened CSX-served Inland Port Dillon, which is located along I-95 near the North Carolina border.

Looking forward, SC Ports plans to enhance the state’s rail networks and its inland ports, including an expansion at Inland Port Greer. SC Ports also looks forward to the future Navy Base Intermodal Facility, a cargo hub served by both Norfolk Southern and CSX in North Charleston, South Carolina.

As a top 10 U.S. container port, SC Ports continually invests in its infrastructure to provide ample capacity, big-ship capabilities, and modern operations to ensure the efficient movement of cargo, says Liz Crumley, SC Ports’ corporate communications manager.

In 2021, SC Ports will open the country’s first container terminal in

more than a decade—the Hugh K. Leatherman Terminal—and achieve the deepest harbor on the East Coast at 52 feet.

“Located in the booming Southeast market, SC Ports has planned and invested to ensure the right infrastructure is coming online to handle future growth,” Crumley says.

South Carolina is internationally known for its business-friendly environment and strong advanced manufacturing base. In addition to its port operations, the state offers an available workforce, ample land, available warehouse inventory, and a strong logistics network of highways and two Class 1 railroads. Additionally, Charleston has not seen labor rate pressure during the pandemic, Mallace says.

SC Ports is particularly well-suited for moving goods just-in-time for global companies with demanding supply chains, Crumley says. The port doubled cargo volumes over the past decade, in large part by supporting advanced manufacturers such as BMW Manufacturing Co., Volvo Cars, Mercedes-Benz Vans, Michelin, and Continental Tire.

The port is further expanding into the retail, omnichannel, and e-commerce space by ensuring the swift movement of goods through a reliable supply chain and by supporting distribution center developments.

One such effort bearing success follows the port’s decision to buy 1,000 acres in Dorchester County, South Carolina, which helped entice Walmart to build a \$220-million distribution center on the port-owned site. Walmart plans to break ground at the Ridgeville Commerce Park in March 2021.

### BY LAND AND BY SEA

Sometimes the recipe for success comes down to this: Add water. Surely that is the case when the main ingredient to which the water is being added is a robust market. The Sunshine State illustrates this point.

“Our area, the Central Florida region, is one of the fastest-growing markets for



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logistics and distribution,” says Raul Alfonso, executive vice president and chief commercial officer of Port Tampa Bay.

“Fueled by Florida’s steady growth, our market region along the I-4 Corridor is approaching 400 million square feet of distribution facilities, with 10 million square feet of new distribution facilities under construction,” he says. “These distribution centers service a population of 10 million and more than 70 million tourists that visit each year.

“The uniqueness of this logistics and distribution hub is that it was not until 2019 that we had direct ocean services from Asia and Latin America,” Alfonso adds. “Prior to this, the market had been dependent on using other faraway ports and expensive trucking solutions.

“As we change that, we are attracting new ocean services to help the many retailers with more efficient supply chain solutions,” he says.

### ENHANCING ASSETS

Natural resources and proximity to market count for little, however, if regional leadership does not understand and appreciate those assets. Asked to cite the essential points he would list if approached by a colleague or site-selection professional about where to place a manufacturing or distribution facility, Alfonso begins by speaking about the importance of a “business-friendly” environment.

“Depending on the type of manufacturing, the choice of the right site for a manufacturing and/or distribution facility involves a combination of factors,” he says. “These include positioning in a business-friendly location, from a city or state with tax advantages to having supportive agencies and utility services providers, the proper labor pool, and infrastructure to support the company’s transportation requirements.”

Fortunately for Florida, and Tampa Bay in particular, those factors exist in abundance in and around Tampa Bay.

“Having proximity to a diverse port



**Commercial real estate company Duke Realty works closely with tenants to optimize supply chain operations, such as in this New Jersey warehouse.**

with excellent infrastructure and market accessibility to major consumer markets is also key, especially in these days of e-commerce and fast-changing retail and consumer trends,” Alfonso says.

“Being able to access raw materials from global and domestic suppliers is another key that ties together with the movement of products to both domestic and international markets,” he notes. “The importance of the availability of an efficient port is highlighted when a company’s business plans include exports to global markets.”

### ECONOMIC POWERHOUSE

As Florida’s largest port by land area and cargo tonnage handled each year, Port Tampa Bay is the largest economic engine in West Central Florida—which translates into attracting new capital investment to the region, helping to create jobs.

“Our diverse portfolio of tenants fuels the region’s energy requirements, helps build the homes to serve our growing population, and brings consumer goods that are purchased and distributed via retail centers or e-commerce outlets,” Alfonso says.

With all these advantages, the port is not simply treading water to stay afloat. “We have been very busy handling new cargo products, signing new leases for bulk terminal operations, and expanding other operations,” Alfonso says.

One example is Port Tampa Bay’s efforts with partners such as Ports America, the largest terminal operator and stevedore in the United States, with operations in every major port in the nation.

### FORGING AHEAD

Ports America has been instrumental in Port Tampa Bay’s container terminal expansion and acquisition of new cranes as well as the port’s completion of the Port Logistics Refrigerated Services facility expansion. The facility now serves importers and distributors of perishable food products.

Port Tampa Bay also will soon break ground on a new rail-served transloading facility across from the two terminals.

Also partnering with Port Tampa Bay is the State of Florida itself, through its legislative budget and grants, as well as support for capital investments in infrastructure from the Florida Department of Transportation. “The state sees Port Tampa Bay’s vital role in Central Florida growth,” Alfonso says.

“Unlike others, we are fortunate to have sufficient land where we plan to develop an efficient logistics and distribution park, connecting our port’s cargo terminals, with excellent market accessibility by road and rail,” Alfonso says. “We are rerouting Florida’s logistics thinking.” ■

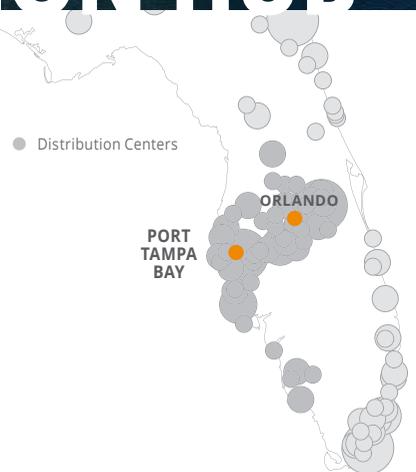


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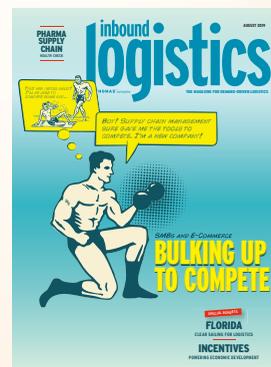
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# CASEBOOK

## West Pak Avocado Grows a Ripe 3PL Partnership

### THE CUSTOMER

West Pak Avocado, a family-owned and operated company, maintains five distribution facilities across the United States and Mexico and sources from 1,000 growers. Current distribution includes 350-plus customers throughout the United States, Canada, Mexico, Japan, China, South Korea, Hong Kong, and the Middle East.

### THE PROVIDER

ITS Logistics, based in Sparks, Nevada, is a third-party logistics company that offers personalized supply chain solutions with dedicated fleet and asset-light transportation as well as omnichannel distribution and fulfillment services.

by *Karen Kroll*

Between 2007 and 2018, average avocado production around the globe grew by 5.3% annually, to about 6.4 million tons in 2018, according to Research and Markets. West Pak Avocado, an avocado grower and distributor based in Murrieta, California, has helped drive this increase.

With increasing year-round demand for avocados, an extensive supply chain, and broad customer base, an effective logistics operation has become key to West Pak's success. ITS Logistics, a third-party logistics (3PL) provider based in Sparks, Nevada, is a critical partner in West Pak's growth.

From its start in 1982 as a grower and shipper of California avocados, West Pak Avocado has expanded to five distribution facilities across the United States and Mexico. The company sources avocados from an extensive grower base in California, Mexico, Chile, Colombia, and Peru, says Heath Shoup, vice president, sales and product management. West Pak distributes the knobby green fruit throughout the United States, Canada, Mexico, Japan, China, South Korea, Hong Kong, and the Middle East.

Its brands include Lil' Cados—as the name suggests, these are smaller and perfect for snacking; AvoMonsters, with fun packaging geared toward kids; and California Gold Avocados that are, not surprisingly, grown in California.

A chance meeting in 2013 launched the ongoing business partnership between West Pak and ITS. Shoup and his wife were at a resort on their honeymoon, and Shoup was wearing an Anaheim Angels hat. Manny McElroy, vice president of sales with ITS, noticed it and asked if Shoup was from California. The two talked, and their conversation revealed mutual friends, as well as the potential to do business together.

### PROVE IT

ITS began its partnership with West Pak by brokering refrigerated units moving from Texas to California. West Pak had a distribution center in Edinburg, near Texas's southern border, that handled avocados coming in from Mexico.

"We start any new carrier with internal transfers, or moving products from one warehouse to another," Shoup says. Once a carrier has a proven track record—they're on time, reliable, and stand behind their service—West Pak moves them to operations such as processing loads for retail customers.

CASEBOOK STUDY

# Holy Guacamole

**CHALLENGE**

West Pak Avocado wanted to maintain reliable transportation through seasonal peaks and company growth.

**SOLUTION**

- Partner with a 3PL provider.
- Move distribution center to a major urban area, near established transportation routes and an employee base.
- Schedule backhaul routes using trucks that otherwise would run empty.
- Use the 3PL for appointment scheduling, freeing the sales department's time.

**RESULTS**

- Quicker movement of produce from the distribution center to the grocery store.
- Greater revenue from scheduling backhaul routes.

**NEXT STEPS**

Grow the partnership as the company grows.

ITS focuses on building relationships rather than just looking for one-off transactions. "Having a strong business relationship or partnership goes longer than trying to make a quick buck," McElroy says.

Its customer base spans mom and pop businesses to Fortune 500 enterprises. "We look to see if the relationship fits and we can both add value," he says. "We want to find customers whose supply chain fits into our network, so we can develop the most cost-effective transportation options for the customer."

As West Pak's business grew, management decided to move its primary distribution center from Edinburg to Dallas, and take advantage of lower and more consistent transportation costs for loads heading to California. The shift also means avocados move from farm to store more quickly.

As part of its work with West Pak, ITS helped analyze potential locations in the Dallas metro area, examining the availability of trucks and trailers. The new facility is located on the south side of the Dallas metro area, near other produce distributors. It's also close to a ready supply of employees—a key consideration, given that the facility operates 24/7. And, because the Dallas-California route is an established lane, drivers know loads will always be available.

West Pak's Dallas facility, which took about one year to build, handles packing,

preconditioning, and cold storage, among other functions, for the thousands of loads that move through it each year. One load is about 1,600 cases, each weighing about 25 pounds. In avocado terms, a load consists of approximately 51,000 large or 135,000 small avocados.

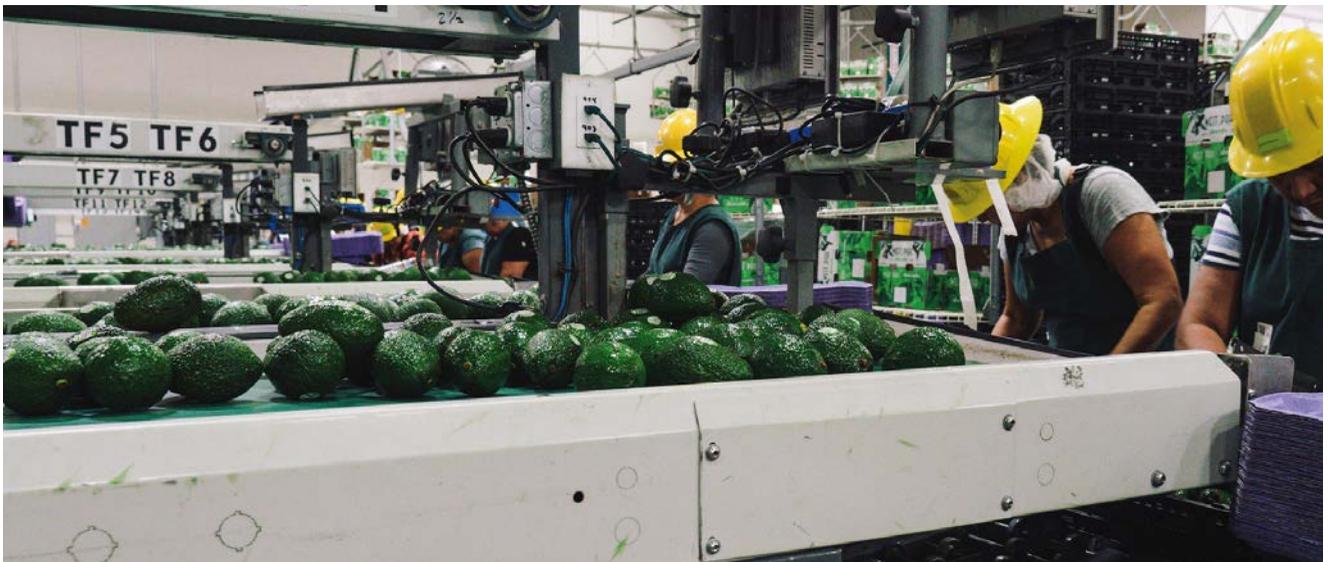
ITS helped stock the new facility and develop a new transportation network in the Dallas area. During the move, which lasted about three months, ITS also maintained the transportation capacity West Pak needed to continue its existing operations. Also throughout the process, ITS was able to keep transportation rates consistent.

"We helped West Pak move all their products from Edinburg and restaff the warehouse," McElroy says.

**AT YOUR SERVICE**

Today, ITS provides West Pak with a range of services. It procures and schedules backhaul routes that help leverage West Pak's fleet of 10 trucks. ITS manages the loads and drivers, checking that the routes are as efficient as possible. These efforts minimize the times the trucks run empty, while also generating additional revenue for West Pak.

Another service ITS provides is appointment scheduling for West Pak's major customers; the 3PL currently manages deliveries for more than 75% of West Pak's customers. Many retail



West Pak's state-of-the-art facilities include technologies such as pallet and bin precooling, computerized sizers, and forced air ripening to ensure high-quality avocados.

customers enforce strict appointment times, making it crucial that the drivers are on time.

This goal becomes more complicated when drivers must make multiple stops in a single trip. “Drivers have to make sure they’re there early,” McElroy says. “They have to make sure the miles add up, and they have to know each facility and its process for unloading.”

“We’re the last to touch the product before it’s sold,” McElroy adds. By taking on this responsibility, ITS frees West Pak’s logistics department to focus on generating additional sales and boosting its operations.

### SEASONAL SPIKES

Many consumer companies prepare for a spike in business during the year-end holidays. West Pak, like many businesses in the avocado industry, breaks from the crowd a bit; its largest peaks tend to fall around Super Bowl weekend and Cinco de Mayo.

“During the Super Bowl, we experience a substantial lift in sales,” Shoup says. Americans consume approximately 53.5 million pounds of avocados on Super Bowl Sunday, Treehugger.com reports. If the guacamole consumed that day was stretched across a football field, it would reach nearly 12 feet high.

Moreover, this increase occurs just weeks after the typical December peak, keeping many carriers and other logistics providers running fast.

ITS works with a driver network that provides steady pricing and availability, including through these peaks. “The drivers anticipate it,” Shoup says.

ITS also assists with West Pak’s preconditioning program, which is an important part of West Pak’s business model, Shoup says. As the term notes, the company ripens avocados ahead of time for major retail and food service accounts.

ITS ensures its trucks are precooled before loading up West Pak avocados. “When the products are loaded, the reefers (refrigerated trailers) are cooled so there’s no fluctuation in the core temperature,” McElroy says.

ITS has helped West Pak grow this business by ensuring on-time and fast deliveries to these customers. “As West Pak looks to incorporate more value-added services, we see ITS as a reliable partner to



**West Pak Avocado has been growing, packing, shipping, and distributing premium avocados for more than three decades.**

help continue to drive those extra sales,” Shoup says.

Indeed, ITS actually starts forecasting for the Super Bowl as early as July. By January, orders start to pick up. “We’re there to support whatever the customer orders in terms of hardness, color, or size,” McElroy says. “We’re both there to make each other successful.”

### MANAGING CLAIMS

To that end, if a situation arises in which a claim is placed on a load because the product was damaged and the customer refuses to accept it, ITS will assess the situation and work to resolve it. “We get the customer what they need,” McElroy says. “We’re only successful if West Pak’s customer is satisfied. Their best interest helps drive our decisions.”

That thinking helps strengthen the working relationship between the two companies. “Our teams work together to make sure products get to the customer on time,” Shoup says. “We don’t chase price to the bottom and pay for service, but still want to be competitive and have on-time deliveries.”

Also key to the relationship is reliability. “Being able to depend on ITS day in and out, month after month, and to have confidence that our products will get there on time, with the proper temperatures maintained, is important,” he says.

And, when a last-minute order or another challenge comes up, “I like to see carriers react,” Shoup says. “I like to see them help with problems, and not just focus on the easy moves.”

### COVID’S IMPACT

As with most business relationships, COVID-19 has impacted both West Pak and ITS. Demand for avocados fluctuated, especially early on when stay-at-home orders had consumers focused on staple, shelf-stable foods.

Then, whether due to concerns about COVID-19 lockdowns or racial inequality protests, many truck drivers didn’t want to go to certain locations, Shoup says, adding that the drivers ITS chose made sure the company’s products were always delivered on time.

“If there was any chance of delay, ITS was there communicating that and keeping us posted in real time,” he adds.

Since 2013, West Pak has grown significantly, and now has secured about 7% of the global avocado market. ITS has benefited as well, capturing more of West Pak’s business. For instance, in 2019, the volume of loads it moved for West Pak jumped by more than 40%.

“We’ll continue to grow our partnership,” Shoup says. “ITS is one of our top carriers. They’re good partners for West Pak, and that’s what we want and look for.” ■

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# Supply Chain Insights

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Brian Nachtigall

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*GUEST: Brian Nachtigall, Logistics Product Management/Business Development, Boston Dynamics*

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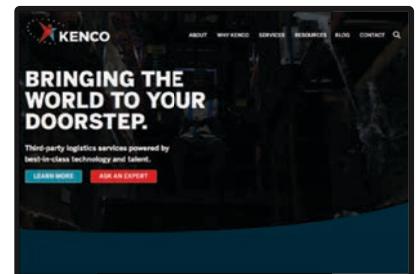
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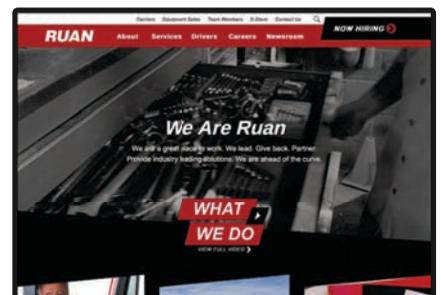
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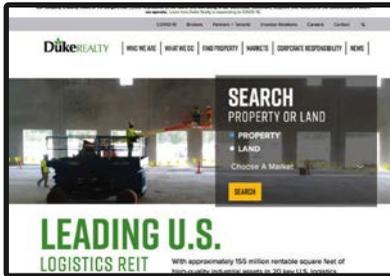


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Hoosier Energy is a generation and transmission cooperative providing electric power to 17 member electric distribution cooperatives in central and southern Indiana and one member cooperative in Illinois. Based in Bloomington, Ind., Hoosier Energy 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.



### FREIGHT PAYMENT/AUDIT SERVICES

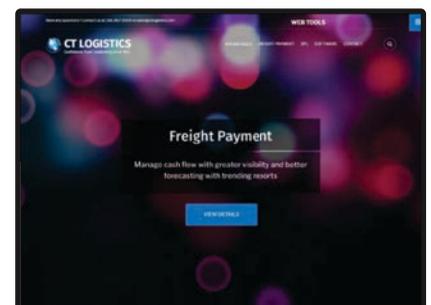


#### **CASS INFORMATION SYSTEMS • [www.cassinfo.com](http://www.cassinfo.com)**

Cass is the nation's oldest and largest provider of freight bill payment, audit, and rating services. We offer a wide array of services for processing and paying freight bills, as well as our industry-leading Internet reporting service, CassPort. In business since 1906, and providing freight payment services since 1956, Cass continues to offer stability, security, and expertise in the freight audit, payment, and information market.

#### **CT LOGISTICS • [www.ctlogistics.com](http://www.ctlogistics.com)**

Since 1923, organizations have leveraged CT Logistics to provide global freight audit and payment and transportation management solutions. Partner with CT to design and implement customized supply chain and rate management solutions. CT's Business Intelligence platform provides global spend visibility and data analysis using SOCII and ISO 9001:2008 certified processes. Services also include: Shipment Execution, Bid Management, Shipment Planning and Execution Software, and Professional Services for consulting and advising.



**IN THIS SECTION:**

**Freight Payment/Audit Services-Intermodal**

**FREIGHT PAYMENT/AUDIT SERVICES**

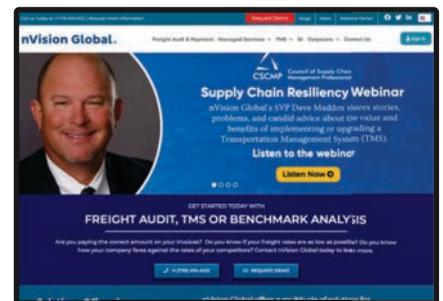


**CTSI-GLOBAL • [www.ctsi-global.com](http://www.ctsi-global.com)**

For more than 50 years, CTSI-Global has been a valuable resource to companies by providing the technology and industry expertise to help them manage all aspects of their supply chain—physical, informational, and financial—through freight audit and payment, transportation management systems (TMS), information management tools, and global consulting. The end results are improved shipping efficiencies, greater control, and significant ongoing savings. CTSI-Global is your link to supply chain solutions.

**nVISION GLOBAL • [www.nvisionglobal.com](http://www.nvisionglobal.com)**

nVision Global is an industry leader in providing configurable logistics services and solutions for customers around the world, enabling them to optimize their supply chain and gain access to critical data. We offer a full suite of logistics services and solutions that allow for end to end shipment and supply chain management and visibility. Our solutions include a global, multi-modal TMS application, international freight audit and payment, loss & damage/overcharge/service failure claims management, as well as industry leading logistics analysis solutions. We process and pay freight invoices from more than 190 countries, in more than 40 currencies.



**INTERMODAL**



**ECHO GLOBAL LOGISTICS, INC. • [www.echo.com](http://www.echo.com)**

Echo Global Logistics, Inc. (NASDAQ: ECHO) is a leading Fortune 1000 provider of technology-enabled transportation and supply chain management services. Offering freight brokerage and Managed Transportation solutions for all major modes, Echo works to simplify the critical tasks involved in transportation management. Echo maintains a proprietary, web-based technology platform that compiles and analyzes data from its network of over 50,000 transportation providers to serve 35,000 clients across a wide range of industries. For more information on Echo Global Logistics, visit: [www.echo.com](http://www.echo.com).

**ODYSSEY LOGISTICS & TECHNOLOGY CORP. • [www.odysseylogistics.com](http://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.



## IN THIS SECTION: Intermodal - Ocean

### INTERMODAL



#### SYFAN LOGISTICS • [www.syfanlogistics.com](http://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.

### OCEAN

#### ALLIANCE SHIPPERS INC. • [www.allianceshippers.com](http://www.allianceshippers.com)

Delivering The Perfect Shipment® from pick up to destination. With operating facilities in the United States, Canada and Mexico, Alliance Shippers Inc. combines excellent customer care with state-of-the-art rail, highway, ocean and air transportation solutions. Additional services include warehousing, distribution, customs clearance, equipment/driver leasing and expedited transportation. For cost-effective logistic solutions tailored to your company's exact needs, contact Alliance Shippers Inc.



#### COSCO SHIPPING • [www.cosco-usa.com](http://www.cosco-usa.com)

COSCO Shipping brings the highest quality of ocean cargo transportation services to every corner of the globe, with one of the largest, newest and "greenest" fleets making frequent and timely calls to the busiest ports worldwide. COSCO Shipping delivers your containerized cargo quickly, economically, and securely, interfacing with rail, road, barge, air and more, with advanced equipment and technology leading the way to absolute supply chain efficiency. And, there is no other ocean carrier who knows China better.

#### DLS WORLDWIDE (AN RR DONNELLEY COMPANY) • [www.rrd.com](http://www.rrd.com)

Experience the benefits that only come from working with a major, global shipper that is also a top-ranked 3PL. We offer multiple transportation modes, an established multi-carrier network, volume-leveraged rates and service levels, along with technology-enabled systems and processes. Visit our website and contact us today to see why customers have relied on us for nearly 150 years.



**IN THIS SECTION:**  
**Ocean**

**OCEAN**



**ECHO GLOBAL LOGISTICS, INC. • [www.echo.com](http://www.echo.com)**

Echo Global Logistics, Inc. (NASDAQ: ECHO) is a leading Fortune 1000 provider of technology-enabled transportation and supply chain management services. Offering freight brokerage and Managed Transportation solutions for all major modes, Echo works to simplify the critical tasks involved in transportation management. Echo maintains a proprietary, web-based technology platform that compiles and analyzes data from its network of over 50,000 transportation providers to serve 35,000 clients across a wide range of industries. For more information on Echo Global Logistics, visit: [www.echo.com](http://www.echo.com).

**EVERGREEN SHIPPING AGENCY (AMERICA) CORP.**  
**[www.evergreen-shipping.us](http://www.evergreen-shipping.us)**

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

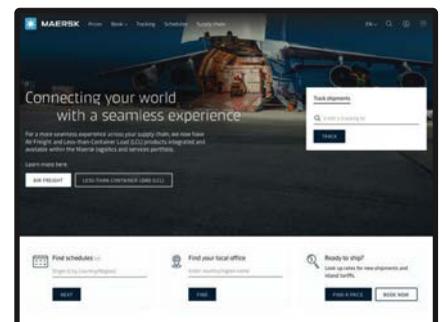


**LYNDEN • [www.lynden.com](http://www.lynden.com)**

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

**MAERSK • [www.maersk.com](http://www.maersk.com)**

Maersk is a world-class leader in container shipping. We offer our customers door-to-door transportation service that is second-to-none. With more than 550 container vessels, 1.4 million containers, and our own terminals and intermodal network, we guarantee you will receive reliable global coverage. Our advanced e-commerce services offer a comprehensive suite of business tools including sophisticated Electronic Data Interchange (EDI) solutions and a partnership with the leading industry portal, INTTRA. Through our award-winning e-business solutions, you can quickly, accurately, and securely view schedules, request rates, submit booking and shipping instructions, retrieve bills of lading, and track your cargo 24 hours a day, seven days a week.



## IN THIS SECTION: Ocean-Ports

### OCEAN

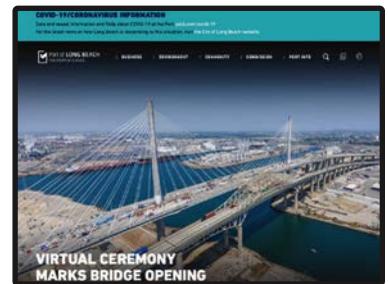


#### NORTHWEST SEAPORT ALLIANCE • [www.nwseaportalliance.com](http://www.nwseaportalliance.com)

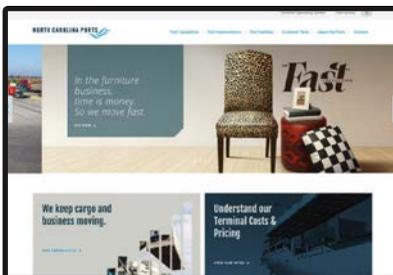
The Northwest Seaport Alliance brings together two of the nation's premier harbors to form a single, integrated gateway. Located in the Pacific Northwest, we offer shorter Asia transits and are the first and last ports of call for many transpacific services. Our combined terminals, carriers and ports of call provide flexibility to suit unique supply chain needs. And our commitment to provide cost-effective, innovative shipping solutions is unparalleled.

#### PORT OF LONG BEACH • [www.polb.com](http://www.polb.com)

The Port of Long Beach is one of the world's busiest seaports, a leading gateway for trade between the United States and Asia. During the next 10 to 15 years, the Port of Long Beach plans to create at least four container terminals of more than 300 acres each, and to build at least one other large terminal. The new terminals will have dockside rail facilities, which allow cargo to be transferred directly between ships and trains. Such transfers speed deliveries between Long Beach and markets nationwide. For more information on the advantages and services offered by the Port of Long Beach, visit [www.polb.com](http://www.polb.com).



### PORTS



#### NORTH CAROLINA PORTS • [www.ncports.com](http://www.ncports.com)

North Carolina Ports offers convenient port locations in Wilmington and Morehead City. Recent improvements in Wilmington have included berth renovations, turning basin expansion, and an expansion of the container yard that tripled refrigerated container capacity. Add accessibility to rail and interstate highway routes, plus customized, white-glove service, and NC Ports can meet customer needs better than ever.

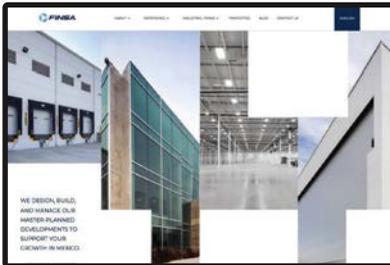
#### PORT TAMPA BAY • [www.porttb.com](http://www.porttb.com)

In collaboration with its terminal operator and steamship line partners, Port Tampa Bay is enhancing its longtime status as Florida's largest cargo tonnage port with expanded terminal facilities for handling containerized and bulk goods, as well as additional ocean carrier service offerings. Expansion of Port Tampa Bay Container Terminal, refurbishment of the Richard E. Knight petroleum terminal complex, development of Port Redwing bulk-handling facilities, expansion of Eastport, and significant enhancement to rail and roadway links are furthering the port's ability to connect Central Florida with worldwide markets.



## IN THIS SECTION: Real Estate - Site Selection

### REAL ESTATE



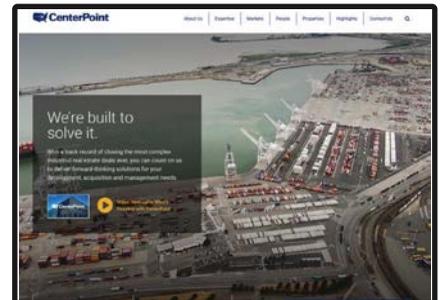
#### FINSA • [www.finsa.net](http://www.finsa.net)

FINSA is a leading industrial real estate developer in Mexico, with more than 40 million square feet of developed properties. In addition to real estate management supported by a team of widely experienced professionals, FINSA offers integrated solutions—infrastructure development, design and construction engineering, and market and feasibility research—to help expand your business.

### SITE SELECTION

#### CENTERPOINT PROPERTIES • [www.centerpointproperties.com](http://www.centerpointproperties.com)

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



#### PHARR BRIDGE • [www.pharrbridge.com](http://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.

#### SOUTH CAROLINA STATE PORT AUTHORITY • [www.scsa.com](http://www.scsa.com)

In a world where speed to market, seamless processes, and flexibility are essential, South Carolina's ports deliver. Home to the Southeast's deepwater port, the South Carolina Ports Authority is the industry leader in productive operations, big ship handling, efficient market reach, and environmental responsibility.



**IN THIS SECTION:**  
**Site Selection - Trucking**

**SITE SELECTION**



**WATSON LAND COMPANY • [www.watsonipc.com](http://www.watsonipc.com)**

Nestled in the heart of Southern California, Chino is evolving from a purely agricultural hub to the logistics capital of the Inland Empire. Because of the city's strategic advantages, Watson Land Company is proud to unveil the latest generation of our masterplanned communities: Watson Industrial Park Chino. Chino's location gives you premier access to major routes of commerce and the global market. Located near the western border of the Inland Empire, you can quickly reach a number of major highways. By strategically positioning your headquarters at Watson Industrial Park Chino, you can get your goods from your distribution center to the market with ease and efficiency.

**TRUCKING**

**DHL SUPPLY CHAIN • [dhl.com/managed-transportation](http://dhl.com/managed-transportation)**

DHL Supply Chain is the Americas leader in contract logistics and part of Deutsche Post DHL Group. We provide customer-focused solutions to the automotive, chemical, consumer, industrial, life sciences, retail, and technology industries. Solving problems. Pushing boundaries. Creating solutions. It's what we've been doing for 30 years—and what continues to make us different every day.

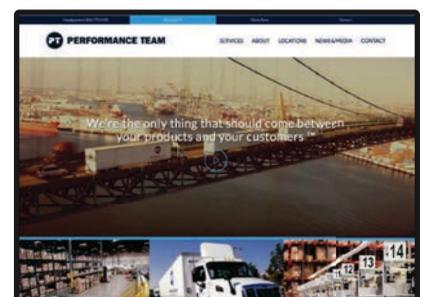


**OLD DOMINION FREIGHT LINE • [www.odfl.com](http://www.odfl.com)**

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.

**PERFORMANCE TEAM • [www.performanceteam.net](http://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.



[IN FOCUS]

# INBRIEF

*New Services and Solutions*

## >PRODUCTS

> To address the safety issues in chocking trailer tires, **Rite-Hite** has released a Global Wheel Chock that, when paired with Approach-Vu, audibly and visibly alerts personnel that a trailer is approaching. The chocking system integrates with the Dok-Lok Style Light Communication System and is available with Rite-Vu auxiliary communication lights, approach detection system, and camera engagement verification to improve loading dock safety.



▲ The **Kalmar ChargePod** charges electric forklift trucks inside a standard 20-foot container. Users can charge two sets of forklift truck batteries simultaneously, and the container is insulated to make it suitable for use in both cold and hot climates, with AC cooling available as an option.

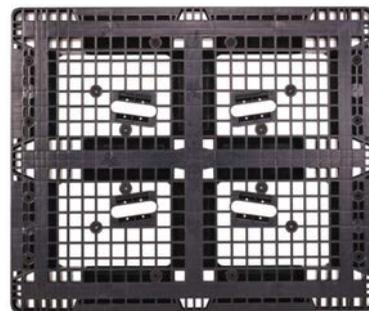
> **Sonoco ThermoSafe's** new Pegasus ULD is the world's first passive bulk temperature-controlled container for pharmaceutical use that is a Federal Aviation Administration-approved unit load device. Engineered with composite materials, the

> Autonomous mobile robot maker **Geek+** introduced the S100C large-size package sorting robot, which has high-speed control belts to process two items in one go. It can handle a variety of goods, making it ideal for distribution centers and cross-docking facilities. Equipped with an independent rotating control chassis and collision avoidance, the S100C can navigate narrow spaces.



Pegasus ULD is lighter and more damage-resistant than traditional metal containers. The FAA approval allows the container to quickly and economically move through international ground handling and customs processes.

> RFID tag maker **Confidex's** new Carrier HF 25x25mm RFID label is designed for use on washable, returnable transport items. The label withstands washing processes and can be printed and encoded with standard RFID printers or be ordered pre-personalized.



> **ORBIS's** new Odyssey plastic pallet is designed for heavy-duty racking applications. The 40-by-48-inch Odyssey pallet

can rack loads up to 2,800 pounds in unsupported racking and provides stability with design features such as optional steel reinforcements and molded-in frictional elements.



> **Air-City** and **SEKO Logistics** now offer shippers fully trackable, 20-22 day, door-to-door deliveries across the United States for inbound ocean shipments from China, Asia, and Australasia that qualify under the \$800 de minimus threshold. SEKO Logistics runs Air-City, which launched the international parcel delivery service after gaining approval from U.S. Customs & Border Protection to process ocean imports through SEKO's container freight station in Long Beach, California.

> Protective packaging provider **Storopack** introduced FOAMplus 5504RC packaging foam, a lightweight polyurethane foam with renewable content. Weighing 0.30 pounds per cubic foot, the foam consists of a sugar-based material and expands and takes the shape of the packaged goods as it hardens to provide shock absorption, cushioning, and void filling for heavy goods.



▲ **DeltaTrak's** enhanced FlashLink Dry Ice USB PDF In-Transit Logger can record in a -82°C (-115.6°F) environment and is designed for dry ice shipments of

time- and temperature-sensitive materials. The loggers continuously monitor and record temperature conditions during shipping, storage, and handling throughout the cold chain.

> **TECHNOLOGY**

> **6 River Systems (6RS)**, part of Shopify, has enhanced its fulfillment solution to help warehouse operators improve site management and gain transparency across multiple sites. To provide visibility, 6RS developed The Bridge, a tool that connects warehouse data operation to a cloud-based control center.

> Cargo shippers can now connect their operating platforms directly to **Delta Cargo** using the air carrier's new free API. This connective technology lets

> Distribution and warehouse facilities have a way to address the surge in bulky, irregularly shaped items: The new **Hyster T7ZAC Heavyweight Handler**. The truck simplifies the unloading and transportation of flat-pack and odd-shaped items by using a ground-level platform that slides under items in tandem with a long, tilting load backrest to pick up and support items during transport.



## IN BRIEF

shippers book and track their shipments from their own platforms, sending and receiving real-time requests directly to Delta.

> **Transflo** partnered with **InMotion Global**, the provider of AscendTMS, to deliver enhanced digital capabilities to SMB shippers through the Transflo app. Transflo customers receive a full subscription to AscendTMS at no cost for 90 days.

> The **SAP Logistics Business Network** added new over-the-road and ocean visibility capabilities, improving end-to-end supply chain visibility for shippers and logistics service providers. The enhancements, resulting from the partnership between **SAP** and visibility solutions provider **project44**, expand B2B connectivity for truckload and less-than-truckload freight contracting.

> WMS provider **SnapFulfil** lets shippers “go configure” with SnapBuddy, a digital adoption platform. The integrated platform provides guidance on how to perform

> **Transfesa Logistics** launched a weekly route to transport olive oil to Belgium from two points of origin in Spain: Seville and Malaga. The company’s road and rail network supports the door-to-door service.



key processes within the WMS, as customers work on a live system without loss of productivity.

### > SERVICES

> **Ingram Micro Commerce & Lifecycle Services** added seven warehouses to its 3PL network to bolster order fulfillment services for retailers in vertical markets including consumer electronics, nutrition, health & beauty, beverages, and fashion.

> LTL provider **Southeastern Freight Lines** launched final-mile service across 89 service centers via a fleet of more than 350 trucks. Southeastern’s final-mile

trucks are the smallest in its fleet, offering delivery to residences, freestanding retail stores, strip malls, and locations where a dock is not available.

> **3PL Langham Logistics** is opening a new cGMP (current Good Manufacturing Practice) warehouse facility in Phoenix, Arizona, to be available to life sciences companies beginning January 2021. The 151,000-square-foot space offers 3,500 controlled-room-temperature pallet spaces, 1,000 spaces at 2°C to 8°C (35.6°F to 46.4°F), and 100 spaces for ultra-low freezer temperature ranges.



> Expedited transport provider **time:matters Americas** added 11 airports to its U.S. domestic same-day air network, bringing the number of available stations to 100. Served by carriers such as American Airlines and United Airlines, the service offers transit times of 45 minutes and upward for shipments weighing up to 200 pounds.



> Packaging and crating technologies manufacturer **PACT** launched Thermo Shield, a paper-based, fire-resistant shipping wrap designed to prevent battery explosions during transport. Thermo Shield utilizes a new technology that actively cools the internal environment

of a corrugated container. The 100% recyclable protective product prevents damage to the outside shipping container, suppresses fumes or gases, and limits external oxygen supply.



> LTL services provider **Dayton Freight Lines** opened a service center in Elgin, Illinois, alleviating freight constraints at surrounding centers located in Des Plaines, Joliet, and Rockford. The 99,640-square-foot facility, built on an 18-acre lot, supports increased demand from shippers in the Chicago market.

>TRANSPORTATION

> **DHL Global Forwarding** launched an airfreight charter connecting Asia Pacific to Europe and the United States to meet demand from shippers in the technology, manufacturing, and life sciences and healthcare sectors. Managed by StarBroker, DHL Global Forwarding's in-house charter team, the twice-weekly charter originates from Chongqing, China, and flies to Amsterdam, Netherlands; Chicago; and Incheon, South Korea, before returning to China.

> **Yang Ming Marine Transport** expanded its Intra-Asia service network by extending its Japan-Taiwan-South China Express (JTS) service to Malaysia, Singapore, and the Philippines. The upgraded

JTS service began Oct. 21, 2020, and employs four 2,800 TEU class vessels on a 28-day roundtrip schedule.

> **ZIM** entered the Australian market with a fast service connecting China with major ports in Australia. The new China Australia Express service offers an 11-day transit time from South China to Sydney, calling on Ningbo, Shanghai, Yantian, Melbourne, and Brisbane.

> **cargo-partner** expanded its LCL services from Asia to Europe by adding a call at the Mediterranean port of Koper. The new routing via Koper improves connections from India, Thailand, and Vietnam to Europe, allowing containers to be shipped directly without reloading and providing time savings for shipments to Southern Europe.



> To enhance its network coverage in China and India, **OOCL** added port calls to Xingang and Busan to its China India Express 3 (CIX3) service. The revised CIX3 now directly connects major ports in China, India, and Southeast Asia.



> **Virgin Atlantic Cargo** extended its cargo-only network to Italy, launching twice-weekly services connecting London Heathrow and Milan. The airline runs Airbus A350 and Boeing 787 flights from London every Thursday and Sunday offering approximately 55 tons of cargo capacity per flight to and from Milan's Malpensa Airport.

# E-CALENDAR Virtual Logistics Events 2020

These events went digital so supply chain professionals can connect with peers and discover the latest learnings remotely.



**OCT  
28-29,  
2020**

## North American Holiday Season E-Commerce Summit

[retailsummits.com/virtual-na](https://retailsummits.com/virtual-na)

Get fresh ideas for e-commerce success during this unique holiday season. Learn how major world events shape the industry, and solidify strategies for culture, digitization, brand loyalty, and the back office.

**OCT 29, 2020**

### SCMI Fall Forum

[bit.ly/FallForumVirtual](https://bit.ly/FallForumVirtual)

Engaging speakers provide insight into how they're preparing to adapt and succeed in today's digital revolution. Key takeaways include how digital transformation will affect human resources, what distribution networks and transportation practices will look like in the future, and how digital supply chains will become intelligent.

**OCT-NOV, 2020**

### Parcel Forum Interact

[parcellforum.com](https://parcellforum.com)

This platform offers multiple dates to join live broadcasts with breaking news, hot topics, educational content, networking with peers in virtual breakout rooms, and live interaction with presenters. Talk to industry experts and ask questions to help solve today's pressing challenges for shippers and carriers.

**OCT 8-NOV 10, 2020**

### MHS Insider Series

[mhsglobal.com/insider-series](https://mhsglobal.com/insider-series)

This series of virtual events delivers global insight on the latest materials handling industry trends, innovations, and workflow strategies. Through panel discussions, webinars, live streaming sessions, and case studies, experts provide first-hand insight on the latest products and industry solutions.

**OCT 10-NOV 10, 2020**

### Global Cold Chain Alliance Virtual Innovation Program

[bit.ly/GCCAVirtual](https://bit.ly/GCCAVirtual)

This new program offers sessions for all levels in all segments of the global cold chain. Attendees can meet with suppliers offering new products and services to improve operations. The platform also provides virtual networking and engagement opportunities throughout the program.

**NOV 3-5, 2020**

### Gartner Supply Chain Symposium

[bit.ly/SupplySymposium](https://bit.ly/SupplySymposium)

Top performers defy conventional thinking during economic, geopolitical, environmental, and social disruptions. This symposium provides supply chain leaders and executives with critical insight, strategies, and frameworks to stay resilient by building agility and strength into their systems and decision-making processes.

**NOV 9-13, 2020**

### Pack Expo Connects

[packexpointernational.com](https://packexpointernational.com)

Attend the first show that provides answers and solutions to your end-of-line and integration packaging challenges. Get up to speed on trends, join interactive communications with industry leaders, and watch live-stream

demonstrations of new technologies and innovations.

**NOV 17-18, 2020**

### CALSTART

[bit.ly/CALSTART](https://bit.ly/CALSTART)

Focusing on the clean transportation market, the first-ever CALSTART meeting brings together 400 leaders and decision-makers in key industries. This interactive two-day program showcases thought leaders, discussion groups, a look toward the future, and milestones achieved during this unprecedented year.

**NOV 17-18, 2020**

### Digital Transformation for Manufacturing

[bit.ly/DigitalTransVirtual](https://bit.ly/DigitalTransVirtual)

Be part of a global shift in manufacturing and join discussions with other experts leading digital transformations at their companies. Learn the business value of new technologies such as automation, robotics, augmented reality, and IoT. Debate different strategies and share ideas on how to prepare your workforce to use advanced technologies.

**NOV 17-18, 2020**

### Digital CX 2020

[bit.ly/DigitalCXLive](https://bit.ly/DigitalCXLive)

Businesses that provide the most seamless integration of the physical and digital world will achieve greater customer

acquisition and retention. Learn how to provide a seamless omnichannel experience, leverage customer journey mapping, improve ease of use, and utilize personalization to ensure you optimize your digital offerings.

**DEC 1-2, 2020**

### Operational Excellence in Energy, Chemicals & Resources

[bit.ly/OpExcellenceVirtual](https://bit.ly/OpExcellenceVirtual)

Unlock immediate value in your operations with best practices from industry leaders and technology experts discussing how to drive disruptive innovation and data-driven transformation. Deep-dive case studies demonstrate how to build a high-reliability organization and explore intelligent automation and the connected worker.

**DEC 2-3, 2020**

### CLO Exchange Virtual

[bit.ly/CLOExchange2020](https://bit.ly/CLOExchange2020)

With a focus on creating value in times of uncertainty, attendees can join live Q&A sessions, explore technologies like augmented reality, and address pressing leadership challenges at this event. Thought leaders from leading global enterprises discuss how you and your teams can support and develop your organization's learning culture in the age of digital transformation.



## Logistics Planning Software

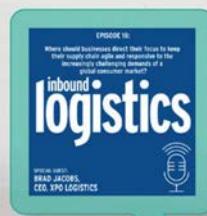
- Continuous Move Planning
- Backhaul Matching
- Fleet Deployment
- Network Design
- Routing and Scheduling
- Fleet Sizing
- Supply Demand Matching
- Paratransit Routing



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### United States Postal Service Statement of Ownership, Management and Circulation

(Required by 39 USC 3685)

- 1. Publication Title:** Inbound Logistics
- 2. Publication No.:** 703-9903
- 3. Filing Date:** October 2020
- 4. Issue Frequency:** Monthly
- 5. Number of Issues Published Annually:** 12
- 6. Annual Subscription Price:** Request
- 7. Complete Mailing Address of Known Office of Publication:**  
Five Penn Plaza, New York, NY 10001
- 8. Complete Mailing Address of Headquarters or General Business Office of Publisher:** Five Penn Plaza, New York, NY 10001
- 9. Full Names and Complete Mailing Addresses of:**  
**Publisher**—Keith Biondo, Five Penn Plaza, New York, NY 10001  
**Editor**—Felecia Stratton, Five Penn Plaza, New York, NY 10001
- 10. Owner:** Thomas Publishing Company LLC  
Five Penn Plaza, New York, NY 10001  
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J. Andrade, Five Penn Plaza, New York, NY 10001

15. Extent & Nature of Circulation	Average No. Copies Each Issue of Circulation During Preceding 12 Months	Average No. Copies of Single Issue Published Nearest to Filing Date
a) Total No. Copies	48,560	42,314
b) Paid and/or Requested Circulation	44,954	38,529
c) Total Paid and/or Requested Circulation	44,963	38,538

d) 1. Free Distribution by Mail	1,501	1,456
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f) Total Free Distribution	3,866	1,456
g) Total Distribution	48,830	39,994
h) 1. Copies not Distributed	197	2,320
2. Return from News Agents	-	-
i) Total	49,027	42,314
Percent Paid and/or Requested Circulation	92.08%	96.36%

**17. Signature and Title of Editor, Publisher, Business Manager or Owner:** Keith Biondo, Publisher

### Combined Statement of Digital and Print Circulation

**1. Publication Title:** Inbound Logistics

	Average No. Digital Copies Each Issue During Preceding 12 Months	No. Copies of Single Issue Published Nearest to Filing Date
Printed Circulation as reported on PS Form 3526, Line 15C	44,963	38,538
Digital Circulation	21,065	23,715
Total Circulation	66,028	62,253

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# STIRRING UP SOLUTIONS

**\$64B**

Projected growth of the alcoholic beverages market in the United States from 2020-2024, according to research company Technavio

## **FUTURE PROOF**

Distributor Southern Glazer's Wine & Spirits is giving its e-commerce platform Proof more pop. Letting beverage retailers and distributors more efficiently place and manage orders online, the platform now has search functions with broader criteria such as brand, grape variety, price, type of container, and value-added packaging. With about 80,000 platform users, the company aims to reach 100,000 in the next few months. So far in 2020, the digital commerce platform has generated \$550 million in total sales and 3,000 to 5,000 daily transactions with an average weekly digital sales volume of \$27 million.

## **SHAKE IT UP**

Classic cocktail delivery service Sourced Craft Cocktails poured its resources into a new business model: home delivery. Pivoting from a B2B distribution setup, the service hired out-of-work bartenders to deliver customers' orders, growing its volume 100-fold from serving 20 large business orders per week to managing 2,000 individual home orders per week. To add delivery functionality, it brought last-mile delivery software company Onfleet into the mix.

## **RETAIL STORES ON TAP**

Alcohol delivery app Drizly is tapping technology to partner with liquor stores, turning them into e-commerce distribution centers to keep up with shifting demand. Drizly works with more than 2,200 retailers across the United States to deliver beer, wine, and other alcoholic beverages to consumers via in-person drop-offs. By teaming up with its retail partners and leveraging technology, the platform is providing contactless deliveries and aiming to whittle delivery time to less than two hours.

*Out with the old fashioned. These companies are concocting e-commerce solutions as alcohol sales flow online.*



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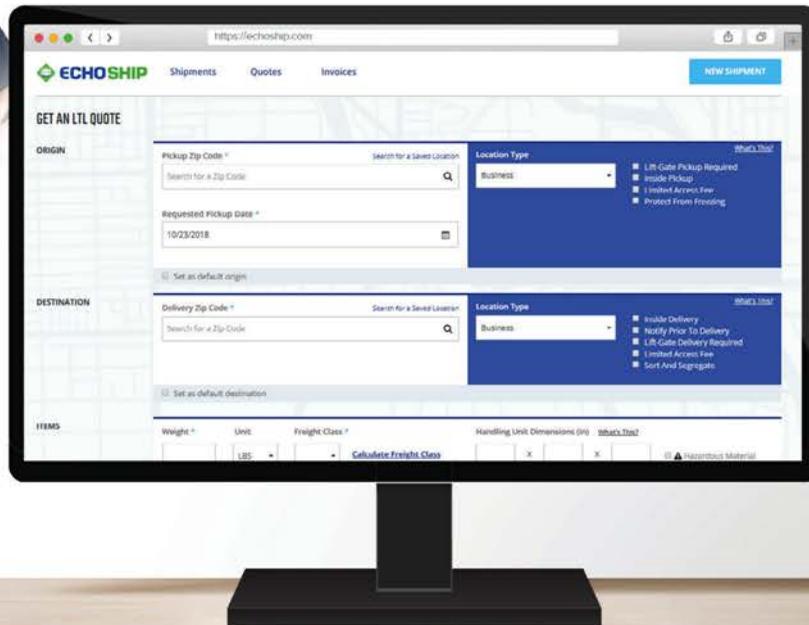
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