

SEPTEMBER 2021

SPECIAL REPORT

**FREIGHT BILL
AUDIT & PAYMENT:
FIRING ON ALL
SYNAPSES**

a **THOMAS** company

inbound logistics

THE MAGAZINE FOR DEMAND-DRIVEN ENTERPRISES

**TRUCKING STRATEGIES
TO KEEP YOUR FREIGHT
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Top 100 Truckers

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Info **SNACKS**

BITE SIZED SUPPLY CHAIN/LOGISTICS INFORMATION

9 MONTHS...OR LONGER

The average wait for new furniture deliveries, as reported by Wayfair, La-Z-Boy, and other retailers. Delays reach unexpected lengths as some supply chain and shipping struggles remain unresolved and furniture demand surges amid the pandemic.

IF YOU NEED ME, I'LL BE IN THE CAN

A four-story, five-bedroom Williamsburg, Brooklyn, house, which looks like a large rectangle cut at an odd angle, was constructed entirely of 21 shipping containers.

Assembled on a 25 x 100-foot corner lot, the containers were "cleverly stacked" to create the slanted shape, according to Dirt.com. Architects placed three containers side by side, and sliced them at an angle before they stacked them together to form the home's slanted shape.

The 3,500-square-foot house features a wood-burning fireplace, home office, terrace, den, two driveways, and a garage.



A Drive to Dive

Mitch Palmer, a professional company driver for Schneider, is one proud dad. His 29-year-old daughter **Krysta Palmer** not only took home a bronze medal in the individual 3-meter springboard at the summer Olympics, but she also made history by becoming the first American woman in 33 years to make the podium for diving.

TRANSPORTATION GETS A LYFT

Detroit automaker Ford, its autonomous technology partner Argo AI, and ridesharing provider Lyft plan to introduce a commercial, autonomous, ride-hailing service. The companies will deploy self-driving Ford vehicles in Lyft's network in Miami later in 2021 and in Austin, Texas, beginning in 2022. Although the vehicles will drive themselves, drivers will ride behind the steering wheel. The companies are nearing agreements to operate at least 1,000 autonomous vehicles in multiple markets over the next five years.



THE UNMANNED AND THE SEA

Drone manufacturer Volansi completed the first-ever autonomous ship-to-ship drone deliveries. Two vertical takeoff and landing-capable unmanned aircraft made three successful deliveries between a U.S. Navy ship and a U.S. Coast Guard vessel off the coast of Key West, Florida, marking a milestone in the Navy's push for new unmanned logistics concepts to support its fleets.

7 weeks
265 million hours
\$4.2 billion

What the average warehouse wastes per year on unnecessary motion.

— U.S. Census Bureau

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In an exclusive annual survey, *Inbound Logistics* takes the trucking market's pulse in highly unusual times, polling motor carriers and shippers to discover how they're navigating today's market.

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TOP 100 TRUCKERS 2021

Selected by *Inbound Logistics* editors, the annual Top 100 Truckers list honors responsive and innovative carriers and serves as a comprehensive guide for shippers seeking reliable and cost-effective partnerships.

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FREIGHT BILL AUDIT & PAYMENT: SPARKING SYNAPSES

In a globalized, fast-paced market, businesses need to fire off rapid and accurate insight to thrive. These freight bill audit and payment firms activate solutions and process improvements for shippers' transportation networks.

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9 WMS MUST-HAVES

Modern warehouse management systems can help shippers streamline inventory and shipping processes as consumers flood e-commerce sites. Consider these WMS must-haves to meet current and future needs.

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WMS GUIDE 2021

Warehouse management systems are coveted now more than ever as consumer behaviors continue to shift. This short list of leading solutions can help your business stay agile to meet surging fulfillment demands.

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RETAIL GETS BACK TO WORK

As workplaces reopen on varying schedules, e-commerce retailers flex to accommodate upticks in consumer and business spending on everything from workwear and cosmetics to electronic equipment.

WHERE IN THE WORLD IS MY TRUCK!?



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save on space and
emissions*

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When a series of explosions rocked Eastman Chemical, its BlackBerry emergency notification system ensured its 7,000 employees and 3,000 contractors across 850 acres of land were notified and responded to shelter-in-place alerts until the site was safe.

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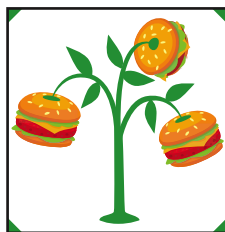
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BEYOND MEAT NAVIGATES DISRUPTION

To address major disruptions in the meat supply chain, plant-based protein company Beyond Meat pursues new partnerships with fast-food chains. While its products are a logical alternative, they aren't without their own supply chain risks.

bit.ly/BeyondMeatDisruption



THIRD-PARTY FULFILLMENT PREDICTIONS

The continued proliferation of third-party fulfillment options means Amazon and its shipping partners—FedEx, UPS, USPS, DHL, and regional couriers—will have a hard time keeping up with the volume. Will the trend continue?

bit.ly/FulfillmentPredictions



ENABLING SUPPLY CHAIN AGILITY

To ensure agility and prevent future disruptions, many companies are adopting new processes to manage labeling and supply chain complexities. They are also looking for providers that offer services and support to help them keep pace with these challenges.

bit.ly/SupplyAgility

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CHECKING IN

Dollar Tree— Winning Through Logistics



Keith Biondo, Publisher

What can a great logistics operation do for a company in this economy? Lots more than move boxes around, as it turns out.

Take the logistics team at Dollar Tree as an example. Over the years, the discount variety store has invested in the kind of logistics operations associates who keep the company financially sound while pleasing their customers, even in Virus Times.

To give you an idea of the supply chain mission's scope, here are some Dollar Tree facts. Most importantly, the majority of products the company sells comes from overseas. Dollar Tree imports more containers per \$100 million in sales than other large retailers.

"We have an out-sized impact from freight cost increases" on the 90,000+ containers each year, says CEO Michael Witynski. Rising transportation costs set Dollar Tree back an additional \$200 million a year.

Pipeline inventory costs have ballooned, too. "Transit times from Shanghai to Chicago more than doubled to 73 days from 35 days," Witynski says. In the past, the company reported that shipping lines would fulfill 85% of its contracts. These days, it hovers around 65%. Diverting to air freight is not an option due to the mercurial increase in airfreight rates, limited capacity in those lanes, and "dollar" products the stores sell.

Despite these challenges, the company is doing quite well in terms of profits, sales, expansion plans, stock price, and earnings performance. What accounts for this shining beacon of supply chain success in tough times? The reason was years in the making.

From the CEO and across the C-suite, management lauds the skill, spirit, and single-minded focus on supply chain and logistics excellence. Given Witynski's prideful statements and respect he gives to the company's logistics pros, he sounds like a member of the logistics team.

Can a great logistics operation and a great logistics team keep inventory levels at the right size to serve customers? It can. Can a logistics team that's on top of their game keep prices low enough to satisfactorily serve the cost-conscious sector of the buying public? Yes they can. Can a stellar logistics team give you the financial stability to invest in expansion, add more retail outlets, and right-size inventory to sidestep stockouts and supply chain disruption in a pandemic global economy? Yes, yes, and yes. What about pleasing Wall Street and its investors? Yes it can.

If this sounds like a commercial for Dollar Tree, it isn't. It's a commercial for investing in logistics operations and consistently recognizing, respecting, and rewarding the logistics pros who make it all work—before it hits the fan. Dollar Tree stands as an example that companies of any size can follow.

Keith Biondo

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What's the first thing you would do to address the truck driver shortage?

IMPROVE THE QUALITY OF LIFE ON THE ROAD.

"Shipper of choice" and "broker of choice" wouldn't be terms because they would be the norm, not the exception.

Clean accommodations and safe resting/sleeping areas would be everywhere. Getting trucks loaded in under two hours would be the expectation everywhere in every sector. Higher standards for drivers from all partners = a better job = more drivers.

—Justin Frees

Chief Capacity Officer, Arrive Logistics

THE ANSWER ISN'T ONLY MONEY.

Driver wages do need to improve, but we must also recognize driving a truck is a lifestyle. Addressing the truck driver shortage comes down to improving the culture and making it a better experience. This means taking steps to improve productivity, which includes implementing more efficient routes, more flexible appointment windows, and faster loading and unloading times.

—John Lower

Vice President

GEODIS Capacity Solutions

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RECRUITMENT CAMPAIGNS

and allowing 18-year-olds into mentorship programs could help curb current and future truck driver shortages.

—Michael Salz

President, Bulk Tank Truck
Odyssey Logistics & Technology

INTELLIGENT FLEET AND SAFETY MANAGEMENT SOLUTIONS

are a great way to abate driver shortages—this technology gives fleet managers the ability to do more with less and create the most efficient business model possible. With limited vehicle supply due to the chip shortage in addition to the ongoing driver shortage, it's important for fleet managers to have access to real-time location and health of the fleet and equipment as well as data about their workforce so they can make smarter decisions.

—John Carione

Vice President, Marketing, IntelliShift

INSTEAD OF ADDING MORE to what you have, using what you already have more efficiently is the way to go about it. See where the gaps are in your planning and routing, and how you can optimize that.

—Marc Meyer

Chief Commercial Officer, Transmetrics

ORGANIZE A DAY SESSION for leaders of the National Association of Independent Truckers and the National Association of Small Trucking Companies to meet with Mike Rowe from *Dirty Jobs*. Using Rowe's personality and audience, with their reach and funding, give them a mandate to develop a continuous national campaign to change the image of truck driving to one that provides independence, fiscal rewards, and a positive lifestyle to destigmatize the profession and recruit new drivers.

—John Reichert

Senior Director, SCE Solutions, Tecsyst

PERFORMANCE-BASED REWARDS

for drivers, similar to commission bonuses, would boost the role's attractiveness. Despite the extensive training required, driving has historically been classed as low-skilled, and the pay has reflected that. But in the same way the commercial team is important for winning the business, drivers are important for retaining it.

—Matt Paxton

Head of Road, Zencargo

CREATE AN ONLINE NETWORK

to connect qualified drivers to prospective brokers and transportation companies so that when one contract ends, drivers can quickly pick up another one. I'd also develop a driver-specific education program focused on the fundamentals of owning a delivery business.

—Wendy Greenland

CEO, Openforce
CLDA Member



Drive Out Wasteful Practices

Urgently address detention time. The odds that a truck driver will crash increases by 6.5% for every 15 minutes they wait on the loading dock, according to the Department of Transportation). By streamlining shipping and receiving with artificial intelligence, drivers will have the safe and efficient workplace they deserve.

—Sam Lurye
Founder, Kargo

Leverage technology to do more with less in order to reduce operational friction. I would optimize my drivers' time and give them the ability to see what trailers are loaded/unloaded, exact pick-up locations, and trailer odometers for maintenance.

—John Krumheuer
President, Transportation
Spireon

Increase lead time and limit deadhead. Last-minute loads often increase stress on both drivers and operations teams. Instead, offer pre-dispatch and plan as far out as possible to allow drivers to curate their own schedule while also working to limit deadhead miles by providing drivers with roundtrips as much as possible.

—Corey Riggins
Director, OTR and Carrier Procurement
NEXT Trucking

Use technology that plans driver schedules according to their preferences. If drivers have greater control over their work week and their managers are working hard to improve their quality of life, improvements in recruiting and retention will follow.

—Belinda Rueffer
Director, Marketing, Axele.com

UNDERSTANDING THE NEXT

GENERATION of drivers' expectations is critical. Our Drivers Wanted research study uncovered that delivering on these expectations through investments in driver safety and quality of life, providing pathways toward career advancement, reducing barriers to entry, and building long-term strategies can help businesses attract and retain drivers.

—Nick Shroeger
Chief Network Solutions Officer
Coyote Logistics

FOCUS RECRUITING EFFORTS TOWARD UNTAPPED MARKETS

such as females or couples in general. Women make up roughly 47% of the nation's workforce but currently account for only about 6% of commercial truck drivers. The pandemic has more people working from home; some of those individuals may be ready to travel the country. What better way than for a couple to partner up as a team to drive a truck?

—Dee Dee Cox
Vice President, Human Resources
Old Dominion Freight Line

INNOVATE DRIVER ENGAGEMENT PROGRAMS

with technologies that align driver and company goals. For example, new tools are available that gamify the driver experience and increase daily collaboration and engagement. The result is increased

satisfaction and savings opportunities that can be shared with drivers via incentive programs.

—Daniel Burrows
CEO, TruckLabs

CHANGE THE RULES TO BE MORE

FLEXIBLE. Allow the industry to recruit veterans with similar experience without the need for retraining and certifications, encourage diversity—more people of color and women—focus on driver compensation, and utilize advanced technologies such as automation.

—Sid Gaitonde
SVP and General Manager
Digital Logistics Solutions
PDI Software

FOCUS ON THE DRIVER EXPERIENCE.

From an intermodal drayage perspective, this means improving intermodal ramp fluidity to reduce cycle time. Drivers who experience delays and poor equipment quality will often leave for what they consider to be "easier" freight. Focus on improved in-gate and out-gate processes combined with proactive equipment maintenance.

—Jack Haenggi
General Director, Strategic
Services, Loup

STRENGTHEN THE TALENT PIPELINE

to ensure we engage the next generation of drivers. As an industry, establishing apprentice programs for

new drivers and creating a welcoming environment for women and under-represented groups is critical.

—Jim Monkmeyer
President, Transportation
DHL Supply Chain, North America

START BY DISPELLING MYTHS about trucking. Many potential drivers feel deterred by learning a new skill set, but the highly automated functionality in today's modern trucks reduces the learning curve. With route optimizations, it's possible to offer drivers shorter, regional routes so they can get back home to their families quickly.

—Greg Price
CEO & Co-founder
Shipwell

Have a great answer to a good question?

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

What spot shortage do you predict next?

We'll publish some answers. Tell us at editorial@inboundlogistics.com or tweet us @ILMAGAZINE #ILGOODQUESTION






[INSIGHT]

DIALOG

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**Re. September 2014
Checking In:
Build Your Driver-
Friendly Brand**
bit.ly/driver_friendly

Your September 2014 column talked about how shippers and receivers need to care about the driver experience. It's basic to running a better business.

But I don't think we've seen noticeable progress. Your ideas are all sound and affordable. The expanded hours can help everyone. But it's still an "us vs. them" mentality.

What do you think can be done to make progress here?

—**Danny R. Schnautz**
Clark Freight Lines Inc.

Publisher Keith Biondo replies:

Today, things are tough and angst is heightened given that transportation costs are rising. Trucking costs are part of that.

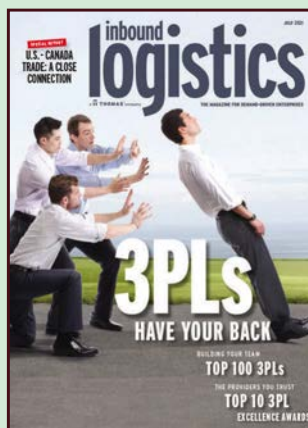
For example, Dollar Tree (*see my Checking In column, page 8*) cites rising costs as a challenge to profitability. But it also lauds its logistics team for trying to keep costs down, which they are doing.

That kind of pressure from the top certainly has an impact on the front lines—especially trucking costs, ultimately drivers.

Sadly, in this environment, I am not sure what can be done to change the mindset of shippers and brokers.

EDITOR'S NOTE:

We invite you to share your insights and perspectives on this question: What can be done to make progress on moving the mindset away from "us vs. them"? Email: editorial@inboundlogistics.com



My dispatchers and I had a good laugh over your July 2021 cover. We feel that the guy falling backwards is the 3PL (operating nothing but a telephone) and the guys catching him are us carriers, providing drivers, trucks, and the necessary infrastructure to actually move the shipments.

—**Greg Gay**
President
B-D-R Transport, Inc.

EDITOR'S NOTE:

We decided to *not* label the people in this image and leave it up to our readers to fill in the blanks. This is one reader's take; what's yours? Tell us at: editorial@inboundlogistics.com



**Re. 11 Supply Chain
Predictions for 2021**
bit.ly/2021_SC_predictions

Despite shortages and shipment delays, supply chains have been implementing new strategies and turning to technology to solve challenges.

So even though certain shortages might persist through the holidays, by facilitating real-time updates and tracking with business analytics and supply and demand forecasting, brand supply chains can overcome these disruptions and still meet sales goals.

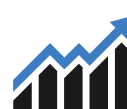
—**Kevin Beasley**
CIO, VAI

While the resurgence of COVID-19 has created another element of uncertainty heading into peak season, we're seeing cautious optimism around how supply chains have adapted to the challenges of the past year.

Businesses have put in place new supply chain strategies and established

partnerships with logistics providers that can help them manage through this volatile environment.

—**Ross Spanier**
Executive Vice President, Direct Channel
GlobalTranz



**Re. E-Commerce
Fulfillment: DC Strategies
for Riding the Surge**
bit.ly/e-fulfillment_surge

The adoption of new tools and processes in fulfillment operations is unlikely to fade.

Robots and automation will continue increasing productivity and fulfillment. Curbside pick-up and home delivery requirements will increase to meet consumer expectations. Distribution centers will need to continually align and prioritize their strategies to the new normal while enabling flexibility to adapt to future changes in customer and partner demands.

—**Steve Shebuski**
Vice President, Digital Strategy
Blue Horseshoe

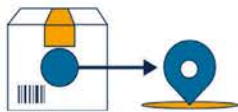


**THE GLOBAL GATEWAY SOLUTION WITH THE FLEXIBILITY
AND TECHNOLOGY NEEDED FOR BUSINESS GROWTH**

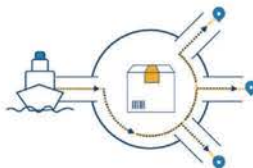
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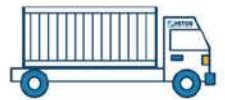
Distribution



Transloading



Transportation



Drayage



10 TIPS

Improving Packaging Performance

The packaging used throughout the supply chain, and its management, plays a crucial role in optimizing your operation. Reusable packaging can't be considered on its own, and it must be evaluated in the context of the entire supply chain system.

1 EVALUATE PACKAGING FOR USER ENGAGEMENT.

Reusable packaging solutions aren't always the right fit. Ensure your packaging interfaces well with everyone it will encounter along its supply chain journey before implementing a reusable program. For example, if you ship your reusable packaging to suppliers, make sure they agree to ship it back. Similarly, if forklift truck drivers often handle your packaging, they must do it properly to reduce damage.

2 WORK WITH AN EXPERT

A specialized packaging partner helps ensure you maximize returns and optimize packaging. Some suppliers may tell you that their manufacturing process minimizes your costs. While you may save on the packaging, you could miss out on the long-term benefits of converting to reusables over time. An expert can help identify the best packaging to reduce costs in other areas and find opportunities to increase productivity.

3 DESIGN FOR AUTOMATION.

Make sure your packaging fits your automated systems ahead of time. It can be more costly and time-consuming to retrofit your packaging to your automated systems. When selected before implementing an automated system, your packaging can be designed to reduce your startup and overall system costs.

4 OPTIMIZE FOR LOGISTICS.

Space considerations are an important factor when selecting packaging. How do you ensure you're maximizing the number of units per truckload? Do you need a solution that's stackable to save space? Will nestable or collapsible products help reduce return-trip costs? Certain packaging solutions allow you to increase pack density to ensure you minimize your freight costs per piece.

5 LOOK AT INNOVATIVE MATERIAL STREAMS.

Explore incorporating recycled content into your reusable plastic packaging to meet supply chain sustainability goals. For example, some packaging suppliers can incorporate different sources of recycled content into returnable packaging solutions. If your company makes plastic products that have scrap

left over, some packaging providers will incorporate that material into reusable packaging for your supply chain. Some companies also recover and repurpose ocean-bound single-use plastic waste.

6 MANAGE PACKAGING FOR LONG-TERM BENEFIT.

Maximize returns by collaborating with a packaging provider that will continue to evaluate your system for added benefits. They can provide services or best practices on how to track your packaging and ensure that the system is providing the right amount of packaging, at the right place and at the right time.

7 EVOLVE WITH NEW TRENDS.

Don't be the last to adopt. Consider how your packaging supports trends such as automation, e-commerce, and sustainability. When adopting new technologies, pick the optimal packaging for that system.

8 ADDRESS DIVERSE PACKAGING NEEDS.

Working with a provider that offers a variety of packaging solutions, from standard pallets and totes to custom options, can give you the solutions for every point in your supply chain.

9 HAVE ONE POINT OF ACCOUNTABILITY.

Use one supplier to not only best manage your packaging and how you're being serviced, but also your time. For example, using one supplier ensures that all components of your packaging are compatible.

10 ALLOW TIME TO ADAPT.

When implementing a new packaging program, a period of change management needs to occur. Since new packaging also introduces new behaviors and processes, train early and often to effectively manage change and ensure program success.

SOURCE: NORM KUKUK, EXECUTIVE VP OF SALES, ORBIS CORPORATION

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Beer, Wine & Spirits

UNCORKING SUSTAINABLE BOTTLES AND PACKAGING

A new generation of packaging could make wine, spirits, and beer production cheaper, faster, and more sustainable. Here's a look at some packaging innovations in the works, the Beverage Media Group reports:

New plastics: British packaging company Garçon Wines created a flat wine bottle made of recycled PET, which is 87% lighter than glass. It packs tightly into cartons without added packaging, fitting 91% more product on each pallet. Better use of space, shorter loading time, and faster deliveries add up to savings for winemakers and a 50% reduction in emissions.

Replacing glass: Frugalpac's paper bottle, similar to a bag-in-box but molded into a Bordeaux-style bottle shape, is made from 94% chemical-free, recycled paperboard fused with water-based glue. Five times lighter than a glass bottle, it resists spills, humidity, and breakage from a five-foot drop. And its carbon footprint is 84% smaller than glass.

Six-pack rings: Corona recently introduced a recycled barley-straw six-pack holder. Design firm Spearhead Group eliminated plastic packaging for Don Julio's margarita kit, replacing it with a clamshell case made from bottle-hugging cardboard, which is cheaper and 20% lighter.

Returnable bottles: New York-based startup Good Goods created a reusable wine bottle, and gives a \$1 store credit for each returned bottle. The incentive works: The pilot program saw an 88% return rate among 4,000 consumers.

Shrinking product: BrewVo's patented brewing method separates out water and alcohol, producing a nonalcoholic beer with six times the flavor density. It's shipped in a small bag-in-box, and water and alcohol is added at the destination. It's 86% lighter than kegs, significantly reducing shipping emissions.

THE BIGGEST SOURCE OF CARBON EMISSIONS IN WINE PRODUCTION IS MAKING AND SHIPPING GLASS BOTTLES, WHICH COMPRISE 51% TO 68% OF WINE'S CARBON FOOTPRINT.

— Beverage Media Group



SOME STATES IN LOW SPIRITS

Liquor shortages in several U.S. states will likely continue into 2022, local news outlets report. Bars and restaurants struggle to stock their shelves now that some COVID-19 mandates are lifted and consumers venture back out, and the high demand is straining supply. Three reasons why:

- 1. State limitations:** North Carolina establishments must purchase alcohol from the state Alcohol Beverage Control (ABC), and Vermont and Ohio from the Division of Liquor Control. These state-run spots have been inconsistently stocked, with July 2021 sales at ABC stores up 38% compared to July 2019.
- 2. Labor shortage:** The labor shortage among truck drivers, dock workers, and warehouse employees on top of congested ports, slower manufacturing, and more expensive raw materials has disrupted liquor supply chains and small businesses across the country.
- 3. Materials:** Not only is there a lack of glass bottles, aluminum cans, corks, and kegs for small breweries and distilleries, but also packaging materials such as the paper for labels and the crowns that sit on top of bottles.

ON-DEMAND ALCOHOL WITH A SLURPEE CHASER

On-demand delivery became essential during the pandemic as consumers ate and drank mostly from home—so much so that it has become an expectation. As a result, 7-Eleven is upping its convenience factor by delivering beer and wine to consumers' doorsteps in 30 minutes to one hour.

The convenience store chain teamed up with Minibar Delivery, an alcohol delivery service provider, to provide the new service. The initial launch will take place across 600 7-Eleven stores in Florida, Texas, and Virginia.

Consumers can use Minibar Delivery's app or website and choose from 7-Eleven's wide selection of wine and beer, as well as the store's top sellers such as Slurpees, hot dogs, pizza, and chips.

In the past year, 7-Eleven's delivery footprint has more than doubled, with 90% of its stores offering delivery via third-party providers or its app, the company says.





ANHEUSER-BUSCH: SUSTAINABILITY ON TAP

Big brewer Anheuser-Busch is investing \$64 million to install solar panels and emissions-reduction technology at its Los Angeles brewery, the largest solar installation of any brewery in the United States. Its other green initiatives include:

- Making all domestic beer with 100% renewable energy by 2021.
- Reducing carbon emissions by 25% across its value chain by 2025.
- Making 100% of its packaging from majority recycled content or returnable content by the end of 2025.
- Recently started bringing products to market in cans made from low-carbon aluminum.
- Implementing How2Recycle's labeling system to help consumers recycle and address the end of its value chain.
- Rolled out the new label in summer 2021 for its Bud Light products, the first major beer to use the How2Recycle label.

GRAB-AND-GO COCKTAILS SHAKE UP MANUFACTURERS

Consumer demand for healthier and more convenient alcoholic beverage options is overflowing. Manufacturers are getting into the mix by introducing more single-serve packaging such as cans, as well as lower-alcohol products. Shippers and service providers should keep an eye on these liquor supply chain trends, says ResearchAndMarkets.com:

- Spirits-based, ready-to-drink cocktails, typically available in single-serve packaging, will maintain the largest revenue share from 2021 to 2028.
- Cans rapidly gain ground in the wine industry due to convenience (no corkscrew needed), lower costs, and recyclability.
- In terms of packaging, cans will experience the highest growth due to increasing demand for easy-to-carry, grab-and-go packaging.
- Canned wine is easy to store and stack, making it a preferred option for e-commerce distributors.
- Wine-based drinks, perceived as healthier than spirits and malts, are the second fastest-growing segment.
- Consumers are switching to lower-alcohol drinks flavored with juices such as lemon, cranberry, orange, and passion fruit.
- As more organic, gluten-free, and keto-friendly ready-to-drink cocktail options become available, more consumers are buying them.
- More premium options for pre-mixed cocktails with high-quality flavors, taste, and package design will enter the market and drive growth.

THE GLOBAL READY-TO-DRINK COCKTAILS MARKET WAS VALUED AT \$714.8 MILLION IN 2020 AND IS EXPECTED TO INCREASE AT A COMPOUND ANNUAL GROWTH RATE OF 12% FROM 2021 TO 2028.

— ResearchAndMarkets.com

CRAFT BREWERS CAN'T CAN IT

Breweries embraced to-go-friendly cans instead of kegs when bars and restaurants shut, and now are struggling to find aluminum can suppliers due to high demand.

States with a high concentration of craft breweries are more affected than others. For example, more than 30 breweries in Colorado shut down during the pandemic.

Because more consumers seek sustainable alternatives to single-use plastics, the demand for cans won't likely subside. On top of that, sales of canned hard seltzers bubbled over to more than \$4.6 billion in the past year, Nielsen reports.

A few U.S. can manufacturers exist, but they mainly work with large brewers like Anheuser-Busch or Molson Coors. Most craft brewers, defined as producing 6 million barrels of beer or less per year, don't have access to the same resources.

Consequently, some brewers are sticking new labels on empty cans stamped with beers they no longer sell. Some breweries that didn't package beer on-site before the pandemic have added small canning lines or hired mobile canners that bring equipment to the plant.

Ball, one of the world's largest can producers, is increasing new production lines and building three new plants, adding at least 6 billion units of can capacity.

"OUR BREWERS HAVE PLENTY OF BEER. THEY JUST DON'T HAVE BOTTLES, KEGS, AND CANS TO PUT IT IN."

— Mac McHugh, General Manager,
Heidelberg Distributing Company

DEUTSCHE POST DHL BELLIES UP TO THE BAR

In its largest acquisition in 16 years, Deutsche Post DHL inked an agreement to purchase Germany-based J.F. Hillebrand, which focuses on ocean freight forwarding, transportation, and logistics for beverages, bulk liquids, and other products requiring special care.

Hillebrand brings specialized capabilities that will provide DHL customers, particularly in the alcoholic beverage, food, and bulk liquid segments, with additional value-added services, the company says.

For example, it will provide access to high-quality flexitanks, which are flexible bladders that fit inside standard shipping containers, and used to transport liquids in bulk. Hillebrand's IT platform will also fit well with DHL's suite of tools and digitization strategy, which focuses on simplifying and optimizing customers' shipping processes.

While DHL Global Forwarding already offers specialized alcohol delivery with its Gori wine and spirits business, Hillebrand will add new services that increase volumes on several trade lanes, the company says.

LEADERSHIP

Conversations with the Captains of Industry

Retailers, Suppliers, and the Ties that Bind



Kevin Williamson
CEO, RJW Logistics Group

From leading new data technology efforts to recruiting and cultivating top talent, Kevin Williamson's days are filled. When he does find spare time, he spends it focusing on innovations that will improve his company even more.

by Merrill Douglas

Since the start of the pandemic, RJW Logistics Group and its customers have struggled to balance soaring consumer demand with constrained product supply. "About 10% of deliveries were canceled due to lack of inventory during the pandemic," says Kevin Williamson, CEO at RJW in Woodridge, Illinois, whose customers supply products sold in major retail chains.

Besides consolidating customers' shipments and transporting them to retailers' distribution centers, RJW often serves as a liaison between companies that make food and beverages, consumer packaged goods (CPG), and other products and retailers such as Walmart, Kroger, and Amazon. In the worst of the pandemic crunch, for instance, RJW encouraged some suppliers to devote their production lines to best-selling products, while persuading retailers not to impose fines when suppliers can't deliver every item listed on their purchase orders.

Williamson recently discussed how he's leading RJW through the pandemic and other challenges, and gave us a look at what the company has in store for the near future.

IL: Until recently, RJW Logistics Group was a family business, founded by your parents. How did you get involved and why did you stay?

I joined the company in 1994, without really knowing what I wanted to do. I had a mentor who trained me on the asset side of the business. Between his work ethic and my father's, I was inspired to jump into things.

Once I had a taste of trucking, I loved it. Back then, we ran less-than-truckload (LTL) loads to the Southeast. I enjoyed the challenge of developing relationships with people in the Chicago market, trying to get them to give me their freight and then delivering it on time. The Chicago market at that time provided limitless opportunities to grow the business.

IL: What's at the top of your agenda these days?

One of our latest initiatives is new technology we've developed that draws data from our various systems for warehouse management, transportation management, enterprise resource planning, imaging, tracking, and everything else. We bring this data into a dashboard to give both suppliers and retailers insights into their sales and costs.

For example, a supplier might see that one of its products is trending on Amazon and at CVS and Walgreens, but hasn't

been introduced to Walmart. We also do inventory forecasting, looking at what we ship out of our DCs when, and how much safety stock they should hold, based on x weeks of sales plus historical data. We can show suppliers what it costs them for us to service different items.

We also put a lot of effort into showing retailers how consolidation can drive down costs, improve efficiencies, and reduce carbon footprints by putting several orders on one truck, rather than sending multiple trucks with LTL shipments.

IL: What advice do you offer customers on how to deal with shortages of raw materials and tight transportation capacity?

Building safety stock going into the third and fourth quarters of 2021 will be key. Continue to watch your bottom line and have a good supply chain, so you can take advantage of the market right now, which is on fire from a CPG perspective. If you have strong demand forecasting and the inventory to fulfill orders, you'll gain market share coming out of the pandemic.

IL: What qualities make you an effective CEO?

Recruiting great talent, cultivating talent within the organization, and putting that talent in positions that will make the company successful make me an effective CEO. It's also getting everybody aligned with the same strategy for the company—showing them that vision, and then giving them the freedom to pursue that strategy and reach those goals.

IL: Tell us about your best day since you became CEO at RJW.

The day in 2019 when we became partners with investment firm Mason Wells was a great day for me because of the education I've gained from the partnership since then. It's always lonely at the top, although I do get a chance to bounce ideas off others through my participation in Vistage, a group for CEOs.

But partnering with the right firm showed me how much more there is to learn. How do we continue to grow the company to get where we want to go? I've learned a ton in the past two years, and I continue to learn. It has matured me as a CEO and also given more opportunities to the people who work with me.

IL: What technology is gaining prominence in your operations?

One is the labor management system our IT team built to help us find cost savings within our warehouses. Labor

The Whole Truth

Four months into his first job at RJW Logistics Group, working on the logistics side of the business, Kevin Williamson got a call from a customer asking the status of a shipment bound for Atlanta. Unfortunately, the freight was still sitting on the dock in Chicago, having missed the linehaul truck.

"I lied to them," recalls Williamson. "And then I got caught in the lie."

Williamson went to the company's CEO—his father—for advice on what to do next. "My father said, 'Tell the truth. Then you never have to worry about having to keep up with the lie forever. If they can't deal with the fact that the shipment will not be there on time, move on. But at least you have self respect.'"

The customer never worked with RJW again. "But it felt good to tell the truth," Williamson says.

The lesson of that incident has guided him throughout his career: "Don't mislead, be transparent and a straight shooter, and share everything with those you work with and those you work for."

costs have gone up. The more productive you can make your operations, the less likely that you'll have to increase prices.

We've also done some things internally with financial planning and analysis software and the way we look at our customers, making sure they're profitable for us and identifying some of the shortfalls.

IL: What's the hardest aspect of your job?

Decompressing. This job is 24/7. In the back of my mind, I'm always thinking about what I can do to improve the company. How can we differentiate ourselves? What innovations will put us ahead of everyone else? It's a full-time job, thinking ahead and trying to understand what suppliers and retailers might need that they might not know they need.

IL: So how do you decompress?

Spending time at home with my wife and two daughters is my decompression. They keep me grounded. We also ski and go boating, and I golf.

IL: What advice would you offer your 18-year-old self?

Life flies by, so enjoy it. Recognize and take all the opportunities you can. And if I could go back to the past while seeing the future, I'd tell my 18-year-old self to buy more Facebook stock. ■

[IN FOCUS]

NOTED

The Supply Chain in Brief

> SEALED DEALS

• **ENERGY Transportation Group**, a logistics brokerage focused on cross-border fulfillment, implemented **3PL Central's** cloud-based warehouse management system to eliminate manual tasks for warehouse team members, automate billing and invoicing, and provide customers with greater inventory visibility.



• Online thrift store platform **Goodfair** is using **Descartes Systems Group's** cloud-based e-commerce warehouse management system to automate and scale order fulfillment to meet surging demand. The solution also eliminates paper-based order-picking practices that can lead to order errors.

• **RaiaDrogasil**, a drugstore company in Latin America, selected **Manhattan Active Transportation Management** to consolidate and optimize its logistics operations, including e-commerce fulfillment, store replenishment, inbound optimization from vendors, and marketplace fulfillment from sellers.

• **Kellogg** implemented **Transplace's** customs portal and brokerage services to streamline customs compliance and cross-border logistics across the United States, Mexico, and Canada. The portal delivers international trade visibility and control in a single tool to provide multi-modal compliance accuracy and data integrity for supporting shipment documentation.

• Beauty brand **Revlon** selected the **RISE with SAP** solution to expedite its cloud migration. Focused on enhancing its end-to-end capabilities, Revlon expects to bolster its digital infrastructure to make e-commerce operations more nimble. Revlon also plans to use the SAP Analytics Cloud solution to incorporate predictive analytics across its business processes.

> GOOD WORKS

• **Volga-Dnepr Airlines** completed two flights on behalf of the European Civil Protection and Humanitarian Aid Office. The airline transported more than 600 pallets of masks and respirators from Germany to Namibia as the South African country battles the pandemic.



• **IAG Cargo** has now transported more than 10 million COVID-19 vaccines, supporting global efforts in the fight against the pandemic. The effort includes a 4 million dose shipment to Abuja, Nigeria, in collaboration with UNICEF and its COVAX initiative, and 300,000 doses to Jamaica, donated by the U.K. government.

m&a

■ **Lineage Logistics**, a temperature-controlled industrial real estate investment trust and logistics solutions provider, acquired **Hanson Logistics**, a Midwestern cold storage organization.

■ **enVista**, a global software and automated solutions provider, acquired **HCM Systems**, a systems integrator specializing in custom conveyor hardware and software for manufacturing and distribution-centric organizations.

■ Transportation and logistics company **Werner Enterprises** acquired an 80% equity ownership stake in **ECM Transport Group**, which consists of ECM Transport and Motor Carrier Services of Pennsylvania.

■ Danish transportation and logistics company **DSV** acquired supply chain services and technology company **Agility**.

■ Dubai state-owned port operator **DP World** acquired **Syncreon**, a U.S.-based warehousing, transportation, and fulfillment services provider.

■ **TA Services**, a third-party logistics provider, acquired Canada-based **Scout Logistics**, a global specialist in over-the-road transportation of perishable freight.

> SHOVEL READY



■ **BigBlue Logistics** is working with Körber to construct an automated, energy-efficient, deep-freeze warehouse to expand operations in the Philippines and cope with labor challenges. The -18°F high-bay warehouse employs stacker cranes containing energy recuperation units, reducing energy consumption by up to 35%. The automated operations boost safety by eliminating the need to manually store goods in sub-zero temperatures.

■ **Thrive Market**, a membership-based e-commerce grocery platform, is opening its third fulfillment center in Pennsylvania. The 458,000-square-foot facility enables one-day, carbon-neutral shipping for Northeast regions, including New York City and Boston.

> GREEN SEEDS

• All-weather footwear brand **Hunter** plans to make 65% of its collection with Forest Stewardship Council-certified rubber, bloom algae foam, or recycled textiles by 2022. All its packaging will be recyclable, and Hunter will become carbon neutral across its direct global operations. The retailer also launched a sustainable collection in collaboration with the Forest Stewardship Council featuring waterproof boots made from natural, vegan rubber.



• **PepsiCo** aims to become net water positive, or replenish more water than it uses, by 2030. Its water-use efficiency standards cover more than 1,000 company-owned and third-party facilities, with nearly half of them located in high-risk watersheds. This will save more than 11 billion liters of water annually.

> RECOGNITION

• **DHL Supply Chain** was named **2020 Carrier of the Year** by Toyota Motor North America in the category of dedicated delivery services. Toyota noted the logistics service provider's ability to establish a high-performing new parts distribution center in Arizona during a pandemic to increase responsiveness in the Southwest.

• The Intermodal Association of North America honored **Jeff Brashares**, director of domestic intermodal sourcing and operations at CMA CGM, with the **2021 Silver Kingpin Award**, recognizing his long-term contributions to intermodal. His career spans more than four decades, touching every operating division in the industry.

• **Uline**, a distributor of shipping, industrial, and packaging materials, honored **Averitt** with multiple **Exceptional Performance Awards** for its services in Georgia, Texas, and Wisconsin. The awards recognize Averitt's ability to meet the distribution needs of its customers with minimal disruption in 2020 across the three distribution markets.

> UP THE CHAIN

• **Bird Buddy** hired **Dan Christian** as its first vice president of logistics and supply chain. He will develop and implement shipping and tracking systems to deliver Bird Buddy's smart bird feeder in its first manufacturing run. Christian brings more than 25 years of experience in the sector working with multinationals and startups, including Dyson and Logitech.



• **Kari-Out**, a manufacturer for the restaurant industry, hired **Ron Wade** as its director of logistics. Wade brings experience in finance, operations, distribution, and IT, holding positions at UPS and Scotts Miracle-Gro. Wade will focus on enhancing service to a national customer base through developing and implementing logistics strategies across four manufacturing and distribution facilities.

[IN FOCUS]

TAKEAWAYS

Shaping the Future of the Global Supply Chain



WALMART GETS INTO WHITE-LABEL DELIVERY

Walmart plans to offer its last-mile services to other businesses. Walmart GoLocal is a white-label delivery option for small and large businesses, and a way for Walmart to compete with Amazon's expanding fulfillment services.

The service works like apps such as DoorDash and Postmates: Consumers order directly from a small business. That business's platform then alerts Walmart, and Walmart GoLocal dispatches a delivery driver and collects consumer feedback for the business.

The drivers delivering for Walmart GoLocal customers are pulled from the company's Spark service, a grocery delivery service that works like Uber.

Walmart also plans to make deliveries via drone or autonomous vehicle depending on the size and location of the delivery, the company says.

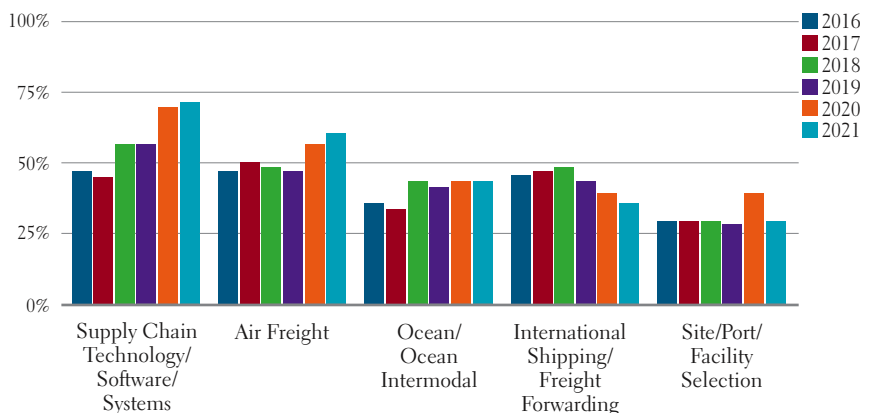
It recently invested in DroneUp, a drone services provider, and Cruise, an all-electric autonomous vehicle company, with the goal of using the technologies to get consumers the items they need as fast as possible.

IL Exclusive Report: 5 Significant Service Trends

Which services are shippers buying, and what does that say about the current supply chain landscape? Take a look at five significant trends based on data from shippers responding to *Inbound Logistics'* audience survey from July 2016 to July 2021:

- 1. Drop in site selection:** The number of respondents making site, port, and facility selection investments dropped from a five-year high of 38% in 2020 back down to 30% in 2021, indicating port congestion may be steering shippers away. Because it is more difficult to get product, many are choosing whichever port is experiencing the least delays at any given time.
- 2. Bump in air freight:** Air freight investments increased from 48% of respondents in 2019 to 56% in 2021. Because ocean shipping is currently experiencing delays and cost increases, more shippers are considering charter options and different modes. For some, shifting to air freight may be worth it, even if it's more expensive.
- 3. International shipping fluctuations:** International shipping and freight forwarding investments went from jumping 3% between 2016 and 2018 to dropping by 9% in 2020 and another 5% in 2021. This shows that capacity is not keeping up with demand, as well as a possible mode shift due to capacity constraints.
- 4. No stopping technology:** From 2016 to 2020, respondents increased supply chain technology investments by 24%. Another big jump occurred from 2019 to 2020 at 16%. Investments keep growing, reaching 73% in 2021.
- 5. Ceilings for some modes:** Certain modes have a clear capacity ceiling while others do not, even when interest spikes. For example, the highs for ocean/ocean intermodal, which occurred in 2018, 2020, and 2021, never exceeded 44%. Supply chain technology, however, keeps ballooning.

SERVICES SHIPPERS BOUGHT IN 2016-2021



Source: *Inbound Logistics* Audience Survey, 2016-2021



Surging Optimism Buoy SMBs

Despite the upheaval businesses experienced in 2020, optimism has now surged past pre-pandemic levels, and many leaders from small to mid-size businesses (SMBs) report being well-positioned for growth in the year ahead, says Umpqua Bank's annual report. Key findings from the survey include:

Positive Outlook

- **Positivity has roughly doubled** since 2020, with expectations for economic improvement and business growth accelerating.
- **55%** of mid-size businesses and **52%** of small businesses expect economic conditions to improve.

More Change Ahead

- **96%** of mid-size businesses say they made "significant changes" to multiple areas, including supply chains, staffing, company culture, and services.
- **65%** of small businesses say they made "significant changes" to multiple areas.
- **71%** of mid-size businesses and half of all respondents expect to keep most or all the changes made.
- **52%** of mid-size businesses are considering an acquisition, up from one-third in 2019 and 2020.

- **47%** of mid-size businesses, especially those in manufacturing, finance, and insurance, look to expand their commercial real estate footprint.
- **75%** of mid-size businesses expect to continue making significant changes to their products and services.
- **81%** of mid-size businesses will digitize new areas of their business, and 79% will continue automating manual tasks.

Some Headwinds Remain

- **55%** of mid-size businesses and **41%** of small businesses are having trouble finding qualified employees, especially in construction, retail, and manufacturing.
- **The most significant impacts** are high labor costs, increased delays in getting goods, and costly workforce inefficiencies.
- **88%** of businesses cite difficulty sourcing goods in the past 12 months as they work to adapt to increasing consumer demand.
- **76%** say an increase in the price of goods is their most common supply chain difficulty, and **59%** say longer delays are their most common difficulty.

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TAKEAWAYS

Freight Spending Soars to Record Highs

Truck freight spending in the United States reached record highs in Q2 of 2021, jumping 10.1% over Q1 levels, says a recent U.S. Bank report. While all regions experienced double-digit growth in spend, different geographic areas and industries emerge from the pandemic at different paces, the report shows:

Northeast: Freight shipments rose 1.5% in Q2 of 2021 but are 1.6% lower than 2020. Freight spending surged by 14.6% in Q2—the largest quarterly gain among regions—primarily due to increased shipments and higher rates.

Southeast: Freight shipments increased 5.8% in Q2, the second-highest level on record for the region. Growth in manufacturing, home construction, and home improvement activity boosted volumes. Freight spending jumped 9% in Q2 to its highest level on record for the region, with fuel price increases contributing to the spending.



Southwest: Freight shipments rose 6.5% in Q2, improved in part by increased truck-supported trade with Mexico. Spending in the Southwest was up 9.8% in Q2, propelled by higher rates and fuel surcharges.

West: Freight shipments rose 7.1% in Q2, supported by solid retail sales, port volumes, and home construction. Freight spending was up 13.9% in Q2, indicating capacity shortages. It is one of two regions (with the Southeast) to see a year-on-year jump of more than 50% in spending.

Midwest: Freight shipments rose 2.5% in Q2 of 2021 but were down 2.1% from the previous year. A major factor for the decline was continued auto production constraints due to microchip shortages. Freight spending rose 7.9% in Q2 and is 32.1% higher than the previous year, as the region experienced a 10% rise in diesel prices.



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At Syfan, our commitment to shippers remains steadfast and true. The demands of COVID have created a shortage of carriers and tight capacity that have strained partnerships with some shippers – but not Syfan Logistics. Throughout the challenges of the past year, Syfan has not wavered from standing by its customers and continuing to provide drama-free service.

Because when we make a promise, we deliver.



RUSSIA BLAZES AN ARCTIC SHIPPING ROUTE

Russia's state-run nuclear energy company Rosatom and Dubai-based logistics firm DP World established a joint venture to develop and operate the Northern Sea Route, a shipping route between Asia and Europe.

Russia will start regular container shipments across the route's northern flank from Vladivostok to St. Petersburg next year, says President Vladimir Putin.

The Northern Sea Route shortens the distance between Northwest Europe and East Asia compared to the Suez Canal, shaving up to 19 days off voyages. This opens up opportunities to develop Eurasian transit and reduce carbon emissions, the companies say.

Russia plans to move 80 million tons of goods along the route by 2024. Establishing the route, including the development of ports and transport links along Russia's northern coast, would require \$11.7 billion in investments.

The companies plan to test container shipping, a sector that is typically hesitant to head north due to risks related to remoteness, lack of infrastructure, and environmental impact, Rosatom says.

TAKEAWAYS

Airbus Freighter Flies Ahead of Boeing

Expecting the e-commerce boom to continue beyond the pandemic, aircraft manufacturer Airbus aims to launch a freighter version of its A350 aircraft in 2025, flying into one of Boeing's most lucrative markets.

The decision to launch the freighter was based on customer demand for a wide-body aircraft to rival Boeing's B777F and B767F. The A350 will have 20% less fuel burn than existing twin-jet freighters, 30% less than a three-jet aircraft, and 40% less than a four-engine model, Airbus says.

Although the A350 will have less capacity than Boeing's forthcoming B777X freighter, its ability to meet the new International Civil Aviation Organization emissions regulations coming in 2028 may give it an edge. Airbus says the regulations will make existing wide-body freighters obsolete.

Boeing has been working on its B777X since 2013, and noted it will need a cargo jet that complies with the new emission standards.

Boeing initially expected to release it for airline use in 2020. The U.S. Federal Aviation Administration told Boeing the 777X is not ready for a significant certification step, and won't likely certify the aircraft until 2023.

Emirates recently warned Boeing that it would refuse delivery of 777X jets if they fall short of performance commitments. It has ordered 126 of the 777X and 30 of the 787s, worth more than \$50 billion.



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Transportation has often been considered a commodity. Equipment, fuel, software, and wages are all very similar from a cost perspective. A 3PL's culture can be a competitive advantage.

Q Why does culture matter?

A Today, cost is just one of many factors to consider when selecting a 3PL. A low-cost provider may produce short-term savings but will not deliver sustainable efficiencies and the level of service shippers expect. Strategic partnerships that are mutually beneficial stand the test of time and drive waste out of shippers' supply chains.

An organization's culture is critically important to attracting talent, creating partnerships, and sustaining outstanding performance.

Q How does cultural alignment produce results?

A Shippers are looking for long-term strategic partners that are culturally aligned. When company cultures mesh, it is difficult to determine if the 3PL team member works for the shipper or the provider. Trusting a 3PL to manage all or a portion of your supply chain is a big decision—and selecting the right culturally aligned partner makes all the difference.

A 3PL's team members who are empowered to take actions that positively impact a shipper's supply chain stay engaged in the improvement process.

The strategic shipper-3PL relationship is strengthened whenever value is created by providing proactive notification of a late load,

producing savings by combining LTL orders into a multi-stop truckload, or eliminating empty miles with a backhaul.

Q Is a cultural connection enough to sustain a business partnership?

A Culture alone won't sustain a shipper-3PL relationship. But having a culture focused on continuous improvement along with the right people, processes, and technology is a formula for success. A flexible 3PL will customize transportation management system (TMS) software to meet the needs of each shipper partner by understanding the intricacies of their unique freight.

Implementing a TMS as a shipper can be very time consuming and costly, and there is no guarantee the software will produce expected results. Shippers often don't have in-house expertise and may depend on third-party integrators for future configuration changes and upgrades. The right 3PL has a team solely focused on implementation and integration yet closely aligned with operations.

A TMS is a requirement for all 3PLs, but does the 3PL provider bring value with the right people, processes, and platform behind the software?

Find a 3PL that has a culture and vision that match your own. If you are successful at that, you will have a long and mutually beneficial partnership.

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Julie Colona

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Q When and why would someone need a special commodities carrier?

A Special commodities carriers are experts at performing complex, often delicate, moves that most freight carriers would not typically handle.

Customers that utilize special commodities carriers expect an extra level of care, professionalism, and quality of service. Special commodities carriers are selected when the transport of goods requires services beyond standard, dock-to-dock transportation. Specialized equipment such as pads, straps, bars, and liftgates are standard equipment for specialty van line carriers. Drivers of full-service van line carriers routinely perform "on day, on time," white glove inside deliveries of the goods, unpack, set into place, and debris removal.

Industries such as medical, telecommunication, electronics, and tradeshow often use the services of specialty carriers because the shipments are historically high in value and time sensitive.

Q What should someone look for when evaluating carriers?

A **Look for specialty carriers that are asset-based** that have the equipment features necessary to accommodate the movement of the type of cargo. Choosing an asset-based transportation provider gives the customer a direct line of communication to the team members planning and arranging the transportation of their shipment. In the current market conditions, brokerage may be the only option when selecting a carrier, however this solution does add another layer of communication and gives the customer less control if issues arise.

It is also extremely important to perform your due diligence and check the safety ratings of any asset-based carrier to make sure the carrier has satisfactory safety scores and is a carrier qualified to haul your shipment. Often cargo that requires a specialty carrier is higher in value and has specific insurance requirements. Proof the carrier meets the insurance coverage requirements should be verified during the vetting process.

Customer service quality and on-time delivery scores are also something customers should look at.

Find out the vertical markets they specialize in. For instance, if they do business with telecommunications, electronics, medical, trade show or retail clients they typically have relevant high touch expertise.

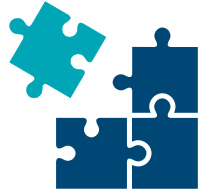
Q How is the business evolving—particularly in recent months?

A One evolving change I'm seeing is in the way companies procure transportation services—and it all comes down to the demographics of who's purchasing. Millennials are doing things a little differently—more hands off, less networking and relationship-building. They want cost savings, but with a high level of service. Visibility and transparency driven by technology needs to be a part of their customer experience.

Ultimately, they want carriers that are easy to do business with, and that's across the board, not just for specialty carriers. Keep this top of mind as you invest in technology to create a better customer experience.

Supply Chain Challenge?

SOLVED



Syfan Logistics ‘Goes to College’ to Solve Labor Challenge

Syfan formed partnerships with colleges and universities around its headquarters to develop an internship program to meet current hiring needs as well as build a foundation for the future.

THE CHALLENGE

During the COVID-19 era, Syfan Logistics has faced the same problem confronting many employers across every industry—finding qualified personnel.

For Syfan, it's not about finding just any employee. It's identifying the sharpest, highest-quality professionals for such a demanding field.

At the same time, Syfan—like many third-party logistics companies—has undergone an unprecedented increase in demand for shipping during the pandemic, adding to the pressure to hire more support and leadership positions. In the past, peak season for 3PLs normally ran from October through December. During the COVID-19 outbreak, Syfan has been running non-stop at peak season levels all year long.

Nationwide, there is a widely publicized driver shortage, but the worker shortage goes even deeper—hitting across all departments at many asset-owned logistics companies like Syfan. The increase in customer shipping volume has affected departments from sales, logistics, and operations to accounting, training, and IT.

THE SOLUTION

To meet its need for quality team members, Syfan has reached out to colleges and universities around its headquarters in northeast Georgia to find fresh young talent.

The company initially developed a partnership with the University of North Georgia in nearby Dahlonega to create a supply chain academic curriculum and logistics/accounting laboratory. Syfan Logistics was blessed to donate enough money to set up the lab and worked with McLeod Software to provide logistics software and training.



The logistics/accounting lab, supported by Syfan Logistics, is housed at UNG's Cottrell Center for Business, Technology & Innovation.

The UNG Logistics Laboratory simulates Syfan's operations center, while students learn about working with 3PLs in a real-world environment. As part of their education, the students are specifically trained in the way that Syfan operates—which allows interns and new hires at Syfan to hit the ground running if they choose to work there.

Syfan's internship program has become a key component of the company's hiring strategy. Since 2018,

Syfan has attracted interns from the University of North Georgia, University of Georgia, Young Harris College, Georgia Southern College, and University of Tennessee.

The company's intern program is now viewed as a talent pipeline that is helping Syfan not only meet current hiring needs but also build a foundation for the future. The company's exciting, fast-paced work atmosphere has proved to be a big draw for young college graduates. Likewise, Syfan benefits from their youthful energy and enthusiasm.

Syfan has hired interns who have gone on to accept full- and part-time positions across all departments, including logistics, operations, sales, IT, and accounting.

“It was out of necessity that we initially created our partnership and intern program with higher education,” said Jim Syfan, CEO of Syfan Logistics. “But we now view it as a blueprint model and foundation for building our professional teams well into the future.”



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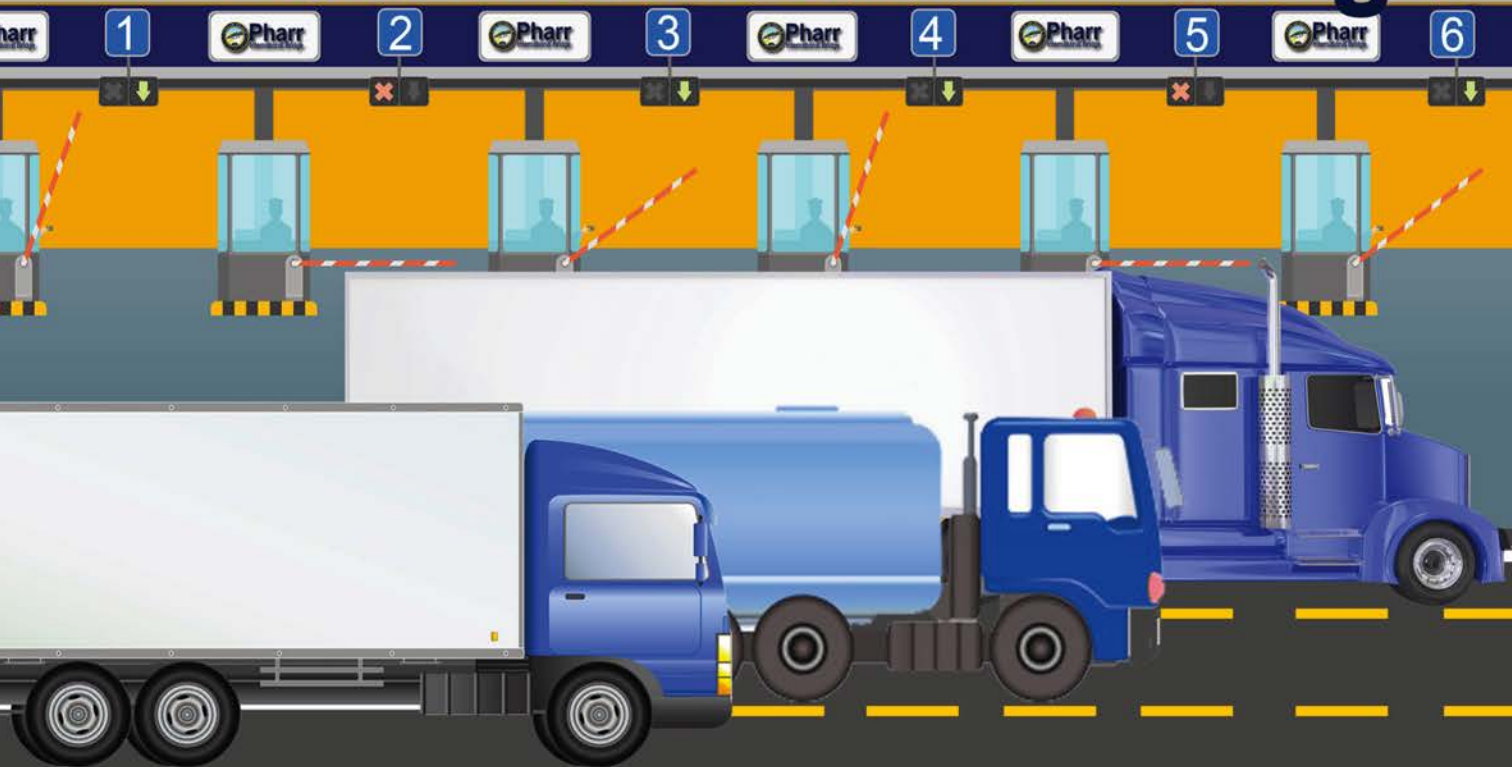
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[INSIGHT]

IT MATTERS

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3 Ways AI Can Reap Benefits

Set to generate more than \$550 billion in revenue by 2024, arguably no sector in the technology world is growing more rapidly than artificial intelligence (AI) and machine learning (ML). And while AI may be experiencing well-known impacts on industries such as healthcare and retail, it's also quietly affecting logistics and shipping, particularly freight procurement.

Logistics, supply chain and manufacturing are historically slow moving when it comes to adopting new technologies. However, given how rapidly things are changing as a result of the pandemic, now is the time when carriers and shippers need to take a long, hard look at their technology stack. The only way to prepare for unplanned disruption is to add technology that empowers adaptability.

With that in mind, here are three key areas where AI can reap significant benefits for both shippers and carriers.

1. Alternate carrier procurement.

Requiring a huge amount of manual effort, locating an alternate carrier when your primary carrier rejects a load is one of the most painstaking and convoluted tasks shippers face today. But what if it was possible to circumvent the broker market and rely on technology to directly locate the best alternate carrier in a fraction of the time? With AI, it is.

By leveraging AI tools, shippers can pair their own data with third-party

data to dynamically source the perfect alternative carrier matches based on a host of variables, including type of load, load weight, delivery location, and more. This allows shippers to eliminate any legwork spent finding an alternate carrier.

2. Waste elimination. The freight industry today is littered with waste—especially when it comes to freight procurement. From sky-high brokers' fees, to the costs incurred when carriers have to pick up loads that are not in their sweet spot, the freight market is rife with inefficiencies that drain both human capital and transportation budgets, resulting in millions of dollars in waste.

With sophisticated AI, ML, and data science tools, shippers are now empowered to drive better bargains for their shipping rates. When shippers have more compliant carrier matches to work with, they can avoid the costly spot market, or level-set contracted rates to always ensure they are paying fair-market cost based on current supply and demand.

AI eliminates the need for broker middlemen by using a combination of the shipper's configured rules/attributes and third-party data to dynamically connect shipper loads to small carriers.

Without the broker, there are no hidden margins. Instead there is 100% rate transparency and actionable data so the shipper understands true market value for each load and can make better informed decisions moving forward.

3. Dynamic data management. Data is the lifeblood of effective logistics management. However, many shippers and carriers still rely on outdated technology, spreadsheets, or other antiquated methods to manage their operations and decision-making. This simply isn't good enough, especially for growth-oriented businesses that are looking to build the resilient supply chains of the future.

To make the best business intelligence decisions today, logistics professionals must be able to quickly access real-time insights so they can make the most informed conclusions possible and adapt to changing market conditions.

By embracing AI technology, and eliminating internal data silos, shippers and carriers can create a win-win "broker-less" environment where they have all the information they need—from delivery delays to pending shipments—directly at their fingertips. ■



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COVIDRECOVERY

by *Suzanne Offerman*

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Preparing for the Next Big Disruption

Supply chains are rarely at the forefront of everyday discourse—until a problem arises. Empty shelves that normally hold ample supplies of toilet paper, cleaning products, or even meat and poultry, provide just a glimpse of the massive impact the pandemic had on international supply chains.

COVID-19 exposed inefficiencies and points of failure in all aspects of our supply chains—from processes to people and technology. Now is the time to address these challenges to help limit the impact of inevitable future disruptions. Here's how.

1. Take time to evaluate your processes. The pandemic caused most companies to take a step back and reassess their operations. When it comes to your supply chain, start by focusing on the current state of your main daily, monthly, and quarterly activities.

Ask if these tasks are documented (for reasons mentioned below) and, if so, is your organization following the set protocols? This exercise should help you identify areas that are not as efficient and begin to consider possible solutions that save time and money. Additionally, ask:

- Can you identify different trade lanes to utilize free trade agreements to improve cost efficiency?
- Can you take advantage of duty drawback or implement the first sale rule to reduce your duty liability?

- Do you manufacture a product that has a lower duty rate than its components and could you take advantage of a free or foreign trade zone?
- Can you move production to somewhere closer/cheaper/easier?

2. Build-in redundancies for your people. We often think of redundancies in terms of equipment and suppliers, but the pandemic taught us that it is critical to have backups in place for your people as well. People may change jobs, retire, have a baby, or take ill during a pandemic; you need to have backup support at the ready to replace their daily roles and responsibilities.

We most often see this problem in organizations that are siloed. Because people are focused on specific responsibilities and tasks, institutional knowledge remains in the hands of a small few. When a key employee is taken out of that system, the scramble to fill the void can create significant disruptions that impact every link in the supply chain.

3. Let technology handle mundane and transactional issues. Cloud-based technology is fast, accurate, and repeats countless mundane tasks for hours without needing a lunch break.

You can implement existing technology to ensure you properly utilize a free trade agreement. There are also solutions to help improve consistency and save time by automating classification work. Save your people power for value-added activities that require creativity and flexible thinking, and lean on technology to handle the transactional activities.

4. Improve compliance. Staying on top of your processes, people, and technology provides another extremely important benefit—compliance.

When you utilize readily available technology to take over tasks you currently do manually, you reduce or eliminate human error and receive automatic updates on constantly changing rules and regulations that can be costly if you manually miss them.

When processes and tasks require a human touch, well-trained people with competent backups are much less likely to run afoul of compliance.

Finally, if compliance issues arise, you will be happy to have a streamlined and well-documented set of processes covering every step of your supply chain, making due diligence faster and easier. ■



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LASTMILE

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Efficiency Lives Where Technology and Human Intelligence Intersect

Technology can make a difference in every aspect of the supply chain when used correctly. The combination of quality talent, technology, and the human touch quickly brings about improved efficiency, increased transparency, and limited freight damage.

The surge in e-commerce shipments throughout the pandemic highlighted the benefits of software solutions that help logistics providers scale up quickly to meet customers' needs and improve communication. As manufacturers struggle to meet demand, the time lag between purchase and delivery sets the stage for anxious consumers expecting a flawless experience.

Acknowledging these challenges is critical for last-mile providers to communicate realistic delivery schedules and set expectations while maintaining the client's brand integrity. When efficient scheduling processes are used, the reschedule rate is typically less than 2%.

SETTING THE STANDARD

Over the past decade, demand for quick and efficient home deliveries has become the shipping standard. The volume of freight being shipped and processed for last-mile delivery continues to break records every year, with 2020 the most significant year to date.

That increase, combined with ongoing pandemic-related disruptions in the supply chain, has created substantial stress on warehouse managers, drivers, and customer service divisions.

For third-party logistics providers, software-driven optimized driving routes create the most efficient itineraries for last-mile deliveries. These solutions are critical to map, schedule, and provide customer transparency through shipment tracking, automated alerts, and photo proof of delivery.

These features help keep consumers informed, limit customer service issues, and provide accurate, real-time data to meet the demand for on-time and successful delivery. However, relying solely on technology is not the complete answer.

Technology is one half of the secret to creating an efficient shipping experience. The other half is the human element. Hiring the right people to manage warehouses and implement technology solutions is key to managing an efficient supply chain.

A positive customer experience is shaped and enhanced through transparent communication and positive interaction with professional drivers as the last touchpoint.

WORTH THE EXTRA STEP

In addition to handling freight properly and with extreme care, reviewing the product before it leaves the warehouse has distinct advantages. When value-added services such as inspection, deluxing, and light repair are used, there is a 98.7% clear proof of delivery (stick rate) in the home on the first attempt. This extra step in the warehouse can save time and money in the final stage of delivery.

Leveraging technology and applying a data-driven approach allows logistics providers to measure specific KPIs and hold their teams accountable. Shippers are looking to reduce the number of carriers that touch their products and have the ability to scale to meet their unique needs.

Implementing software solutions with trained employees helps logistics providers meet their clients' needs, resulting in improved efficiency, positively impacting the bottom line and profits for both the provider and shipper. ■

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TRUCKING STRATEGIES TO KEEP YOUR FREIGHT MOVING



With capacity tight and trucker employment stretched thin, carriers can be selective about who they work with, so it's important for shippers to have a game plan. Here are practical ways to ensure your freight gets where it needs to go.

By Helen Mann



In August 2021, Cass Information Systems reported that its July 2021 shipments index was 1.177, or 15.6% higher than July 2020.

Typically that type of figure would fall in the normal range for the index, which measures intra-continental freight shipments by rail and less-than-truckload in North America. This year, it represented a five-month low.

Limited trucker and equipment availability played a sizable role in the downturn. "Shipment volumes remain limited to no small extent by the capacity of the freight network," according to the Cass report.

There's no way to sugarcoat it. 2021 delivered up a major capacity crunch, particularly in the trucking sector. Here are some of the issues...and coping strategies.

Trucker employment is stretched thin. A big contributor to the capacity crunch is contraction in the driver pool. From February to April 2020, trucking employment fell from 1.52 million to 1.43 million, according to the Bureau of Labor Statistics (BLS). As of July, that number recovered to 1.49 million, but the industry is still 33,000 workers shy of pre-pandemic levels.

A combination of factors led to the drop, including a lack of commercial driver's license (CDL) training last year.

"Broad estimates find 40% fewer CDLs issued in 2020," says Avery Vise, vice president of trucking at FTR Transportation Intelligence, a freight consultancy in Bloomington, Indiana. "Most driving schools had social distancing requirements in place, so while you could potentially train three drivers at once in the past, now you might be able to train only one."

Another consideration is the FMCSA's Drug and Alcohol Clearinghouse. The centralized database, established in January 2020, keeps a record of all drivers who test positive for drug use. Since its inception, the program has flagged more than 70,000 drivers for drug or alcohol violations. Although a return to duty process exists, most drivers haven't availed themselves of it; only 10,000 drivers have started the process, says Vise.

"Around 60,000 drivers are still barred," he adds. "That's good from a safety standpoint; we don't want those drivers on the road. But it adds to the challenge of keeping seats filled."

The biggest challenge to over-the-road trucking employment comes from a growing competitor industry. Parcel delivery employment and its warehousing counterpart both took sharp upward turns in mid-2020 and stayed elevated into 2021. Courier employment has exceeded 1 million for most of 2021 and warehouse positions topped 1.4 million since October 2020, according to BLS data.

Equipment is in short supply. The driver pool isn't the only constraint carriers face in 2021. Trucking companies

have had to grapple with an equipment shortage, exacerbated by a backlog in microchips.

“The chips that go into trucks are unavailable so manufacturers can’t make enough trucks to meet demand,” says Greg Price, CEO and co-founder of the Austin, Texas based platform Shipwell. “Even the used-truck market is on fire right now.”

On top of these challenges, a rapid shift toward e-commerce, combined with ongoing inventory restocking, makes for an extremely tight freight market. Consumer spending in the second quarter of 2021 rose above 2019 levels by 4% to 7% and within that category, e-commerce hovered at least 35% above pre-COVID levels, finds a 2021 McKinsey & Co. report.

“We’re in the Mount Rushmore of freight cycles,” says Kevin Sterling, vice president of strategy at XPO, a Greenwich, Connecticut-based freight transportation provider.

GAME PLAN FOR SHIPPERS

In this environment, carriers can be selective about who they work with, so it’s important for shippers to have a game plan. Here are a few suggestions to keep you in the driver’s seat.

Take care of truckers. It sounds simple, but making sure a facility is appealing to truckers can go the extra mile with carriers. Clean restroom facilities, breakrooms, WiFi access, and adequate parking can all help an organization stand out to drivers.



Partnering with both asset- and non-asset-based carriers, as well as a mix of carriers based on size and regional coverage, is one strategy for securing capacity.



The right tools are critical to manage transportation efficiently, especially in challenging times. XPO Connect, for example, offers real-time visibility into freight status, up-to-the-minute delivery tracking, and suggestions for making transport more cost-effective.

It also helps to reduce driver detention whenever possible. Drivers are cognizant of the time they spend sitting still.

“You want to make it easy and accessible for truckers to enter your facility quickly and efficiently,” Sterling explains. “Truckers don’t want to sit idly at a distribution center. They want to be behind the wheel, moving.”

Driver detention is a top concern for truckers, especially post-COVID, finds a 2020 Workbound survey. It cuts into their hours of service, ultimately reducing earnings or causing them to miss out on other loads.

Ultimately, it all adds up to making drivers feel respected. “Surveys looking into what would make truck driver jobs more appealing show that pay is always

number one, but a close second is respect,” says Sterling. “Truckers want to be respected for the hard job that they do.”

Root out organizational inefficiencies. The good news is that shippers can take steps within their organizations to relieve some of the pressure brought about by limited capacity.

“Transportation is the last leg of the supply chain and upstream challenges often find their way into it,” says Matt Anderson, director of logistics as a service at BluJay Solutions, a transportation management platform in Holland, Michigan.

To combat these challenges, have systems in place to facilitate communication between teams.

“Is there a mechanism in place internally to have cross-functional conversations with customer service, demand planning, warehousing, to understand upcoming changes?” Anderson says. “Do you anticipate an increase in production that will overload the warehouse?”

You also can take advantage of the capacity that’s already there. “From a process standpoint, make sure you fully utilize your current capacity,” Anderson says. “Are you filling trailers when you can run interplant movements? Is there a mechanism in place to review order-to-ship milestones and limit bottlenecks?”

It helps to spread out volume and give carriers a sense of upcoming shipping needs whenever possible.

“Sailing schedules and load leveling processes, for example, provide consistency to carrier partners,” Anderson says. “It gives them a line of sight to what’s ahead so they can better align their capacity to the coming demand.”

Work with a diverse set of carriers.

“The number one thing shippers have to think about is whether they are securing capacity from an asset-based carrier that provides trucks versus a non-asset-based provider, or broker,” says Jason Miller, associate professor of logistics at Michigan State University.

There are upsides to each. There’s a cost advantage to working with asset-based carriers, but brokers have more capacity at their disposal, which can be helpful when demand outstrips supply. “Shippers need a mix of both,” Miller advises.

Equally important is to employ a mix of carriers based on size and region.

“Shippers that have enough density to hold an annual request for proposal should formulate a carrier strategy made up of strategic, national, regional, and niche carriers,” recommends Jack Gerstner, senior vice president of Chicago, Illinois-based Coyote Logistics.

“Smaller shippers can collaborate with carriers who can provide on-demand quoting, tendering, tracking, and settlement via a digital platform,” he adds.

Technology is your friend. Logistics has come a long way since the days of fax machines. Today, technology has become a “have to have” instead of a “nice to have.” A transportation management system (TMS) or other visibility solution can give shippers a window into inventory movement and a way to find more carriers.

“Many shippers still use a homegrown function or manual spreadsheets,” says Brian Zirbes, business product owner at BluJay Solutions. “Their bottom ground will be to have a TMS in place, preferably one that’s cloud-based so they can access a network of carriers and suppliers.”

Price agrees. “Historically, IT spend has only been about 2% of transportation spend,” he says. “Logistics used to have a ‘no-change Charles’ persona. That no longer exists.”

“In order for shippers to be resilient, they have to invest in technology and tools to make that happen,” Price adds.

Not only can having the right technology help shippers access a wider network of carriers, it also provides a mountain of data. Speaking of data...

Leverage the data. When it comes to transporting goods, the more information shippers have, the better. This applies to carriers, but can also be useful when reviewing their own performance.

When reviewing carrier partners, metrics such as tender acceptance rates, on-time delivery, fallouts, and bid adherence all help a team decide who to work with. This data should be readily accessible to the whole team.

“Have all your data in one place, where your front-line workers who make decisions can access it,” Price recommends. “For example, pricing



THE DRAY’S THE THING

Hiring a carrier isn’t just a long-distance concern. Drayage, or the practice of moving loads over short distances, is a critical aspect of over-the-road transportation.

Shippers can take steps to find the right provider. Michael Mecca, founder and CEO of Kearney, New Jersey-based PortPro, an integrated platform that helps drayage companies consolidate their back-end operations, explains the three most important tenets of drayage partner selection:

1. COMMUNICATION

The first thing that a shipper should consider is how well a drayage carrier relays important information to its customers. “How effectively does a carrier communicate regarding everything pertaining to shipments?” Mecca asks. “What is the company saying regarding the status of your containers?”

2. VISIBILITY

Visibility is equally important. Being able to check on the status of a shipment at any time in the journey is paramount. “Find out how a drayage partner provides visibility into the status of containers,” advises Mecca.

3. RELIABILITY

A history of on-time performance is integral, especially in today’s environment of chronic port chaos. Mecca recommends assessing past performance to see if a company is a good match: “Does the drayage carrier get its customers’ work done when they say they are going to?”

intelligence can help you understand how much a shipment should cost for full truckload versus breaking it up and sending it through the LTL network."

Benchmarking can turn inward, too. One way that shippers can leverage data is by making sure their own performance level passes muster with carriers.

"Shippers of all sizes should leverage industry thought leadership to understand where their business stands relative to the general marketplace in terms of cost, quality, and service," advises Gerstner.

Once shippers are aware of these benchmarks, they can take action to improve favorability with providers in their networks.

Cultivate relationships. In the end, no amount of analytics can replace relationships between shippers and



A transportation management system provides inventory movement visibility. Some companies partner with a 3PL, such as Coyote Logistics, to gain access to the technology.

carriers. Providers are looking for firms that they can partner with in the long term, not a one-time transaction.

"Putting a structured program in place to evaluate carrier performance can be beneficial," says Anderson. "Discuss collaborative solutions with carrier providers and get feedback on the shipper operation from their perspective. Carriers want that two-way collaborative approach."

Anderson suggests implementing a scorecard program and rewarding good

behavior to whatever extent possible. "That will go a long way with carriers and allow shippers to take advantage of the capacity at their disposal," he says.

There are also a few tactics that shippers should specifically avoid. A big one is trying to game the market cycle.

"Have your annual procurement auction at the same time each year; do not move it based on market conditions," says Miller.

"Let's say that a provider's new prices go into effect every April. If you delay your auction until June or July in hopes that the market cools, carriers will remember that. It creates a bad sense of inequality."

In today's environment, gaining access to carriers is not as easy now as it once was. Fortunately, there are practical steps that shippers can take to ensure their inventory gets moving. ■



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THROUGH ITS EXCLUSIVE ANNUAL SURVEY OF MOTOR CARRIERS AND SHIPPERS, *INBOUND LOGISTICS* OFFERS A PICTURE OF THE TRUCKING INDUSTRY IN AN ECONOMY DISTORTED BY SUPPLY CHAIN DISRUPTIONS.

2021 TRUCKING PERSPECTIVES

BY MERRILL DOUGLAS

Remember the start of 2021, when we thought COVID-19 vaccines would signal a return to normal in global trade? How wrong we were! The Delta variant has lengthened the pandemic, and a cascading series of supply chain disruptions has kept companies around the world in a continuous state of agitation.

We've seen production lines shut due to COVID outbreaks, shortages in key commodities, increased demand for many products, tight transportation capacity, soaring freight rates, congestion at ocean ports and rail terminals—the list of obstacles goes on and on.

All those conditions present special challenges to motor carriers and the shippers they serve. How do you tell your trucker when to arrive for a pickup when your container is sitting on a vessel at sea, waiting for a berth? How do manufacturers and their carriers plan for future transportation needs when manufacturers don't know when suppliers can ship essential components? How do shippers keep product moving while controlling costs as rates climb?

Each year, *Inbound Logistics* surveys shippers and motor carriers to find how they're doing in the current environment, learn what issues are on their mind, and see what they expect for the future. In 2021, the survey gave

us a chance to take the trucking market's pulse in highly unusual times.

As the following report shows, the disruptions of 2021 have altered some priorities for truckers and shippers. For instance, many more truckers than last year say providing capacity is one of the greatest challenges they face today, and many more shippers say that one of their greatest challenges is finding capacity. Also, the proportion of shippers who say they're having trouble efficiently matching supply with demand has risen.

On the brighter side, more truckers now provide service throughout North America, after a marked pullback from cross-border trade in 2020. And very few truckers are having trouble finding and retaining customers.

Some issues in the trucking market are perennial. For instance, driver-related costs remain a challenge for trucking companies, and shippers continue to value reliability and price above all else in their relationships with motor carriers.

Is the current trucking landscape an aberration or the shape of things to come? In the midst of all the changes, it's impossible to tell. But here's how the environment looks right now.

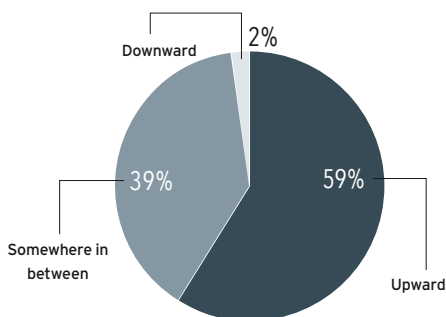
TRUCKING PERSPECTIVES METHODOLOGY

Gathering insights from both shippers and over-the-road carriers, our annual Trucking Perspectives market insight report provides a comparative analysis supported by empirical data and anecdotal observations. Our outreach comprises two parts.

1. More than 200 trucking companies completed a questionnaire that documents their assets, service capabilities, operational scope, and areas of expertise. We also asked carriers to comment on challenges and opportunities in today's market.
2. We reached out to freight shippers to shed light on industry trends, regulatory challenges, and their partnerships with carriers.

TRUCKERS:

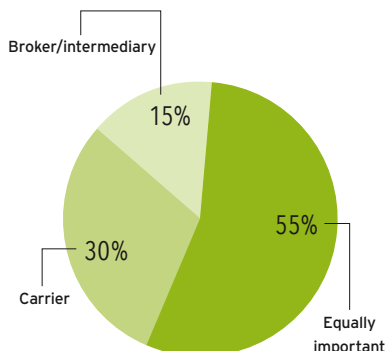
AS A LEADING ECONOMIC INDICATOR, WHERE DO YOU SEE THE ECONOMY TRENDING?



Tight truck capacity and high trucking rates indicate there's a lot of freight moving these days—materials and components to factories, and finished goods to distribution centers, stores, and customers' homes. All that activity signals a booming economy. And that's what truckers tell us. In 2020, trucking respondents—busy shipping essential goods during COVID shutdowns—were already feeling optimistic about economic trends. Forty percent said they thought the economy was heading upward, and only 9% predicted a downturn. In 2021, a lot more truckers—59%—say the economy is moving in a positive direction. Thirty-nine percent say the economy stands somewhere in-between up and down, and a mere 2% predict an economic drop.

SHIPPERS:

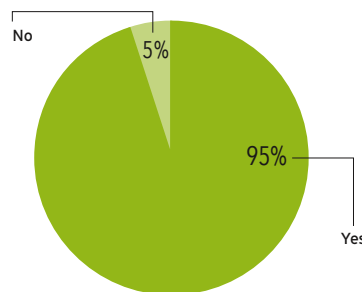
WHICH IS MORE IMPORTANT, YOUR RELATIONSHIP WITH YOUR CARRIER OR WITH YOUR BROKER/INTERMEDIARY?



Many shippers buy transportation through third-party partners as well as directly through carriers. Among our shipper-respondents, 55% say they place equal value on their relationships with carriers and with brokers or other intermediaries. Thirty percent give top priority to carriers, and 15% say their relationships with intermediaries are more important.

SHIPPERS:

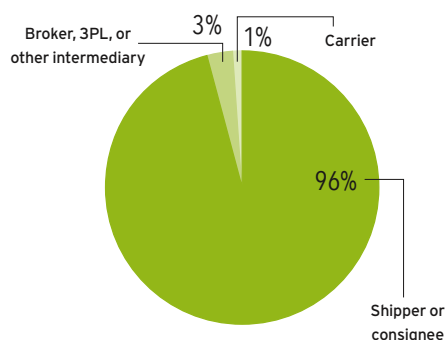
DO YOU BUY OR PARTICIPATE IN THE SOURCING/PURCHASING OF TRUCKING SERVICES?



Ninety-five percent of the shipper-respondents in this year's survey participate in the sourcing or purchasing of trucking services.

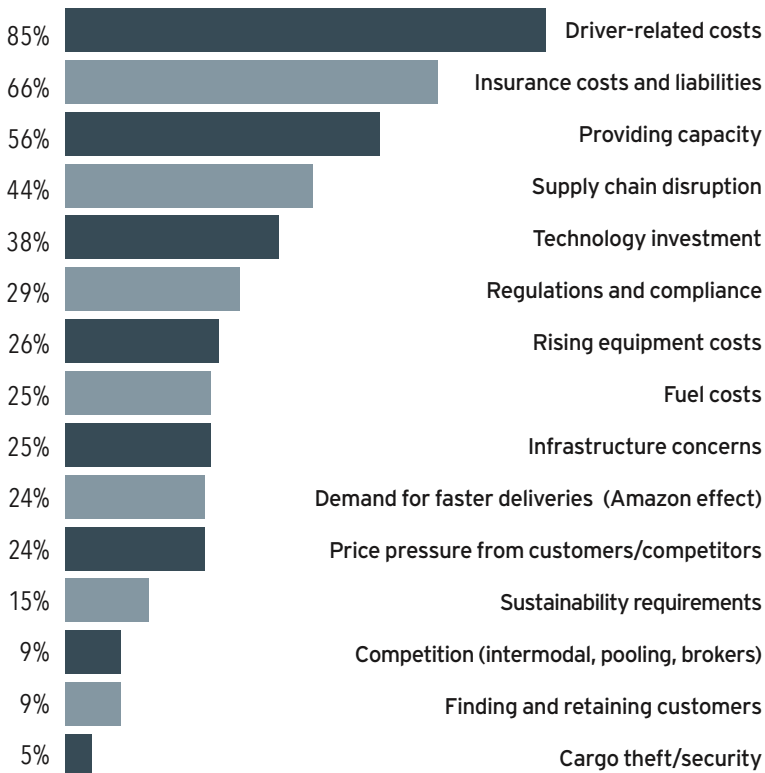
SHIPPERS:

WHAT IS YOUR ROLE?



Nearly all the shippers who participated in the survey this year, 96%, are shippers or consignees. Another 3% are brokers, 3PLs, or other intermediaries who buy trucking services from carriers on behalf of their clients.

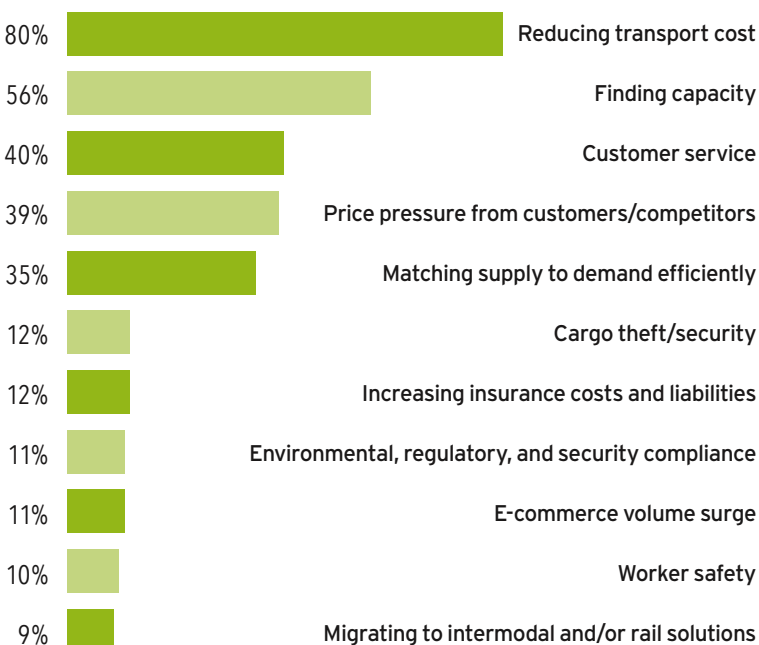
TRUCKERS: WHAT ARE YOUR GREATEST CHALLENGES?



When it comes to challenges that truckers face, the biggest news concerns a challenge that has mostly vanished over the past year. In 2020, 52% of truckers said they faced challenges finding and retaining customers. This year, that number is a mere 9%. The reason for this change probably lies in another data point. In 2021, 56% of truckers report challenges related to providing capacity, up from 29% in 2020. These days, as companies scramble to meet high customer demand and overcome product shortages to replenish inventories, few motor carriers have trouble finding takers for space on their trucks.

Other challenges that have grown over the past year are supply chain disruption (44% in 2021 vs. 32% in 2020), fuel costs (25% in 2021 vs. 10% in 2020), demand for faster deliveries (24% in 2021 vs. 19% in 2020), and sustainability requirements (15% in 2021 vs. 7% in 2020). At the same time, some concerns have seen a drop. Notably, in 2020, 47% of truckers contended with price pressure from customers and competitors, while in 2021 only 24% grapple with that issue. When capacity is scarce, shippers who urgently need trucks for their loads are less likely to quibble about price.

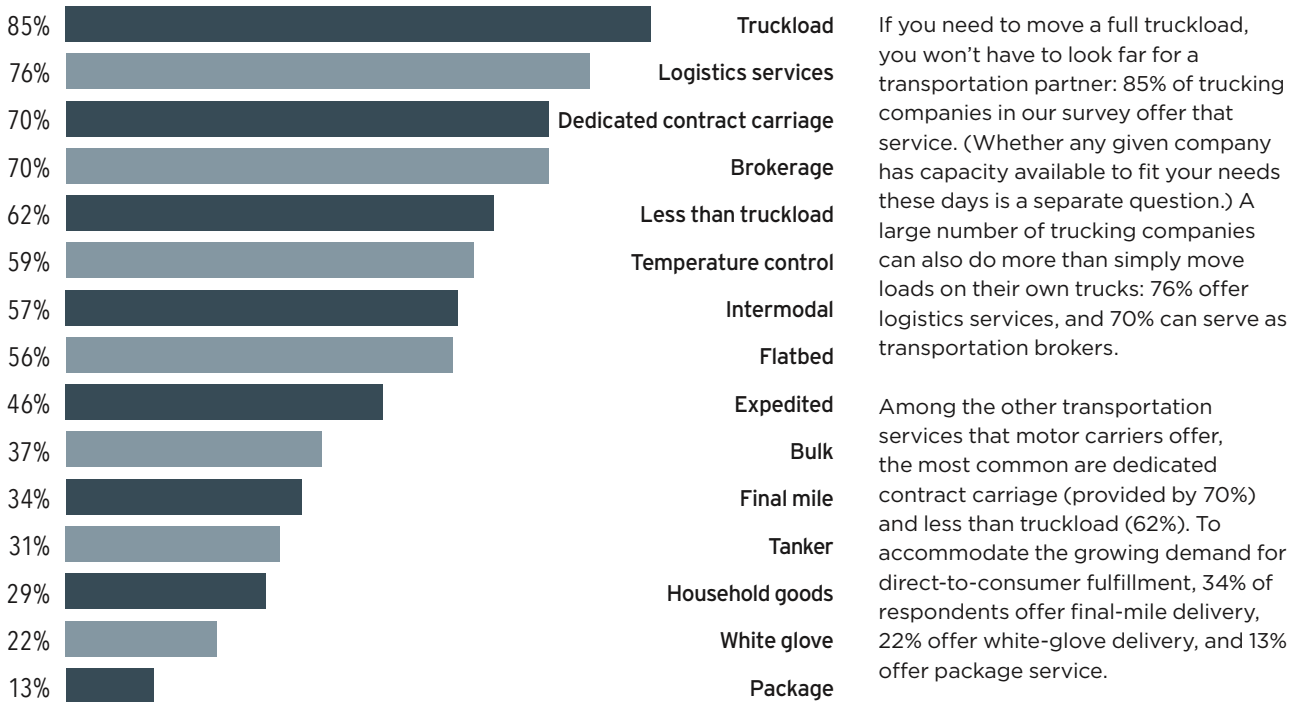
SHIPPERS: WHAT ARE YOUR GREATEST CHALLENGES?



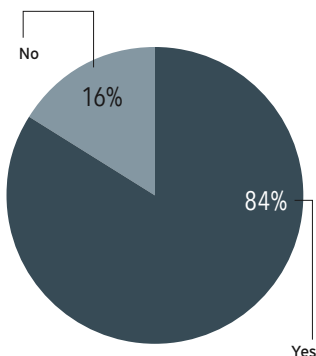
With freight rates soaring, it's no wonder 80% of shippers cite the need to reduce transportation costs as one of their greatest challenges. But the really striking response from shippers this year concerns capacity. While 38%—already a significant proportion—cited capacity challenges in 2020, this year 56% of shippers name this issue. That's exactly the same as the proportion of truckers who say they face obstacles in *providing* capacity.

Another interesting change from 2020 is the proportion of shippers who say they face challenges efficiently matching supply to demand—35% this year, compared with 28% last year. One thing that hasn't changed is the small segment of our shipper-respondent pool that faces challenges dealing with a surge in e-commerce volume. The number this year is only 11%, just as it was in 2020. Despite the ever-growing number of purchases made online, it seems that respondents involved in the e-commerce market are handling the volume well.

TRUCKERS: WHAT PRIMARY TYPES OF SERVICE DO YOU OFFER?

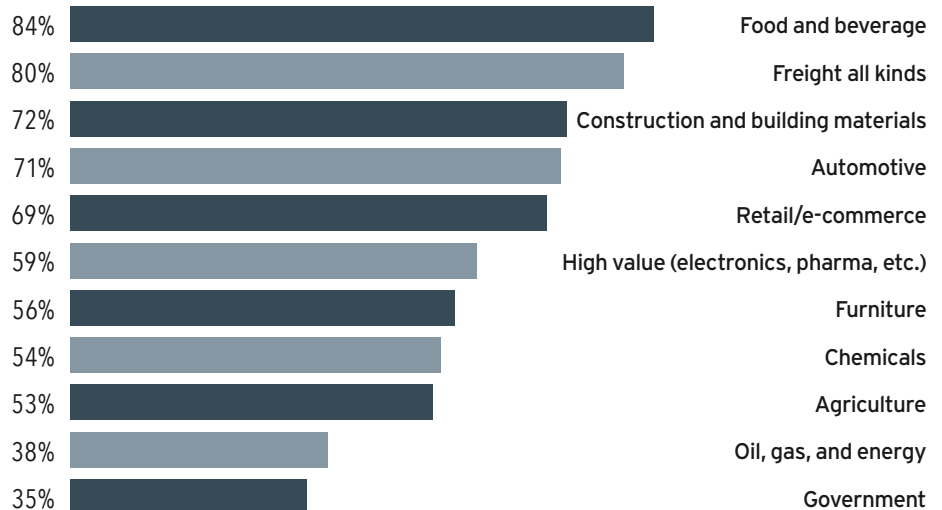


TRUCKERS: DO YOU HAVE A FREIGHT BROKERAGE OR LOGISTICS SERVICES DIVISION/ SUBSIDIARY?



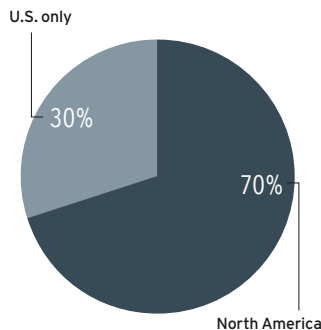
Most of the motor carriers that participated in our survey—84%—offer freight brokerage or logistics services through a division or subsidiary.

TRUCKERS: WHAT INDUSTRIES/COMMODITIES DO YOU SERVE?



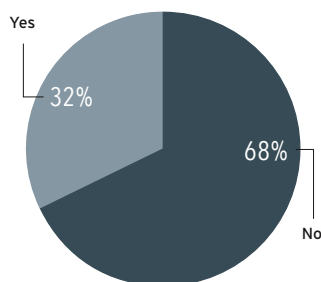
A large majority—84%—of our trucker-respondents serve companies in the food and beverage industry, making that the most common customer category. Nearly as many truckers, 80%, handle “freight all kinds,” a term that refers to different categories of product consolidated into a single load. Other commodities or industries that play a big role for our respondents include construction and building materials (72%), automotive (71%), retail and e-commerce (69%), and high-value products (59%). Only 35% of our respondents move freight for government customers. That’s a smaller proportion than in 2020, when 42% of respondents served shippers in the public sector.

TRUCKERS: WHAT IS YOUR OPERATING AREA?



This year, cross-border business seems to have rebounded, now that the economy has recovered from the first shocks of COVID-19. In 2021, 70% of motor carriers in our survey name North America as their operating area, while 30% say they cover just the United States. In 2020, truckers seemed to be pulling back from the cross-border market. Then, just 57% of trucker-respondents said they operate throughout North America, compared with 65% in 2019.

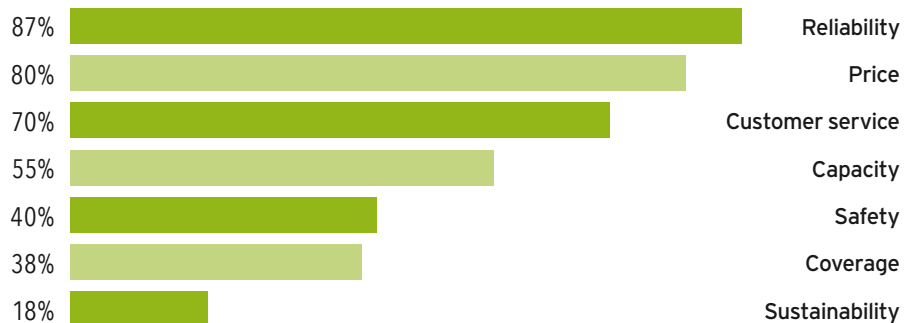
TRUCKERS: DO YOU PROVIDE GLOBAL SERVICES BEYOND NORTH AMERICA?



While cross-border service in North America has contracted and expanded, the proportion of trucking companies that provide service beyond this continent has held steady—68% in 2021, compared with 69% in 2020.

SHIPPERS:

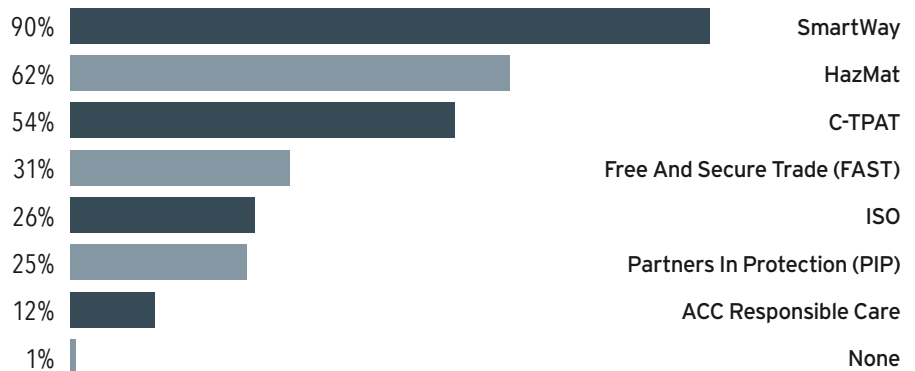
WHAT ARE THE MOST IMPORTANT FACTORS TO CONSIDER WHEN CHOOSING A MOTOR CARRIER?



When shippers choose their motor carriers, the top traits they look for are reliability and price. Of the two, shippers value reliability slightly more: 87% of those who participated in this year's survey name it as one of the most important factors they use to evaluate motor carriers. Eighty percent name price as a top consideration. Number three on the list is customer service, cited by 70% of respondents.

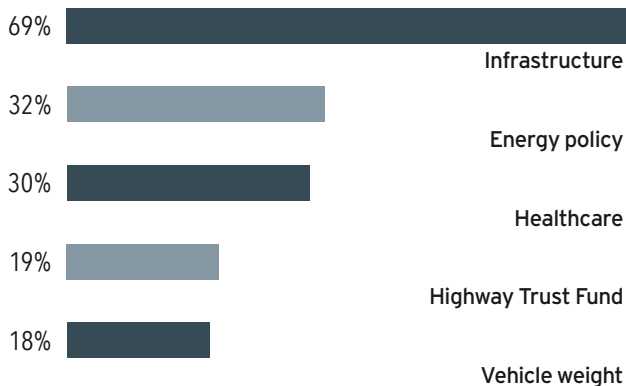
In a year when shippers must work especially hard to find space on trucks for their goods, it makes sense that shippers particularly value carriers that can provide capacity when needed. In 2020, 42% of shippers named capacity as an important factor to consider when choosing a trucker. In 2021, that number rose to 55%.

TRUCKERS: WHAT CERTIFICATIONS DO YOU HOLD?



Clearly, trucking companies know what's good for the environment is good for business. Among respondents to our survey, 90% are certified with the U.S. Environmental Protection Agency's SmartWay program, through which they share information about their efforts to use less fuel and curb carbon emissions. The second-most common certification, held by 62%, allows truckers to transport hazardous materials. That number has dropped since 2020, when 80% of respondents held hazmat credentials. Another certification that has grown less popular since 2020 is the Customs Trade Partnership Against Terrorism (C-TPAT) program. Last year, 62% of respondents said they participated in C-TPAT, which can make it easier to bring goods through airports and ocean ports and across international borders. This year, the number is 54%. But participation in another border-crossing program, Free And Secure Trade (FAST), has stayed roughly steady, at 31% this year compared with 33% in 2020.

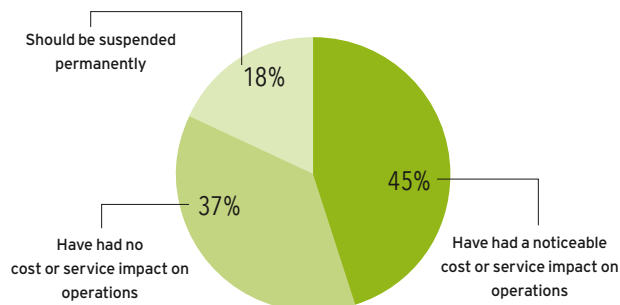
TRUCKERS: WHAT LEGISLATIVE MEASURES HAVE THE GREATEST IMPACT ON YOUR BUSINESS?



As motor carriers completed our 2021 survey, a historic infrastructure bill was making its way through the U.S. Congress. Many respondents will surely be pleased to see a final version of that bill signed into law, as 69% of them point to infrastructure as one of the legislative measures that will have the greatest impact on their business. No other legislative issue draws nearly as much attention. Just 32% of trucker-respondents think that the second-ranking issue on the list, energy policy, will significantly affect their businesses. In 2020, a fair number of truckers—44%—had healthcare policies on their minds. This year, that number dropped to 30%.

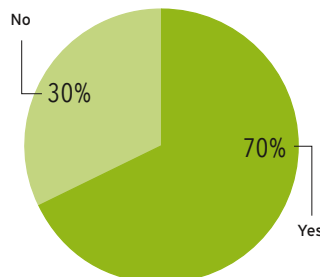
Another interesting change concerns vehicle weight. Although it remains the legislative measure least likely to keep truckers awake at night, it seems to have gained a bit more stature. In 2021, 18% of trucking respondents note that as an important legislative issue, compared with just 8% in 2020.

SHIPPERS: HOW DO YOU FEEL ABOUT HOURS-OF-SERVICE REGULATIONS?



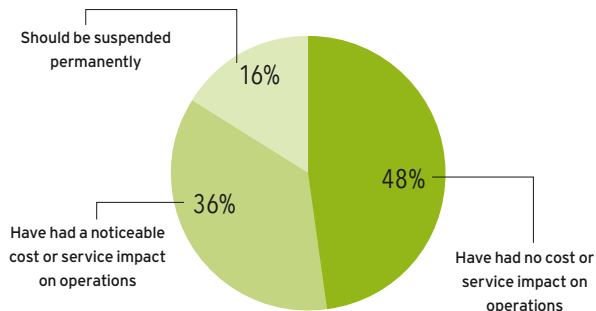
While CSA regulations cause some sort of inconvenience for 36% of shippers, a larger group have issues with federal regulations that limit the number of hours a driver can stay on the road. Forty-five percent of respondents say these Hours-of-Service regulations have made an impact on cost or service in their operations. But only 18% of shippers in the survey say they want to get rid of HOS regulations altogether.

SHIPPERS: HAVE YOU EXPERIENCED A SHORTAGE OF TRUCK CAPACITY?



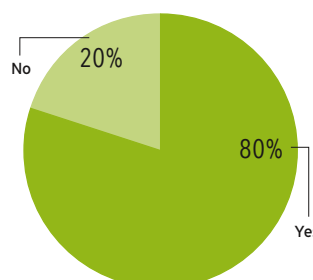
Space on a truck was already hard to find in 2020, when 61% of shipper-respondents told us they had experienced a shortage of truck capacity. This year, with companies struggling to get delayed components into factories and delayed products into the retail pipeline, capacity has become a challenge for even more shippers, 70%. Is it any wonder that so many of them have also seen rate increases?

SHIPPERS: HOW DO YOU FEEL ABOUT CSA REGULATIONS?



Just less than half of our shipper-respondents—48%—say that the Federal Motor Carrier Safety Administration's Compliance, Safety, and Accountability Act (CSA) has not affected the cost of their operations or made an impact on service. The CSA program monitors and evaluates motor carriers for safety performance and intervenes as needed. Another 36% of shippers say that CSA has made a noticeable impact on service or cost. But only 16% of shippers say this program should be suspended permanently.

SHIPPERS: HAVE YOU EXPERIENCED RATE HIKES APART FROM FUEL SURCHARGES?



There's no doubt about what COVID-19 and its effects on the world economy have done to transportation rates. Among our shipper-respondents, 80% report rate increases apart from any fuel surcharges their carriers may have imposed. This is exactly the same proportion as in 2020.

2021

INBOUND LOGISTICS

TOP 100 TRUCKERS



Inbound Logistics' annual Top 100 Truckers directory offers a comprehensive guide to help you find carrier partners that best fuel your diverse and demanding needs, especially in today's challenging and volatile business climate.

More than 200 trucking companies submitted their credentials to be considered for the list. IL editors evaluated surveys and questionnaires, conducted online research, and spoke with shippers and truckers before making their selection. This list benchmarks the types of services transportation buyers value when evaluating current partners or searching for new ones.

The 2021 Top 100 Truckers list, presented alphabetically, offers a snapshot of the trucking segment – from large, global truckload and LTL carriers to niche regional haulers that get their white gloves dirty delivering to the final mile.

NOTE: Information provided by trucking companies via questionnaire. Where information was not provided, historical and online data was used.

A. Duie Pyle

800-523-5020 | aduiepile.com

PRIMARY SERVICES

LTL, Package, Expedited, Logistics, Dedicated Contract Carriage, Final Mile

INDUSTRIES & COMMODITIES SERVED

Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Retail/E-commerce, High-Value

FLEET

1,372 tractors, 2,598 trailers

DRIVERS

1,855

OPERATING AREA

U.S. only

CERTIFICATIONS

HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

A. Duie Pyle Logistics

A&R Logistics *

800-542-8058 | ARDoingItRight.com

PRIMARY SERVICES

LTL, TL, Expedited, Dedicated Contract Carriage, Intermodal, Bulk

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Food & Beverage, Retail

FLEET

750 tractors, 1,100 trailers

DRIVERS

750

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

ACC Responsible Care, ISO, SmartWay

*rebranded as Quantix

AAA Cooper Transportation

334-793-2284 | AAACooper.com

PRIMARY SERVICES

LTL, Logistics, Dedicated Contract Carriage, Flatbed, Bulk, Brokerage, Temperature Control, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Freight All Kinds, Furniture, Retail/E-commerce, High-Value

FLEET

3,000 tractors

DRIVERS

3,275

OPERATING AREA

U.S. Only

CERTIFICATIONS

HazMat, ISO, SmartWay

Alabama Motor Express (AMX)

800-633-7590 | amxtrucking.com

PRIMARY SERVICES

Logistics, Flatbed, Bulk, Brokerage, Tanker

INDUSTRIES & COMMODITIES SERVED

Agriculture, Chemicals, Construction & Building Materials, Oil & Gas/Energy

FLEET

225 tractors, 225 trailers

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

AMX Logistics

All State Express

336-992-6880 | allstateexpress.com

PRIMARY SERVICES

TL, Expedited, Logistics, Dedicated Contract Carriage

INDUSTRIES & COMMODITIES SERVED

Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail, High-Value, Oil & Gas

FLEET

150 tractors, 225 trailers

DRIVERS

200

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATION

HazMat, SmartWay

Anderson Trucking Service

800 MEET ATS | atsinc.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, White Glove

INDUSTRIES & COMMODITIES SERVED

Aerospace, Agriculture, Automotive, Aviation, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Manufacturing, Mining, Retail/E-commerce, High-Value, Oil & Gas/Energy

FLEET

1,600 tractors

DRIVERS

1,400

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, SmartWay, Non-Vessel Operating Common Carrier (NVOCC), NTI Top Pay Carrier

FREIGHT BROKERAGE/LOGISTICS DIVISION

ATS Logistics Services

ArcoBest

800-610-5544 | arco.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-commerce, High-value, Oil & Gas/Energy

FLEET

4,294 tractors, 22,124 trailers

DRIVERS

4,362

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

ArcBest

Averitt Express

800-283-7488 | averittexpress.com

PRIMARY SERVICES

LTL, TL, Package, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Brokerage, Temperature Control, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-commerce, High-value

FLEET

4,733 tractors, 14,487 trailers

DRIVERS

5,442

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, ACC Responsible Care, Free and Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Averitt Multimodal

Bennett Family of Companies

800-866-5500 | bennettig.com

PRIMARY SERVICES

LTL, TL, Flatbed

INDUSTRIES & COMMODITIES SERVED

Aerospace, Construction & Building Materials, Freight All Kinds, High Value, Oil & Gas/Energy, Industrial Machinery, Steel, Manufacturing

FLEET

4,171 tractors, 4,001 trailers

DRIVERS

3,045

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, ISO, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Bennett International Logistics

Bison Transport

800-462-4766 | bisontransport.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Brokerage, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-commerce, High-Value

FLEET

2,155 tractors, 6,462 trailers

DRIVERS

2,594

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Bison Logistics

Brown Trucking Company

770-482-2556 | brownintegratedlogistics.com

PRIMARY SERVICES

TL, Logistics, Dedicated Contract Carriage, Brokerage

INDUSTRIES & COMMODITIES SERVED

Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, High-Value

FLEET

680 tractors, 3,400 trailers

DRIVERS

610

OPERATING AREA

U.S. only

CERTIFICATIONS

HazMat

FREIGHT BROKERAGE/LOGISTICS DIVISION

Brown Logistics Services

Bulk Transport Company East

636-717-2600 | btcbulk.com

PRIMARY SERVICES

Logistics, Flatbed, Bulk, Brokerage, Tanker

INDUSTRIES & COMMODITIES SERVED

Agriculture, Chemicals, Construction & Building Materials, Oil & Gas/Energy

FLEET

300 tractors, 280 trailers

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free And Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

BTC Solutions

C.R. England

888-725-3737 | crengland.com

PRIMARY SERVICES

LTL, TL, Package, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Brokerage, Temperature Control, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-commerce, High-Value

FLEET

4,010 tractors, 5,840 trailers

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

England Logistics

Cardinal Logistics

678-942-3031 | cardlog.com

PRIMARY SERVICES

LTL, TL, Package, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Household Goods, Bulk, Brokerage, Temperature Control, Tanker, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-commerce, High-Value, Oil & Gas/Energy

FLEET

4,000 tractors, 8,000 trailers

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, ISO, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Cardinal Logistics Brokerage

Cargo Transporters

828-459-3264 | cgor.com

PRIMARY SERVICES

TL

INDUSTRIES & COMMODITIES SERVED

Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-commerce

FLEET

800 tractors, 1,750 trailers

DRIVERS

525

OPERATING AREA

U.S. only

CERTIFICATIONS

SmartWay

THE TRUCKING DECISION SUPPORT TOOL

Search on any of these
data points to match your
requirements to the Top 100

bit.ly/trucking-DST

Carter Logistics

317-910-2159 | carter-logistics.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Intermodal, Brokerage, Final Mile

INDUSTRIES & COMMODITIES SERVED

Automotive, Freight All Kinds

FLEET

858 trucks, 1,600 trailers

DRIVERS

800

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

Central Freight Lines

800-782-5036 | centralfreight.com

PRIMARY SERVICES

LTL, Logistics

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Freight All Kinds, Furniture, Retail, Oil & Gas

FLEET

1,784 tractors

OPERATING AREA

U.S. only

CERTIFICATIONS

HazMat, SmartWay

Central Transport

586-939-7000 | centraltransport.com

PRIMARY SERVICES

LTL, TL, Expedited, Temperature Control, Logistics

INDUSTRIES & COMMODITIES SERVED

Manufacturing, Retail

FLEET

3,180 trucks, 6,543 trailers

OPERATING AREA

North America

CERTIFICATIONS

Free and Secure Trade. (FAST), HazMat, SmartWay

CFI

800-641-4747 | cfidrive.com

PRIMARY SERVICES

LTL, TL, Logistics, Flatbed, Intermodal, Household Goods, Brokerage, Temperature Control, Tanker

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-commerce, High-Value, Oil & Gas/Energy

FLEET

1,929 tractors, 7,000 trailers

DRIVERS

1,735

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

CFI Logistics

Challenger Motor Freight

519-653-9770 | challenger.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-commerce, High-Value

FLEET

1,350 tractors, 3,375 trailers

DRIVERS

1,220

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Challenger Logistics

Colonial Cartage Corporation

678-320-3120 | colonialcartage.com

PRIMARY SERVICES

LTL, TL, Logistics, Dedicated Contract Carriage, Intermodal, Bulk, Brokerage, Temperature Control, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Food & Beverage, Freight All Kinds, Government, Retail/E-commerce, High-Value

FLEET

70 tractors, 220 trailers

DRIVERS

60

OPERATING AREA

U.S. only

CERTIFICATIONS

C-TPAT, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Colonial Cartage

Colonial Freight Systems

800-826-1402 | www.cfsi.com

PRIMARY SERVICES

TL, Dedicated Contract Carriage, Household Goods, Temperature Control, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Food & Beverage, Freight All Kinds, Retail/E-commerce, High-Value

FLEET

235 tractors, 300 trailers

DRIVERS

235

OPERATING AREA

U.S. only

CERTIFICATIONS

Partners In Protection (PIP), SmartWay

Continental Expedited Services

615-933-0000 | shipces.com

PRIMARY SERVICES

TL, Expedited, Logistics

INDUSTRIES & COMMODITIES SERVED

Aerospace, Automotive, Chemicals, Food & Beverage, Retail, High-Value

FLEET

85 tractors

DRIVERS

90

OPERATING AREA

North America (USA, Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free And Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

Covenant Transport

888-762-5753 | covenanttransport.com

PRIMARY SERVICES

LTL, TL, Expedited, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Refrigerated, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail, High Value

FLEET

2,850 tractors, 6,600 trailers

DRIVERS

3,900

OPERATING AREA

North America

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST)

Cowan Systems

410-409-1990 | cowansystems.com

PRIMARY SERVICES

TL, Dedicated Contract Carriage, Brokerage

INDUSTRIES & COMMODITIES SERVED

Food & Beverage, Freight All Kinds

FLEET

2,000 tractors, 5,600 trailers

DRIVERS

1,950

OPERATING AREA

North America

CERTIFICATIONS

HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Cowan Logistics

Crete Carrier

800-998-8000 | cretecarrier.com

PRIMARY SERVICES

TL, Dedicated Contract Carriage, Flatbed, Refrigerated

INDUSTRIES & COMMODITIES SERVED

Food & Beverage, Freight All Kinds, Furniture, Retail

FLEET

5,000+ tractors, 13,000+ trailers

DRIVERS

5,000+

OPERATING AREA

U.S. Only

CERTIFICATIONS

HazMat, SmartWay

CRST Specialized Transportation

800-234-2788 | crst.com

PRIMARY SERVICES

LTL, TL, Logistics, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Furniture, High-Value

FLEET

850 tractors, 1,100 trailers

DRIVERS

850

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

SmartWay

Daily Express

717-240-2178 | dailyexp.com

PRIMARY SERVICES

TL, Logistics, Dedicated Contract Carriage, Flatbed, Brokerage

INDUSTRIES & COMMODITIES SERVED

Agriculture, Construction & Building Materials, Freight All Kinds, Government, Oil & Gas, Wind Energy

FLEET

285 tractors, 466 trailers

DRIVERS

285

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Daily Brokerage

Daseke

469-310-9213 | daseke.com

PRIMARY SERVICES

LTL, Expedited

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Government, Retail/E-commerce, High Value

FLEET

6,000 tractors, 13,600 trailers

DRIVERS

6,000

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free And Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

Dayton Freight Lines

800-860-5102 | daytonfreight.com

PRIMARY SERVICES

LTL, TL, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Brokerage, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Government, High-Value, Oil & Gas/Energy

FLEET

6,555 tractors, 2,323 trailers

OPERATING AREA

U.S. Only

CERTIFICATIONS

HazMat, SmartWay

Dupré Logistics

877-889-0769 | duprelogistics.com

PRIMARY SERVICES

LTL, TL, Package, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, Tanker, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-commerce, Oil & Gas/Energy

FLEET

650 tractors, 1,700 trailers

DRIVERS

732

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

ACC Responsible Care, HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Strategic Capacity Services

Epes Transport System

336-931-9808 | epestransport.com

PRIMARY SERVICES

TL, Dedicated Contract Carriage

INDUSTRIES & COMMODITIES SERVED

Agriculture, Construction & Building Materials, Food & Beverage, Freight All Kinds, Retail/E-commerce, High-Value

FLEET

1,440 tractors, 7,100 trailers

DRIVERS

1,600

OPERATING AREA

U.S. only

CERTIFICATIONS

HazMat, ISO, SmartWay

Estes

804-350-1900 | estes-express.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-commerce, High-Value

FLEET

8,043 tractors, 32,658 trailers

DRIVERS

9,756

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Estes Logistics

THE TRUCKING DECISION SUPPORT TOOL

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Evans Network of Companies

570-218-3320 | theenoc.com

PRIMARY SERVICES

LTL, TL, Flatbed, Intermodal

INDUSTRIES & COMMODITIES SERVED

General Freight

FLEET

7,500 tractors, 550 trailers

DRIVERS

7,500

OPERATING AREA

U.S. only

CERTIFICATIONS

C-TPAT, HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

New Age Logistics

FedEx Custom Critical

800-762-3787 | customcritical.fedex.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Flatbed, Intermodal, Household Goods, Refrigerated, White Glove

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Retail, High-Value

FLEET

1,200 tractors, 450 trailers

DRIVERS

2,000

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free And Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

FedEx Ground

800-463-3339 | fedex.com/groundshipping

PRIMARY SERVICES

LTL, Expedited

INDUSTRIES & COMMODITIES SERVED

Freight All Kinds

FLEET

60,000 tractors

OPERATING AREA

U.S. only

FLS Transportation

514-739-0939 | flstransport.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Flatbed, Intermodal, Refrigerated, White Glove

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail, High-Value

FLEET

120 tractors, 225 trailers

DRIVERS

130

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free And Secure Trade (FAST), Partners In Protection (PIP), SmartWay

Forward Air Corporation

800-763-8892 | forwardair.com

PRIMARY SERVICES

LTL, TL, Expedited, Flatbed, Intermodal, Brokerage, Temperature Control, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Automotive, Chemicals, Construction & Building Materials, Furniture, Retail/E-commerce, High-Value

FLEET

1,350 tractors, 5860 trailers

DRIVERS

2,440

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Forward Air

Frozen Food Express (FFE)

214-630-8090 | ffeinc.com

PRIMARY SERVICES

LTL, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Food & Beverage

FLEET

980 tractors, 1010 trailers

OPERATING AREA

U.S. only

CERTIFICATIONS

C-TPAT, SmartWay, Certified Cold Carrier-Global Cold Chain

Groendyke Transport

580-234-4663 | groendyke.com

PRIMARY SERVICES

Bulk, Tanker

INDUSTRIES & COMMODITIES SERVED

Agriculture, Chemicals, Government, Oil & Gas/Energy

FLEET

916 tractors, 1,677 trailers

DRIVERS

845

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

ACC Responsible Care, HazMat, ISO

Groupe Robert

514-521-1011 | robert.ca

PRIMARY SERVICES

LTL, TL, Package, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Motor Vehicle Carrier, Refrigerated, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail, High-Value

FLEET

1,195 tractors, 3,137 trailers

DRIVERS

1,421

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free And Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay, AIB, HACCP

Heartland Express

800-451-4621 | heartlandexpress.com

PRIMARY SERVICES

TL, Dedicated Contract Carriage, Refrigerated

INDUSTRIES & COMMODITIES SERVED

Automotive, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail

FLEET

4,000 tractors, 12,000 trailers

DRIVERS

4,000

OPERATING AREA

U.S. only

CERTIFICATIONS

C-TPAT, HazMat, Partners In Protection (PIP), SmartWay

Heniff Transportation

877-436-4331 | heniff.com

PRIMARY SERVICES

Logistics, Intermodal, Bulk, Tanker

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Food & Beverage, Oil & Gas/Energy

FLEET

1,725 tractors, 4,955 trailers

DRIVERS

1,628

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

ACC Responsible Care, HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Heniff Logistics

Horizon Freight Lines

812-526-3380 | horizonfreightlines.com

PRIMARY SERVICES

TL, Expedited, Dedicated Contract Carriage

INDUSTRIES & COMMODITIES SERVED

Automotive

FLEET

90 tractors, 325 trailers

DRIVERS

140

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT

Hub Group

800-377-5833 | hubgroup.com

PRIMARY SERVICES

LTL, TL, Package, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, Tanker, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-commerce, High-Value, Oil & Gas/Energy, Private Equity

FLEET

4,000 tractors, 49,300 trailers

DRIVERS

4,000

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, SmartWay, California CARB

FREIGHT BROKERAGE/LOGISTICS DIVISION

Hub Group

THE TRUCKING DECISION SUPPORT TOOL

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J.B. Hunt Transport Services

479-820-0000 | jbhunt.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-commerce, High-Value, Oil & Gas/Energy

FLEET

35,857 tractors, 134,546 trailers

DRIVERS

20,178

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

HazMat, ISO, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Integrated Capacity Solutions (ICS)

Kenan Advantage Group

330-491-0474 | thekag.com

PRIMARY SERVICES

TL, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control, Tanker

INDUSTRIES & COMMODITIES SERVED

Chemicals, Food & Beverage, Oil & Gas/Energy, Industrial Gases, Specialty Products

FLEET

7,000 tractors, 12,000 trailers

DRIVERS

8,600

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, ACC Responsible Care, Free and Secure Trade (FAST), HazMat, SmartWay, Truckers Against Trafficking Sponsor and Trainer

FREIGHT BROKERAGE/LOGISTICS DIVISION

KAG Logistics

KLLM Transport Services

601-936-5633 | kllm.com

PRIMARY SERVICES

TL, Logistics, Dedicated Contract Carriage, Intermodal, Refrigerated

INDUSTRIES & COMMODITIES SERVED

Chemicals, Food & Beverage

FLEET

2,300 tractors, 3,300 trailers

DRIVERS

2,400

OPERATING AREA

U.S. Only

CERTIFICATIONS

HazMat, SmartWay

Knight-Swift Transportation

602-269-2000 | knight-swift.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control, Tanker

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-commerce, High-Value, Oil & Gas/Energy

FLEET

19,000 tractors, 19,000 trailers

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Knight Logistics/Swift Logistics

Landstar

800-872-940 | landstar.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials,

Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-commerce, High-Value, Oil & Gas/Energy

FLEET

10,243 tractors, 10,243 trailers

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, ACC Responsible Care, Free And Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

Leonard's Express

585-742-9001 | leonardsexpress.com

PRIMARY SERVICES

TL, Logistics, Dedicated Contract Carriage, Intermodal, Brokerage, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Food & Beverage, Freight All Kinds

FLEET

616 tractors, 1,025 trailers

DRIVERS

585

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Leonard's Express

Lily Transportation Corp.

781-247-1355 | lily.com

PRIMARY SERVICES

LTL, TL, Logistics, Dedicated Contract Carriage, Flatbed, Bulk, Brokerage, Temperature Control, Tanker

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Construction & Building Materials, Food & Beverage, Furniture

FLEET

1,000 tractors, 2,500 trailers

DRIVERS

1,100

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, ISO, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Lily Logistics

Lynden

888-596-3361 | lynden.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, Tanker, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-commerce, High-Value, Oil & Gas/Energy, Seafood

FLEET

877 tractors, 2,428 trailers

DRIVERS

967

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Lynden International

Marten Transport

800-395-3000 | martens.com

PRIMARY SERVICES

TL, Dedicated Contract Carriage, Intermodal, Household Goods, Brokerage, Temperature Control, Tanker

INDUSTRIES & COMMODITIES SERVED

Chemicals, Food & Beverage, Freight All Kinds

FLEET

3,058 tractors, 5,900 trailers

DRIVERS

3,221

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Marten Transport Logistics

Melton Truck Lines

918-270-9450 | meltontruck.com

PRIMARY SERVICES

TL, Logistics, Flatbed

INDUSTRIES & COMMODITIES SERVED

Automotive, Construction & Building Materials, Freight All Kinds, Retail

FLEET

1,359 tractors, 2,276 trailers

DRIVERS

1,300

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free And Secure Trade (FAST), HazMat, SmartWay

Mercer Transportation

800-626-5375 | mercer-trans.com

PRIMARY SERVICES

TL, Logistics, Flatbed, Brokerage

INDUSTRIES & COMMODITIES SERVED

Construction & Building Materials, Food & Beverage, Freight All Kinds, Government, Retail/E-commerce, Oil & Gas/Energy, Metals

FLEET

2,325 tractors, 2,325 trailers

DRIVERS

2,315

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Mercer Total Services

Moran Transportation

800-716-6787 | MoranTransportation.com

PRIMARY SERVICES

LTL

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals,

Construction & Building Materials, Freight All Kinds, Government, Retail/E-commerce

FLEET

298 tractors, 325 trailers

DRIVERS

275

OPERATING AREA

U.S. only

CERTIFICATIONS

HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Moran Logistics

National Retail Systems (NRS)

201-330-1900 | NationalRetailSystems.com

PRIMARY SERVICES

LTL, TL, Logistics, Dedicated Contract Carriage, Bulk, White Glove

INDUSTRIES & COMMODITIES SERVED

Automotive, Chemicals, Construction & Building Materials, Freight All Kinds, Furniture, Retail

FLEET

1,200 tractors, 6,500 trailers

DRIVERS

900

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, SmartWay

Navajo Express

303-287-3800 | navajoexpress.com

PRIMARY SERVICES

TL, Expedited, Logistics, Dedicated Contract Carriage, Brokerage, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Construction & Building Materials, Food & Beverage, Freight All Kinds, Retail/E-commerce

FLEET

2,500 tractors, 1,000 trailers

DRIVERS

900

OPERATING AREA

U.S. only

CERTIFICATIONS

SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Navajo Expedited

NFI

877-785-3112 | nfiindustries.com

PRIMARY SERVICES

LTL, TL, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, Tanker, Final Mile

INDUSTRIES & COMMODITIES SERVED

Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Furniture, Retail/E-commerce, High-Value, Oil & Gas/Energy

FLEET

4,500 tractors, 12,500 trailers

DRIVERS

5,600 including owner/operators

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

NFI Brokerage

Nussbaum

800-322-7305 | nussbaum.com

PRIMARY SERVICES

TL, Dedicated Contract Carriage

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive Parts, Building & Construction Materials, Furniture, Heavy Equipment, Retail Merchandise, Steel, Tires

FLEET

450 tractors, 420 trailers

OPERATING AREA

U.S. Only

CERTIFICATIONS

HazMat, SmartWay

Oak Harbor Freight Lines

253-288-8300 | oakh.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Flatbed, Intermodal, Brokerage, Temperature Control, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-Commerce, High-Value, Oil & Gas/Energy

FLEET

1,000 tractors, 2,500 trailers

DRIVERS

900

OPERATING AREA

U.S. only

CERTIFICATIONS

HazMat, SmartWay

ODW Logistics

614-549-5000 | odwlogistics.com

PRIMARY SERVICES

LTL, TL, Package, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Automotive, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-commerce, High-Value

FLEET

125 tractors, 155 trailers

DRIVERS

150

OPERATING AREA

U.S. only

CERTIFICATIONS

C-TPAT, ACC Responsible Care, ISO, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

ODW Logistics Transportation Services (LTS)

THE TRUCKING DECISION SUPPORT TOOL

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Odyssey Logistics & Technology

855-875-0681 | odysseylogistics.com

PRIMARY SERVICES

LTL, TL, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control, Tanker

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, High-Value, Oil & Gas/Energy

FLEET

600 tractors, 975 trailers

DRIVERS

532

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, ACC Responsible Care, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Odyssey Overland

Old Dominion Freight Line

800-235-5569 | ODFL.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Intermodal

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-commerce, High-Value, Oil & Gas/Energy

FLEET

9,288 tractors, 36,650 trailers

DRIVERS

11,000

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, SmartWay

Paschall Truck Lines

800-626-3374 | ptl-inc.com

PRIMARY SERVICES

TL, Expedited, Dedicated Contract Carriage, Brokerage

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-commerce

FLEET

1,050 tractors, 3,100 trailers

DRIVERS

1,200

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Paschall Logistics

Penske Logistics

800-529-6531 | PenskeLogistics.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, White Glove

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-commerce, High-Value

FLEET

7,496 tractors, 21,998 trailers

DRIVERS

10,889

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), ISO, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Penske Freight Brokerage

Performance Team, A Maersk Company

866-775-5120 | performanceteam.net

PRIMARY SERVICES

LTL, TL, Logistics, Dedicated Contract Carriage, Brokerage

INDUSTRIES & COMMODITIES SERVED

Automotive, Food & Beverage, Freight All Kinds, Furniture, Retail/E-commerce

FLEET

1,000 tractors, 5,750 trailers

DRIVERS

900

OPERATING AREA

U.S. only

CERTIFICATIONS

C-TPAT, ISO, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Maersk-Inland Transportation

PITT OHIO

412-232-3015 | pittohio.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Temperature Control, Final Mile

INDUSTRIES & COMMODITIES SERVED

Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-commerce, High-Value

FLEET

2,054 tractors, 5,836 trailers

DRIVERS

3,406

OPERATING AREA

U.S. only

CERTIFICATIONS

HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

PITT OHIO Supply Chain

Polaris Transportation Group

905-671-3100 | polaristransport.com

PRIMARY SERVICES

LTL, Brokerage

INDUSTRIES & COMMODITIES SERVED

Automotive, Chemicals, Food & Beverage, Freight All Kinds, Furniture

FLEET

160 tractors, 300 trailers

DRIVERS

160

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Polaris Global Logistics

Pride Transport

801-514-0884 | pridetransport.com

PRIMARY SERVICES

TL, Expedited, Logistics, Dedicated Contract Carriage, Household Goods, Brokerage, Temperature Control, White Glove

INDUSTRIES & COMMODITIES SERVED

Food & Beverage, Freight All Kinds, Retail/E-commerce, High-Value

FLEET

550 tractors, 900 trailers

DRIVERS

500

OPERATING AREA

U.S. only

CERTIFICATIONS

Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Pride Logistics Services

Prime

800-848-4560 | primeinc.com

PRIMARY SERVICES

TL, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control, Tanker

INDUSTRIES & COMMODITIES SERVED

Agriculture, Construction & Building Materials, Food & Beverage, Freight All Kinds, Retail/E-commerce, High-Value

FLEET

6,798 tractors, 14,486 trailers

DRIVERS

8,000

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Prime Inc. Logistics

Purolator

888-SHIP-123 | purolator.com

PRIMARY SERVICES

LTL, Expedited

INDUSTRIES & COMMODITIES SERVED

Freight All Kinds

FLEET

54 hybrid electric, 2,884 courier, 181 medium trucks, 1,329 highway trailers, 465 tractors

OPERATING AREA

North America

Quality Carriers

800-282-2031 | qualitycarriersinc.com

PRIMARY SERVICES

Bulk, Logistics Services, Intermodal

INDUSTRIES & COMMODITIES SERVED

Chemicals, Oil & Gas, Bulk Liquid, Food Grade Liquid

FLEET

2,800 tractors & vans, 5,300 trailers

DRIVERS

3,000

OPERATING AREA

North America

R+L Carriers

800-543-5589 | rlcarriers.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Intermodal, Bulk, Motor Vehicle Carrier, Refrigerated, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail, High-Value, Oil & Gas

TOP 100 TRUCKERS

FLEET

6,000 tractors & vans, 14,000 trailers

DRIVERS

5,000

OPERATING AREA

North America

CERTIFICATIONS

C-TPAT, HazMat

Red Classic

866-768-8809 | redclassic.com

PRIMARY SERVICES

TL, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Brokerage

INDUSTRIES & COMMODITIES SERVED

Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-commerce, High-Value

FLEET

577 tractors, 3,324 trailers

DRIVERS

582

OPERATING AREA

U.S. only

CERTIFICATIONS

SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Red Classic Transportation Services

Rinchem Company

505-345-3655 | rinchem.com

PRIMARY SERVICES

LTL, TL, Package, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control, Tanker, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Automotive, Chemicals, Freight All Kinds, Government, High-Value, Oil & Gas/Energy

FLEET

190 tractors, 500 trailers

DRIVERS

212

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

HazMat, ISO, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Rinchem

Roehl Transport

715-591-7000 | roehltransport.com

PRIMARY SERVICES

TL, Logistics, Flatbed, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Agriculture, Construction & Building Materials, Food & Beverage, Freight All Kinds, Retail/E-commerce

FLEET

2,100 tractors, 5,200 trailers

DRIVERS

2,150

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

Free and Secure Trade (FAST), SmartWay, Military Friendly Employer

FREIGHT BROKERAGE/LOGISTICS DIVISION

Roehl Logistics

Ruan

515-245-2793 | ruan.com

PRIMARY SERVICES

LTL, TL, Package, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, Tanker, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-commerce, High-Value, Industrial Gases, Medical

FLEET

3,644 tractors, 9,468 trailers

DRIVERS

4,000

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

HazMat, SmartWay

Ryder System

305-500-3726 | ryder.com

PRIMARY SERVICES

LTL, TL, Package, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Motor Vehicle Carrier, Refrigerated, Tanker, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail, High-Value, Oil & Gas

FLEET

277,400 tractors, 45,300 trailers

DRIVERS

9,500

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, ACC Responsible Care, Free And Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

Saddle Creek Logistics Services

888-878-1177 | sclogistics.com

PRIMARY SERVICES

LTL, TL, Package, Expedited, Logistics, Dedicated Contract Carriage, Intermodal, Household Goods, Brokerage

INDUSTRIES & COMMODITIES SERVED:

Automotive, Construction & Building Materials, Food & Beverage, Furniture, Government, Retail/E-commerce, High-Value, Health & Beauty, Apparel/Footwear, CPG, Electronics

FLEET

500 tractors, 2,000 trailers

DRIVERS

550

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Saddle Creek Transportation Services

Safeway Trucking Corporation

908-351-2800 | eastcoastwarehouse.com

PRIMARY SERVICES

LTL, TL, Logistics, Dedicated Contract Carriage, Intermodal, Brokerage, Temperature Control, Final Mile

INDUSTRIES & COMMODITIES SERVED

Food & Beverage

FLEET

60 tractors, 190 trailers

DRIVERS

235

OPERATING AREA

U.S. only

CERTIFICATIONS

HazMat, Safe Quality Foods (SQF)

FREIGHT BROKERAGE/LOGISTICS DIVISION

Safeway Logistics Solutions

Saia LTL Freight

800-765-7242 | saia.com

PRIMARY SERVICES

LTL, TL, Expedited

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-commerce, High-Value, Oil & Gas/Energy

FLEET

4,800 tractors, 5,400 trailers

OPERATING AREA

U.S. Only

CERTIFICATIONS

C-TPAT, HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

LinkEx

Schneider

800-558-6767 | schneider.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control, Tanker

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals,

Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-commerce, High-Value

FLEET

9,000 tractors, 36,900 trailers

DRIVERS

Approx. 10,000

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, ACC Responsible Care, Free and Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Schneider Transportation Management

Southeastern Freight Lines

803-794-7300 | sefl.com

PRIMARY SERVICES

LTL, Expedited, Logistics, Brokerage, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-commerce, High-Value, Oil & Gas/Energy

FLEET

2,951 tractors, 9,778 trailers

DRIVERS

4,366

OPERATING AREA

U.S. only

CERTIFICATIONS

HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

eShipping Exchange

Span Alaska Transportation

206-730-4653 | spanalaska.com

PRIMARY SERVICES

LTL, TL, Logistics, Flatbed, Temperature Control, Final Mile

INDUSTRIES & COMMODITIES SERVED

Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-commerce, Oil & Gas/Energy, Chill & Freeze, Mining

FLEET

90 tractors, 400 trailers

DRIVERS

85

OPERATING AREA

U.S. only

CERTIFICATIONS

HazMat

FREIGHT BROKERAGE/LOGISTICS DIVISION

Span Alaska

Syfan Transport

855-287-8485 | syfanlogistics.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Tanker

INDUSTRIES & COMMODITIES SERVED

Automotive, Food & Beverage, Freight All Kinds, Retail/E-commerce, High-Value

FLEET

180 tractors, 100 trailers

DRIVERS

175

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Syfan Logistics

System Freight

609-395-8600 | systemfreight.net

PRIMARY SERVICES

TL, Dedicated Contract Carriage

INDUSTRIES & COMMODITIES SERVED

Freight All Kinds

FLEET

460 tractors, 3,350 trailers

DRIVERS

497

OPERATING AREA

U.S. only

CERTIFICATIONS

SmartWay

TMC Transportation

888-331-7163 | tmctrans.com

PRIMARY SERVICES

TL, Logistics, Dedicated Contract Carriage, Brokerage

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Food & Beverage, Freight All Kinds, Furniture, High Value

FLEET

5,500 tractors, 6,500 trailers

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

TMC Logistics

Trimac Transportation

403-298-5100 | trimac.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Bulk, Brokerage, Temperature Control, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-commerce, High-Value, Oil & Gas/Energy

FLEET

2,175 tractors (CA & US), 4,828 trailers (CA & US)

DRIVERS

2,596 (Total North America)

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, ACC Responsible Care, Free And Secure Trade (FAST), HazMat, ISO, SmartWay

U.S. Xpress Enterprises

866-646-5886 | usxpress.com

PRIMARY SERVICES

LTL, Logistics, Dedicated Contract Carriage, Brokerage

INDUSTRIES & COMMODITIES SERVED

Automotive, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-commerce, High-Value

FLEET

7,000 tractors, 15,500 trailers

DRIVERS

7,000

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Xpress Technologies

UniGroup Logistics

636-305-4630 | unigrouplogistics.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Household Goods, Brokerage, Temperature Control, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Automotive, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Government, Retail/E-commerce, High-value

FLEET

2,889 tractors, 4,767 trailers

DRIVERS

3,200

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, ISO, SmartWay, NVOCC

FREIGHT BROKERAGE/LOGISTICS DIVISION

UniGroup Logistics Brokerage

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Universal Logistics Holdings

586-467-1457 | UniversalLogistics.com

PRIMARY SERVICES

TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Brokerage

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Construction & Building Materials, Food & Beverage, Furniture, Government, Retail/e-commerce, Oil & Gas/Energy

FLEET

1,550 tractors, 5,900 trailers

DRIVERS

4,389

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Universal Capacity Solutions

UPS Freight

800-333-7400 | upsfreight.com

PRIMARY SERVICES

LTL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Brokerage, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-commerce, High-Value

FLEET

5,400 tractors, 22,000 trailers

DRIVERS

7,550

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free And Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Coyote Logistics

USA Truck

800-643-2530 | usa-truck.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Bulk, Brokerage, Temperature Control

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-commerce, High-Value

FLEET

1,841 tractors, 5,634 trailers

DRIVERS

2,027

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, HazMat, SmartWay, UIIA

FREIGHT BROKERAGE/LOGISTICS DIVISION

USAT Logistics

Ward Transport & Logistics

800-458-3625 | wardtlc.com

PRIMARY SERVICES

LTL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Brokerage, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-Commerce, High-Value

FLEET

600 tractors, 1,050 trailers

DRIVERS

677

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

HazMat, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

ForWard Brokerage

Werner Enterprises

402-895-6640 | werner.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Dedicated Contract Carriage, Flatbed, Intermodal, Brokerage, Temperature Control, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail/E-commerce, High-value, Oil & Gas/Energy

FLEET

8,186 tractors, 25,455 trailers

DRIVERS

10,217

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), HazMat, Partners In Protection (PIP), SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Werner Logistics

Western Express

615-720-6151 | westernexp.com

PRIMARY SERVICES

TL, Logistics, Dedicated Contract Carriage, Flatbed, Brokerage

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Construction & Building Materials, Food & Beverage, Freight All Kinds, Retail/E-commerce

FLEET

3,000 tractors, 9,500 trailers

DRIVERS

3,423

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, Free and Secure Trade (FAST), ISO, SmartWay

FREIGHT BROKERAGE/LOGISTICS DIVISION

Western Express Logistics

XPO Logistics

844-742-5976 | xpologistics.com

PRIMARY SERVICES

LTL, Expedited, Logistics, Dedicated Contract Carriage, Intermodal, Household Goods, Bulk, Refrigerated, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Food & Beverage, Freight All Kinds, Furniture, Retail, High-Value, Oil & Gas

FLEET

8,500 tractors, 25,000 trailers

DRIVERS

24,330

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, ISO, Partners In Protection (PIP), SmartWay, ICCA Responsible Care, Lean, Six Sigma

Yellow Corporation

800-610-6500 | yrc.com

PRIMARY SERVICES

LTL, TL, Expedited, Logistics, Motor Vehicle Carrier, White Glove, Final Mile

INDUSTRIES & COMMODITIES SERVED

Agriculture, Automotive, Chemicals, Construction & Building Materials, Freight All Kinds, Retail

FLEET

8,400 tractors, 34,500 trailers

DRIVERS

18,000

OPERATING AREA

North America (U.S., Canada, Mexico)

CERTIFICATIONS

C-TPAT, ACC Responsible Care, Free And Secure Trade (FAST), HazMat, ISO, Partners In Protection (PIP), SmartWay

FREIGHT BILL AUDIT & PAYMENT

SPARKING SUPPLY CHAIN SYNAPSES

Supply chain analysis and insight have become top of mind over the past 18 months. These freight bill audit and payment (FBAP) firms conceive solutions and activate process improvements for shippers' transportation networks and strategies.





As the business world becomes more global, fast-paced, and competitive, organizations require timely and accurate insight to continue to thrive. Leading freight bill audit and payment (FBAP) firms are offering solutions and insight that can help shippers optimize their transportation networks and strategies.

Solutions that automate payments or check whether freight bills reflect contract terms remain essential. However, the past few years have witnessed “a shift to providers that are leveraging technology and the rich data that comes from transportation invoices to help shippers become smarter and more efficient,” says Hannah Testani, chief executive officer with Intelligent Audit, a supply chain technology services company focused on reducing transportation costs.

This insight has become critical over the past 18 months. To navigate the changes in the freight market, it’s no longer enough to know where your freight is, nor to know your costs, although both are key, says Nate Endicott, senior vice president of global sales, marketing, and partnerships with RateLinx, which offers a supply chain shipping, visibility, payment, and analytics platform. “To optimize your freight network and costs, you have to be able to tie the two together,” he adds.

As costs rise and capacity remains tight, “everyone is trying to wrap their arms around their data to find ways to mitigate the impact of these market conditions,” says Michael Falls, director, global strategic solutions with enVista, a global provider of freight audit and payment solutions.

Eighteen months ago, many shippers focused on assembling data across all modes to gain full visibility to their transportation networks. As COVID hit, more searched for technology that would allow them to optimize spending by, for instance, reducing surcharges.

Over the past eight months or so, shippers have been requesting technology that helps them reduce transit time and better serve their customers, Falls says. For instance,

they might evaluate parcel service levels to check whether they’re using express services over short distances when they could be using ground or home delivery, saving time and money.

More recently, shippers are looking at reducing non-value-added activity and optimizing their workforces. “That’s a huge transformation over 18 months,” Falls adds.

BEHIND THE DEMAND FOR DATA

One driver behind the need for greater freight data and intelligence is the recent supply chain disruptions. “It’s pure whack-a-mole when it comes to supply chain disruptions,” says Ross Harris, chief executive officer with A3 Freight Payment, which offers comprehensive spend management solutions.

“The more disruptions, the more you need visibility into your data,” Testani says. It’s difficult to save, say, 5% of your spend if you don’t know what your spend is, she notes.

As global sourcing grows, companies are finding that “a more global perspective as they manage their transportation expenses” can provide competitive advantages, says Thomas M. Zygmunt, manager of marketing, business development and promotion with Cass Information Systems, Inc., which provides freight and utility invoice payment services.

At the same time, the rise in e-commerce has magnified the need to manage parcel expenses. This includes auditing for duplicates, rates, and compliance and service failures, Zygmunt says. As important, companies are looking to allocate parcel spend to meet complex general ledger requirements and understand their true cost per package, he adds.

Transportation expenditures also are attracting more scrutiny from senior executives, says Keith Snavelly, senior vice president, global sales, with nVision Global, a freight audit service company. A growing number recognize the impact supply chains can have on an organization’s success.

This awareness is prompting supply chain leaders to look for technology that can automate transaction processing, resolve invoice discrepancies, and provide insight.

Also impacting the FBAP sector are the retirements of many experienced traffic and transportation experts, says Allan J. Miner, president of CT Logistics, a provider of freight bill audit and payment services.

Often, new leadership lacks the core hands-on experience that those retiring had. As a result, organizations are relying more heavily on their service providers.

More third-party logistics providers also are seeking freight payment providers, says Craig Cameron, vice president, sales and marketing, with

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FREIGHT BILL AUDIT & PAYMENT: Sparkling Supply Chain Synapses



Freight bill audit and payment firms gather data across all modes to provide visibility into transportation networks, storing the information in secure data centers.

A3 Freight Payment. The growth in their businesses has highlighted the lack of scalability in their current freight audit models, just as their customers' interest in these services is increasing.

THE PANDEMIC'S IMPACT ENDURES

The pandemic also continues to disrupt the sector. "With volumes continuing to go berserk, you have a new abnormal in which shippers are moving more freight and spending more dollars, and they're trying to keep track of where, how, and with whom they're spending it," Endicott says.

Additionally, the transportation market remains more variable, with rate changes in transportation verticals more frequent, says George Kontoravdis, founder and president of Fortigo, which automates, optimizes, and audits logistics decisions.

For instance, many ocean carriers no longer offer firm rates. Instead, they change them at least weekly, if not more frequently. Rate volatility likely will remain for the near-term due to the dramatic reduction in capacity, and the time required to bring ships back online, he adds.

Many shippers are recognizing that ocean and air shipments differ dramatically from other types, says Phil Marlowe, president and chief logistician with Acuitive Solutions, a global provider of freight management solutions.

"With parcel and LTL, a shipment is a shipment," he says. "They have few moving parts."

In contrast, ocean shipments may be split across several bills of lading and customs procedures, leading to multiple invoices that are related, Marlowe notes.

So, six invoices may relate to the same container. While each should reflect one-sixth the freight cost, they're often processed as six separate bills, he adds.

ELIMINATING MANUAL PROCESSES

The pandemic also hammered home the recognition that "manual processes are virtually impossible," Marlowe says. With many physical offices closed, FBAP providers need to be able to electronically pass information from step to step in a process.

Even as the disruptions continue, the FBAP industry is stepping up. "Freight audit and payment kept supply chains fluid and funded over the past 18 months," says Roberta Tamburrino, president, freight audit and payment with AFS Logistics, a provider of supply chain consulting and logistics services.

"The industry continues to thrive by providing critical data and analytical tools that help shippers optimize their global supply chain, while providing audit savings, as well as lowering

the internal costs of processing their invoices in-house," Snavely says.

The following companies are helping shippers achieve these goals.

A3 Freight Payment: Providing In-Depth Insight...In a Click

A3 Freight Payment provides its customers the in-depth insight they need to effectively manage their businesses and boost performance through a mix of precise customization, quality customer service, and efficient processing.

At the same time, A3's solutions require a minimum commitment of IT and management resources from its clients. While many of its clients have annual transportation spending of at least \$30 million, A3 works with many smaller shippers that are looking for greater insight into their transportation spending.

Over the past few years, A3 has enhanced its offerings to provide new analytical tools in transportation spend management. With just a click or two, shippers can easily access insight that can intelligently guide business decisions, says Craig Cameron, vice president, sales and marketing.

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“WHEN YOU GET INTO TRANSPORTATION SPEND MANAGEMENT, THAT’S WHEN YOU GET CHANCES TO HIT HOME RUNS.

**- CRAIG CAMERON
VP, SALES AND MARKETING
A3 FREIGHT PAYMENT**

A3 transportation spend management analytical tools enable shippers to dig into their spending in the depth and comprehensiveness that previously was available only by engaging teams of high-priced consultants. “Our tools enable forward-looking analytic work, often with just a click or two,” says CEO Ross Harris.

By using artificial intelligence to spot both trends and anomalies, A3 is able to notify shippers when their transportation operations are deviating from plan, without requiring manual intervention. “Then they can act proactively,” Cameron says. This automated delivery of information is key, as many clients handle millions of transactions annually.

In addition, a new supply chain financing solution (sometimes referred to as terms extension) offered by A3 enables clients to extend and improve their working capital. A3 will pay its clients’ transportation service providers at or before the established due dates. Shippers can then pay A3 according to a schedule that better fits their working capital needs.

Shippers working with A3 Freight Payment benefit in several ways. Those that outsource payment processing generally save about \$2 per invoice, Cameron says. As a rule of thumb, freight bill auditing generates ongoing savings of about .5%, he says, noting that initial savings usually are much higher.

When completing an audit, A3 engages in a thorough business review. “We don’t just look for individual rate errors,” Harris says.

Auditors take a comprehensive approach, checking, for instance, that the shipper is responsible for the bills in the first place and whether any bills have been duplicated.

“Then, when you get into transportation spend management, that’s when you get chances to hit home runs,” Cameron says. For instance, an analysis might show employees are paying more because they’re neglecting to use contracted carriers.

UNCOVERING SAVINGS

An electronics manufacturing services firm contacted A3 for assistance in measuring and monitoring its parcel

shipping activity so it could more accurately identify vendor chargebacks and internal shipping compliance across multiple locations. Before working with A3, the firm’s process for running queries was cumbersome and time-consuming. In addition, it was only able to estimate, rather than calculate, the cost it was incurring from non-compliant shipments.

When the team at A3 reviewed the company’s processes, they identified numerous anomalies in its data that made it difficult to accurately analyze it. A3 normalized and then analyzed the data once more. They were able to pinpoint where internal compliance was lacking and identify opportunities for less expensive shipping. Their work uncovered annual savings totaling \$1.2 million.

Acuitive Solutions: Solving Customer Puzzles

For its corporate symbol, leadership at Acuitive Solutions chose an origami bird. “It’s a puzzle,” explains Phil Marlowe, president and chief logistician. “Rather than force customers to do things our way, we designed our software so we can solve their puzzles.”

The founders of Acuitive Solutions are “logisticians with experience on both the carrier and shipper sides of transactions,” says Jarrett Crosby, director of value engineering with the Charlotte, North Carolina-based firm. “They know how supply chains work.”

Acuitive’s solutions enable shippers to replace emails and spreadsheets with rules-based workflows that allow them to collaborate and manage shipments in real time and without direct, manual involvement.

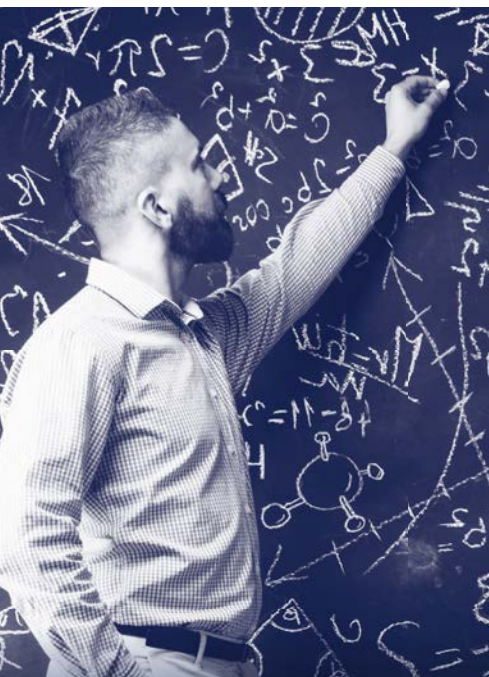
To ensure data integrity, each client engagement starts with a robust pre-audit process. While some FBAP providers check invoices to various tolerances and then flag outliers, Acuitive receives data



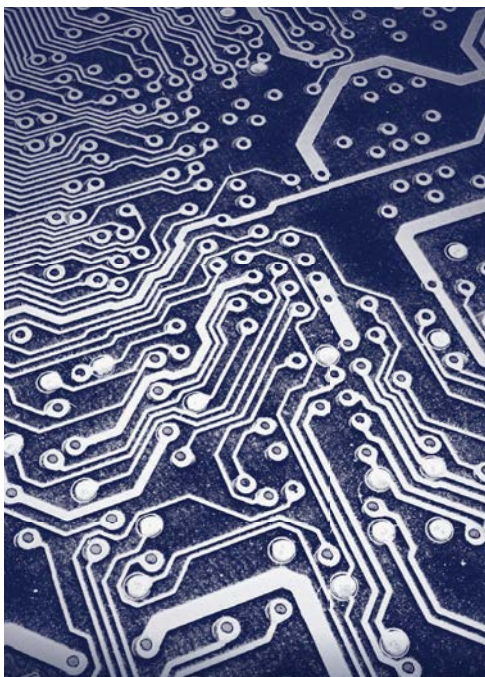
“A3’S TRANSPORTATION SPEND MANAGEMENT TOOLS ENABLE FORWARD-LOOKING ANALYTIC WORK, OFTEN WITH JUST A CLICK OR TWO.”

**- ROSS HARRIS
CHIEF EXECUTIVE OFFICER
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“WE CONTINUALLY FOCUS ON WHAT CUSTOMERS NEED NEXT. WE’RE ALWAYS THINKING ABOUT WHERE THE MARKET IS GOING AND HOW WE CAN USE OUR SKILL SETS TO SOLVE INDUSTRY PROBLEMS.”

-PHIL MARLOWE
PRESIDENT AND CHIEF LOGISTICIAN
ACUITIVE SOLUTIONS

with the carrier without the retailer’s involvement. As a result, the retailer now approves invoices seven to eight days before shipments are estimated to arrive, eliminating short and overpayment challenges.

“As Acuitive grows, we continually focus on what customers need next,” Marlowe says. “We’re always thinking about where the market is going and how we can use our skill sets to solve industry problems.”

from carriers, 3PLs, and forwarders.

It automatically validates the correct invoices and flags discrepancies, essentially auditing invoices as they’re generated. “It’s the backbone of our system,” Crosby says.

And rather than settling for statistical sampling of invoices, Acuitive’s solution audits each one, processing the vast majority without human intervention. (The exact percentage varies between modes.)

“Because the AcuAudit prepayment freight audit solution keeps errors from hitting shippers’ books in the first place, they’re simpler and quicker to correct,” Marlowe says.

“Companies that lack a prepayment audit can expect about 20% of their ocean invoices to contain errors,” he adds. “Within 90 days after we implement the Acuitive solution with a client, that number drops to 8% because carriers can immediately see what they’re doing incorrectly.”

In addition, “Acuitive’s experts don’t just tell clients there’s an invoice error,”

Marlowe says. “They also let them know what’s wrong, so they can fix it, resubmit the invoice, and receive payment.”

“These capabilities have become more critical as the pandemic has prompted shippers who went from negotiating rates a few times a year to now negotiate several times a week,” Crosby notes.

FABRICATING A SCHEDULING SYSTEM

Acuitive’s work with the largest fabric and craft retailer in the United States shows how its solutions can save money and foster business growth. Previously, the retailer audited only a portion of its freight bills from the approximately 5,000 ocean container shipments it received annually from Asia and the Middle East. Its cumbersome and labor-intensive process hindered efforts to do more. As a result, containers were held up to resolve invoice issues.

Acuitive developed an FBAP scheduling system that automatically processes all the company’s invoices and resolves flagged discrepancies

AFS Logistics:

Evaluating Data to Enhance Performance

Freight audit and payment has been the cornerstone of AFS Logistics since it launched nearly 40 years ago. “It’s both our past and our future,” says Roberta Tamburrino, president, freight audit and payment.

The 1,700-plus clients of AFS range from multinational enterprises to plucky startups, and span most industry sectors. No matter their size or industry, AFS leverages its knowledge, technology, and experience to help each organization review and evaluate shipment data to identify ways to redirect efforts to enhance performance.

Here’s one example. When working with a multinational retail chain with a growing e-commerce business, AFS discovered inaccuracies in cost, price, and shipment data, as well as failures to comply with the service level agreement. Because the retailer ships more than 87 million parcel shipments annually, it needed an automated system to uncover these inaccuracies.

By working with the carrier to develop a short-pay resolution, AFS is helping the client save more than \$400,000 annually. AFS’s automated processes cut reporting time from more than four hours each week to several minutes.



FREIGHT AUDITING “CAPABILITIES HAVE BECOME MORE CRITICAL AS THE PANDEMIC HAS PROMPTED SHIPPERS WHO WENT FROM NEGOTIATING RATES A FEW TIMES A YEAR TO NOW NEGOTIATE SEVERAL TIMES A WEEK.”

-JARRETT CROSBY
DIRECTOR VALUE ENGINEERING
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Contact us at Info@AcuitiveSolutions.com to explore the value proposition we can provide your business, whether you're a shipper or a freight forwarder.



Each year, AFS audits more than 300 million invoices and manages more than \$10 billion in spending, working at the intersection of the financial and physical supply chain. For instance, AFS worked with one client to provide visibility for less-than-truckload shipments, enabling the organization to see when a load is tendered and track when it's delivered. Using this data, it can assign

contracted rates to the shipment and then issue payment.

"They don't even have to issue invoices," Tamburrino says, noting that AFS "is driven to make things easy for its clients."

GOING THE EXTRA MILE

Particularly over the past 18 months, AFS's commitment to going the extra mile to help its clients address their

challenges has become evident in multiple ways.

For instance, in spring 2020, as many companies were working overtime to try to understand and manage through the pandemic, a multinational biosciences firm sought out AFS after its previous freight audit provider ceased operations, leaving the firm unable to consistently pay its carriers on time. As a result, it was missing shipment opportunities.

Selecting a FBAP Provider: Top 6 Questions to Ask

Before engaging a new freight bill and audit payment provider, shippers can ask a few key questions to check whether the company is right for them. They include the following:

1] What technology are they employing? "The days of just auditing information and getting refunds are a thing of the past," says Testani of Intelligent Audit. Providers need to be able to leverage technology to conduct robust audits, and to alert customers to actions they can take to become more effective shippers. The technology also should be flexible enough to provide for future growth.

2] How truly global is the provider? If a shipper requires services around the world, the provider should also have processing centers around the world. "This is critical to ensure the freight audit and payment firm is conducting business in local languages and time zones while providing the regional expertise that multinational corporations have come to expect," says Snavelly of nVision Global. The provider should work on a global processing application that can provide a single data warehouse of shippers' global transportation activity, he adds.

3] How established and trustworthy is the firm? Allan Miner of CT Logistics suggests asking how long the company has operated in the freight audit market, and how long its current ownership

structure and banking relationships have been in place. Check whether the company has been involved in any lawsuits in the past 20 years, and whether it has changed its name in the past 20 years.

4] How will your funds and data be handled and what visibility will you have into the process? "Saving money is only part of the equation," notes Pape of U.S. Bank. Because freight bills contain competitive information about each company's supply chain, any savings gained won't matter if the provider has a data breach. A quality provider will have processes and procedures in place to ensure online security and maintain transaction integrity. It also should have a fiduciary responsibility to its clients.

5] Does the provider monitor trends in the industry and in freight spending? Leading providers will do so. "And they know how to connect ideas to troubleshoot problems," says Tamburrino of AFS.

6] Will the company be a comprehensive partner? "It's much more than being able to process invoice data, validate carrier rates, and pay bills," says Michael Falls of enVista, noting these services are table stakes at this point. A true partner will not just process freight bills, but also will be able to provide, among other capabilities, systems integration, intelligence, and consulting.

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- Proactive Analytics

A large white semi-truck is shown from the side, driving on a multi-lane highway. The scene is set during sunset or sunrise, with a warm orange glow on the horizon and the road surface. The sky is a deep blue with some light clouds. The truck is a modern model with a large cab and a long trailer.

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FREIGHT BILL AUDIT & PAYMENT: Sparking Supply Chain Synapses



**“FREIGHT AUDIT AND PAYMENT KEPT SUPPLY CHAINS
FLUID AND FUNDED OVER THE PAST EIGHTEEN MONTHS.”**

—ROBERTA TAMBURRINO
PRESIDENT, FREIGHT AUDIT AND PAYMENT
AFS LOGISTICS

While onboarding a client of this size normally requires several months, AFS dedicated a team that worked around the clock to complete the launch within one week.

“They were able to reroute all invoices to us, and we processed them flawlessly,” Tamburrino says. The company has since added AFS’s transportation management solution.

More recently, AFS launched a freight audit platform that “enables a true, frictionless process with unparalleled data capture,” Tamburrino says. Both shippers and carriers can see and update all documents through the platform, making it actionable.

The reception has been overwhelmingly positive. When Tamburrino and her team presented the new solution to a top-tier technology company, the client said, “Wow, that is joyful,” Tamburrino says. “We’re delivering joy in freight audit.”

AR Traffic Consultants, Inc.:

Providing Compelling Savings

AR Traffic Consultants, Inc., which offers advanced transportation management software and services, has been helping clients boost the efficiency, accuracy, and auditability of their freight bills, as well as lower freight costs, for nearly 60 years.

Among other key capabilities, AR Traffic can allocate freight costs on

shipments, so shippers can calculate the cost of transportation at the item level, says Nick Fisher, director of sales. This is key, as shipment costs can vary even between, for instance, short-sleeve and long-sleeve t-shirts—the latter will weigh slightly more, boosting transportation costs.

CalcRate from AR Traffic offers a sophisticated search engine and freight pay system. Because it interfaces with clients’ order-entry and warehouse management software, shippers can use it—before committing to a shipment—to determine freight charges and identify the carrier with the lowest rates and most effective timing for each shipment, Fisher says.

CalcRate’s sophisticated auditing and freight pay functions also allow shippers to readily check for billing errors. With this information, they can approve only appropriate payments, saving money and preventing time-consuming and costly claims.

All freight history is preserved, so clients can track trends and compare rates and discounts from year-to-year.



**AR TRAFFIC’S ‘CASCADE’ MODEL “STREAMLINES
OPERATIONS AND STEERS MORE BUSINESS TO THE
CARRIERS MOST LIKELY TO BE RIGHT FOR CLIENTS
AND THEIR LOADS.”**

—NICK FISHER
DIRECTOR OF SALES
AR TRAFFIC CONSULTANTS, INC.

AR Traffic’s shipment history portal also identifies the shipments for which clients have paid their carriers, as well as the shipments customers have tendered, but have not yet been billed for, Fisher says.

This is key to estimating accruals. “Because accruals are liabilities for shippers, tallying them is another area of emphasis for clients,” he adds.

To help clients understand their supply chain costs and the potential impact of changes, AR Traffic provides a number of analytical studies at no charge. For instance, clients may engage AR Traffic to help understand the impact on transportation costs if they move a distribution site or open a new one.

DELIVERING KEY INSIGHTS

AR Traffic also provides a range of insightful benchmarking reports. These show clients how their carrier contracts compare to those held by others in the same industry that have roughly the same volume and product mixes.

Similarly, AR Traffic has been providing a growing number of opportunity reports; these are essentially the inverse of ‘what if’ reports, Fisher notes, and provide metrics identifying potential after-the-fact opportunities.

For instance, a report might highlight how often a shipper failed to use the most economical carrier in its database or neglected to consolidate multiple shipments to the same customers.

When helping clients identify viable carriers, AR Traffic has shifted to a “cascade” model, Fisher says. Instead of posting a load waiting for any

INFORMATION

VS

INSIGHT

Up to 20% of freight invoices include errors. Most aren't your fault — but they're all impacting your bottom line. AFS pre- and post-auditing experts catch every discrepancy with incredible efficiency. More importantly, we help you learn from them, or even avoid them. We capture critical data and transform it into actionable insights so you can make informed decisions and unlock supply chain profitability.

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- Every document reviewed — every invoice discrepancy resolved
- Collaboration and negotiation with carriers on your behalf
- Industry-leading experience + state-of-the-art technology



FREIGHT BILL AUDIT & PAYMENT:

Sparking Supply Chain Synapses

shipper to reply, they'll pick a carrier, immediately tender the load, and only if the carrier declines will they move to another carrier.

"This streamlines operations and steers more business to the carriers most likely to be right for clients and their loads," he adds.

All these services can drive compelling savings. One example: AR Traffic conducted a site selection study with a manufacturer and distributor that sourced products from suppliers scattered across southern California and to the Pacific Northwest. They identified several sites that would cut transportation costs by 30%.

"Freight rates to their users from the new origin points were more economical," Fisher says.

Cass Information Systems, Inc.:

Providing a Competitive Advantage Through Business Intelligence

Cass, a leading provider of freight audit, payment, and business intelligence services, can leverage its more than 60 years of experience of providing solutions to major corporations that have complex transportation payment and information needs.

"By understanding our customers' critical transportation and accounting processes, we provide customized business intelligence solutions that help create a competitive advantage through reduced costs, increased efficiency, and better decision-making capability," says Thomas M. Zygmunt, manager of marketing, business development and promotion.

Many of Cass's clients are Fortune 1000 companies that need to manage tens of millions of dollars in freight spend and/or millions of packages shipped, Zygmunt says, adding that they're searching for best

"CASS PROVIDES CUSTOMIZED BUSINESS INTELLIGENCE SOLUTIONS THAT HELP CREATE A COMPETITIVE ADVANTAGE THROUGH REDUCED COSTS, INCREASED EFFICIENCY, AND BETTER DECISION-MAKING CAPABILITY."

-THOMAS M. ZYGMUNT

MANAGER, MARKETING, BUSINESS DEVELOPMENT AND PROMOTION
CASS INFORMATION SYSTEMS

practices to control and manage their transportation expenses.

While North America has been a primary market, a growing number of companies are expanding their requirements globally. Cass currently processes invoices covering 185 countries and can work in 114 currencies.

Cass worked with a multinational provider of energy and automation digital solutions for efficiency and sustainability. It had been centralizing management of its transportation operations—a daunting challenge, given that it operated in more than 100 countries and with seven global transportation control towers.

In a comprehensive, phased initiative, Cass helped the company standardize global reporting on shipments and spending, negotiate contracts with its largest global carriers, and improve carrier billing.

Total savings range from 1% to 5% of freight payments; the exact percentage varies by geographic region, transportation mode, and carrier. Given that industry averages showing the cost to process a payable invoice range between \$8 and \$12, the savings can be considerable, Zygmunt notes.

HELPING SHIPPERS FIND SAVINGS

Cass also serves small- to medium-size companies that have substantial freight or parcel volumes and are looking to audit their shipments to reduce processing costs and generate actionable transportation data.

For instance, Cass deployed its robust business intelligence engine to help one company reduce most "first overnight"

shipments for demo materials used by its salespeople. Instead, it shifted to standard overnight and then held the materials at a service provider's distribution center. Annual savings total roughly \$1 million.

While Cass customizes its processes to each client's specific needs, the goals remain largely the same: reduce processing expenses through an outsourced freight rating, audit, payment and business intelligence solution; gain processing efficiency through process automation, including the increased use of EDI, online reporting, document and payment visibility, among other tools; enhance operations through tactical performance improvements and the application of metrics; and use business intelligence to aid in decision support and strategic planning and execution.

Along with its core freight audit and payment services, Cass offers trade finance solutions that help shippers better manage their working capital. Cass also provides expense payables solutions for utility, telecom, and waste invoice processing.

CT Logistics:

Delivering Robust Intelligence

As CT Logistics celebrates 98 years in business, it's evolving to continue meeting clients' needs today, while maintaining the quality, customized service for which it's known.

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Advanced Business Intelligence & Analytics

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FREIGHT BILL AUDIT & PAYMENT:

Sparking Supply Chain Synapses

clients' internal traffic departments. This move has been particularly valuable for organizations that have seen turnover among their more experienced employees. And to support clients' need for global supply chain management and visibility, the company maintains multiple offices and "boots on the ground" in foreign markets, says President Allan J. Miner.

No matter a company's size, CT offers products and services that can meet its supply chain management needs. Small to medium-sized clients can leverage CT's shipper co-op freight programs. Companies that join this group can access an array of vetted transportation service providers.

"The buying volume of the group means providers' rates for the program are substantially discounted," Miner says.

To meet the needs of its larger clients, CT has designed high-volume, e-commerce parcel and package processing programs that are completely automated and hands-off.

"This robust global package automation operates around the clock and across the globe, without intervention," Miner says. Moreover, it can work with customized websites, as well as client-specific accounting and general ledger modules.

CT Logistics' expanded business intelligence (BI) suite, QLIK, provides easier and faster access to data. While many BI solutions rely on query-based analysis, "this restricts users to a linear exploration within a partial view of their data," Miner says.

In contrast, CT's QLIK enables clients to easily obtain operational data, such as statistics and metrics, within its customized dashboard graphics.

Moreover, the associative engine behind QLIK lets clients combine any number of data sources, freely explore across them, and instantly pivot based on the results. "With CT QLIK, you can develop, extend, and embed visual analytics in your apps, portals, or anywhere," Miner says.

THE POWER OF LION

Another solution, the Logistics Intelligence Optimization Network (LION), determines the lowest prices for all of a client's shipping lanes, even with multiple modes, carriers, and/or legs. This is "a comprehensive freight management tool for determining the most efficient and least-cost shipping route for all shipments," Miner explains.

For shippers using parcel services, CTRAK® validates carrier contracts, independently measures each carrier's service, effectively and efficiently manages transportation spend, and automates freight payment, audit, and accounting processes. All shipments, including those made by third parties, are reviewed to ensure all discounts are received, Miner adds.

CTRAK® also checks all shipments for any address or account number corrections that are needed, the declared values, whether they're oversized, and more. Shipments also are audited for inside pickup or delivery, Saturday

pickup or delivery, and residential pickup or delivery.

Clients that work with CT Logistics typically save between 3% and 7% of their annual freight spend, Miner says. As one example, the company worked with a medical equipment supplier that lacked the insight it needed to identify the financial impact of a parcel carrier's price proposal.

CT Logistics analyzed a multi-round, three-year LTL and small parcel bid with an approximate annual spend of \$50 million, and identified savings opportunities based on, among other variables, hazmat and delivery area surcharges (DAS) and general rate increase (GRI) proposals.

The result? "More than \$2 million in savings over the term of the contract were tied directly to CT's impact analysis," Miner says.

CTSI-Global:

A Complete Logistics Ecosystem

Freight audit and payment has been at the core of CTSI-Global for more than 60 years, says Kristy Brown, vice president, freight payment operations. Shippers often turn to the Memphis, Tennessee-based firm to leverage both its technical solutions and its expertise, Brown says.

In its work with shippers of all sizes and across a range of industries, CTSI-Global leverages a mix of technology, such as Internet of Things (IoT) and RFID, to provide information shippers can use to optimize their routes, Brown notes.

CTSI-Global also recently launched, several months ahead of schedule, an invoice portal through which carriers can upload invoices that are reviewed and their data captured through key-from-image or via OCR (optical character recognition). This cuts processing time while increasing visibility.



THE LOGISTICS INTELLIGENCE OPTIMIZATION NETWORK (LION) IS "A COMPREHENSIVE FREIGHT MANAGEMENT TOOL FOR DETERMINING THE MOST EFFICIENT AND LEAST-COST SHIPPING ROUTE FOR ALL SHIPMENTS."

-ALLAN J. MINER
PRESIDENT
CT LOGISTICS



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FREIGHT BILL AUDIT & PAYMENT: Sparkling Supply Chain Synapses

“It has been a game changer,” she adds.

“Shippers also are looking for effective ways to manage and reroute loads,” Brown says. For instance, when a Memphis bridge that spans the Mississippi River was shuttered for about six weeks due to a crack, shippers were forced to change how they were routing loads.

To accomplish this, shippers had to harness data that allowed them to review past trends, while also performing predictive analytics to assess the future.

“They needed to know, ‘based on where I’m at today, what will happen in the future?’” she adds.

When a shipping client learned one of its carriers planned to significantly increase costs in its core transportation lanes, the experts at CTSI-Global modeled the company’s historic activity to estimate the impact. It then designed a transportation network that both offset the price increases and reduced transit time.

ADDING A TMS TO THE MIX

By combining a freight bill audit and payment solution with a transportation management system like CTSI-Global’s Honeybee TMS™, shippers gain a complete logistics ecosystem.

The Honeybee TMS™ system seamlessly connects data from multiple systems and transportation solution providers to develop effective, efficient transportation management solutions that enable shippers to optimize both inbound and outbound transportation.

Honeybee TMS™ encompasses processes from order management to load optimization, shipment execution,



“WE CAPTURE DATA THROUGH THE FREIGHT BILL AUDIT AND PAYMENT PROCESS, SO OUR SHIPPERS CAN IMPROVE THEIR INTERNAL PROCESSES, AND REDUCE THEIR FREIGHT COSTS.”

—KRISTY BROWN
VICE PRESIDENT, FREIGHT PAYMENT OPERATIONS
CTSI-GLOBAL

and claims management, among other processes.

“We capture data through the freight bill audit and payment process, so our shippers can improve their internal processes, and reduce their freight costs,” Brown says.

UNCOVERING \$3 MILLION IN SAVINGS

CTSI-Global worked with a medical device company that was entering sales orders throughout the day. Many of its shipments originated and ended at the same point, yet were shipped separately. By leveraging the power of Honeybee TMS™, the company was able to consolidate orders, cutting freight costs per pound by 26%. Annual savings totaled \$3 million.

CTSI-Global also provides myriad resources to help its clients cross-train and re-skill their employees so they can leverage their current workforces. Even with technology, “people still play a huge part” in supply chain operations, especially given how skilled labor is difficult to find, Brown notes.

Everyone on the management team at CTSI-Global brings at least 15 years of

experience to their roles, while its audit staff brings 400-plus years of experience with all transportation modes across the globe.

enVista: Technology, Process, and People

The team at enVista has “worked very hard to become a true business intelligence provider versus only a business information provider,” says Michael Falls, director, global strategic solutions. The differences between the two start at the beginning, he notes.

Rather than begin an audit with carrier invoice detail, enVista prefers to use the executed shipment detail, whether from an order management, transportation management, warehouse management, or other system. The enVista solution matches this detail against the carrier billing detail.

“When the enVista solution is integrated across multiple systems, and not just the carrier billing detail, we gain an enriched audit and more robust business intelligence and visibility,” Falls says. This also enables enVista to automate the general ledger coding and apply strong business rules.

myShipINFO, enVista’s global freight audit and payment solution, can model shippers’ rates, no matter how complex the freight agreements, ensuring complete audit compliance.



“EVERYONE IS TRYING TO WRAP THEIR ARMS AROUND THEIR DATA TO FIND WAYS TO MITIGATE THE IMPACT OF MARKET CONDITIONS.”

—MICHAEL FALLS
DIRECTOR, GLOBAL STRATEGIC SOLUTIONS
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FREIGHT BILL AUDIT & PAYMENT:

Sparking Supply Chain Synapses

To complement its technology, enVista pairs clients with senior-level transportation analysts. These experts offer business intelligence that helps clients maximize the value of the enVista freight audit and payment services they're receiving.

Over the past year, enVista introduced its Advanced Transportation Optimization and Management (ATOM) solution. Falls and his team had noticed that shippers typically engaged with multiple systems and partners as they strove to meet their transportation objectives.

"They were using one partner for contract sourcing, another for transportation management, something else for freight audit, and yet another for payment," Falls says. This often resulted in limited connectivity and visibility, as well as a lack of synergy.

ATOM addresses this by bringing together the components that cross these areas, including sourcing, transportation management and execution, and freight audit and pay. "It wraps all these in a layer of true business intelligence that offers actionable data," Falls says.

Companies can then leverage this intelligence to improve operations.

CUMULATIVE ADVANTAGES

The benefits of working with enVista tend to be cumulative, Falls says. Shippers who turn to enVista for small parcel audits typically save 1% to 2% of total parcel spend. Those who engage in non-small parcel or freight audits often achieve savings of 1% to 5% of their freight expense.

Organizations that leverage enVista's contract optimization solutions to boost their strategic sourcing currently see savings of 4% to 8%. Finally, when companies engage in business intelligence and analytics for cost optimization, many gain up to another 5% in savings.

"Total savings can run from 10% to 20% of total transportation spend when we engage as a holistic partner," Falls says.

This holistic approach is a shift from even the recent past, when the freight audit and payment function operated largely in a silo, Falls says. Today, it's recognized that freight audit and payment is part of a much larger transportation strategy puzzle, which, in turn, is key to network strategy.

enVista offers a unique ability to identify where freight audit and payment fits into an organization's broader transportation strategy and determine how it can be improved.

"With this insight, we can support the transportation strategy from the technology, process, and people perspectives," Falls says.

Fortigo:

Freight Audit Accuracy... Guaranteed

From its base in Austin, Texas, Fortigo's experts in logistics optimization, aided by its software solutions, help shippers optimize and audit their supply chain logistics decisions. As a result, they're able to cut costs, boost customer satisfaction, and drive profitability.

"We guarantee the accuracy of the freight audit process, an industry-first feature that our customers love," says George Kontoravdis, Ph.D., founder and president.

In particular, Fortigo's freight audit solution identifies and highlights the many reasons freight bills may be inaccurate. This includes shipments that were delivered after the date required by

service guarantee and without any valid delay reason; shipments lacking proof of delivery; and shipments that weren't picked up by the carrier, but that were charged for. The Fortigo solution can automatically transmit refund requests to the carrier.

Additionally, Fortigo is geography-agnostic. "We can manage freight bills across all geographies and any mode of transportation," Kontoravdis says. Once it has received customer funding, Fortigo can pay any carrier, with any currency, in any location.

PROVIDING CUSTOMIZED SOLUTIONS

Also important, Fortigo can tailor its freight audit process and turnaround time to specific client requirements. Most clients are multinational enterprises with in-depth and diverse needs.

Because Fortigo's freight audit and payment service is cloud-based and leverages a software-as-a-service (SaaS) delivery model, system deployment can occur in a matter of weeks. Customers can easily update freight rates as often as necessary.

What's more, shippers moving from a manual process to Fortigo's freight audit solution often see first-year savings of 7% to 10%. Established customers typically enjoy savings of 1% to 3%—and sometimes more—year over year. The amount often depends on the volume of shipping that occurs in a year.

Along with its freight audit and payment solution, Fortigo offers a web-based, one-stop transportation management system (TMS) that can manage any type of shipment, is



"WE GUARANTEE THE ACCURACY OF THE FREIGHT AUDIT PROCESS, AN INDUSTRY-FIRST FEATURE THAT OUR CUSTOMERS LOVE."

**-GEORGE KONTORAVDIS, PH.D.
FOUNDER AND PRESIDENT
FORTIGO**

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FREIGHT BILL AUDIT & PAYMENT:

Sparkling Supply Chain Synapses

carrier-neutral, and offers one system of record for logistics across multiple sites. “This allows for a closed-loop system that empowers Fortigo to identify compliance anomalies with vendors, saving money and time for our customers,” Kontoravdis says.

Before the pandemic, Fortigo’s goal was to speed up turnaround times and set the industry standard for invoice cycles, Kontoravdis says. This would provide customers more real-time visibility to their expenses.

While speed remains essential, “with the pandemic, the bottom line was to save customers money and ensure that operations could continue during the challenging times we faced,” Kontoravdis says. “No matter how long it took, savings had to be found.”

For example, as the COVID-19 pandemic hit, airlines across the globe were forced to quickly respond to diminished demand in all aspects of their businesses. They urgently needed time-sensitive execution strategy changes.

“Fortigo’s streamlined, all-in-one, SaaS delivery model allowed our airline customers to rework and re-optimize overnight all their supported supply chain channels and make necessary changes hourly,” Kontoravdis says.

This empowered front-line workers to continue executing shipments, using the regularly updated company strategy, and through the continued re-optimization model, ensuring hard-dollar savings.

Intelligent Audit:

Empowering Shippers to Make Smart Decisions

“We’ve always been a technology company and we’re proud of our heritage,” says CEO Hannah Testani.

Through its technology platform, Intelligent Audit serves a cross-section of shippers, from those in the Fortune



“THE ONLY WAY TO UNDERSTAND THE FINANCIAL IMPACT OF THE TRANSPORTATION STRATEGY, AS WELL AS ITS EFFECT ON SERVICE, IS TO HAVE A PLATFORM WHERE YOU CAN HAVE ALL THIS INFORMATION IN ONE LOCATION.”

—HANNAH TESTANI
CHIEF EXECUTIVE OFFICER
INTELLIGENT AUDIT

50, many of whom move well over 100 million shipments each year, to numerous small and mid-sized customers, across all industries.

No matter the size or type of company, all need to make sure their shipment and transport methods make sense for their operations.

“They need to be able to answer the tough questions: What is the actual cost? What is my landed cost per shipment? Am I earning a profit when delivering every one of those SKUs?” Testani says. If not, shippers need to quickly adjust their operations.

To help customers optimize these decisions, Intelligent Audit starts by normalizing and cleansing customers’ data. “Without clean data, you can’t make smart decisions,” Testani says.

And given the volume of data with which Intelligent Audit has worked, it has developed robust methods for normalizing, cleansing, and visualizing it. “From there, our mission is to empower shippers to become smarter and more efficient,” Testani says.

ROBUST DATA PLATFORM

Intelligent Audit proactively leverages both technology and human experts to identify savings across all modes. “The only way to understand the financial impact of the transportation strategy, as well as its effect on service, is to have a platform where you can have all this information in one location,” Testani says.

Intelligent Audit provides that platform, capturing all data across all systems. For instance, if a shipper has five TMS providers, Intelligent Audit will capture the information from each, she adds.

This all-encompassing view provides a unique vantage point and the ability to alert shippers as disruptions occur, so they can fix them before they escalate. Intelligent Audit then leverages deep-learning models to understand its customers’ transportation networks and quickly alert them to anomalies.

COLLABORATING WITH CARRIERS

Along with shippers, Intelligent Audit collaborates closely with carriers. “We believe it’s our responsibility to get carriers paid on time,” Testani says. That’s especially true in today’s market, where a missed payment can jeopardize the relationship between a shipper and carrier.

Over the past few years, several bankruptcies in the freight bill audit and payment space, in which some companies lost millions of dollars, have prompted a flight to safety, Testani says. To ensure that safety, Intelligent Audit partners with TriumphPay, a subsidiary of a publicly traded bank and provider of supply chain financing.

As important, Intelligent Audit has always owned its business intelligence product. “We’re able to control our destiny and be very nimble with how we can deliver solutions to our customers,” Testani notes.



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FREIGHT BILL AUDIT & PAYMENT:

Sparkling Supply Chain Synapses

Several years ago, Intelligent Audit worked with a major pet retailer to implement an omnichannel strategy that leveraged both its distribution centers and brick-and-mortar stores to fill orders.

By using data from Intelligent Audit's analytics platform and proprietary algorithms, the company was able to analyze its entire network, maximize the productivity of its existing infrastructure, identify the top ZIP codes in which to add warehouses, and pursue opportunities for less-expensive ground shipments that still met service level requirements.

When COVID hit and e-commerce orders spiked, the company had its omnichannel infrastructure in place. "They could be extremely nimble and not have to scramble," Testani says.

nVision Global Technology Solutions, Inc.: Optimizing Supply Chains Around the World

To meet the freight bill and audit needs of clients scattered across the globe, nVision Global, based in Atlanta, Georgia, owns and operates seven strategically placed, full-service processing centers that span three continents, says Keith Snavelly, senior vice president, global sales.

nVision's sales, implementation, and customer service staffs are fluent in more than 22 languages. "They can provide regional expertise and customer service in the local languages and time zones in which they operate," he adds.

Most of nVision's clients are multinational corporations seeking a single provider that can process, rate, and audit general ledger account codes across all modes of transportation-related invoices across the globe, and can remit payment, again globally, for all modes of transportation.

They're also looking for a single, global data warehouse and the analytical tools that will help them streamline and optimize their global supply chain, Snavelly says. nVision provides this.

"THE FBAP INDUSTRY CONTINUES TO THRIVE BY PROVIDING CRITICAL DATA AND ANALYTICAL TOOLS THAT HELP SHIPPERS OPTIMIZE THEIR GLOBAL SUPPLY CHAIN, WHILE PROVIDING AUDIT SAVINGS, AS WELL AS LOWERING THE INTERNAL COSTS OF PROCESSING THEIR INVOICES IN-HOUSE."

-KEITH SNAVELLY
SENIOR VICE PRESIDENT, GLOBAL SALES
nVISION GLOBAL

The second-generation analytics tool, nSight Supply Chain Analytics, features hundreds of key performance indicators (KPIs) with thousands of advanced visualizations, stellar "drill-down" capabilities, and unlimited filtering options, Snavelly says. Its user-friendly format allows shippers to easily highlight trends, exceptions, and anomalies, and then leverage this information to streamline and optimize their global supply chains.

The supply chain services division of nVision Global offers a range of transportation management software and services, including its cloud-based Impact TMS, which provides visibility and management of global shipments from creation through delivery. Other applications include rate negotiations, a reverse auction tool, benchmark analysis studies, and rating and routing applications.

EMPOWERING A TECHNOLOGY COMPANY

nVision worked with a technology company that was having difficulty accessing its international freight payment data, which covered customers in 100-plus countries, as well as multiple currencies and cultures.

The lack of information hindered the company's ability to control supply chain costs and made it difficult to pre-audit the freight bills, leading to concerns that the freight charges paid were not always the correct ones. Finally, the application of general ledger codes to freight invoices had to be completed manually.

Through the application of nVision functionality to build a database, the company now can verify and manage its supply chain costs and operations. Bills are audited and shipment planning and transportation provider selection have been enhanced.

BEST PRACTICES IN PAYMENT MANAGEMENT

Cash flow improved because the company has been able to employ best practices in managing payment terms with its transportation providers. Providers are paid on time, reducing late payment fees or additional interest expense charges, as well as the frequency with which transportation providers hold freight due to non-payment of invoices, potentially disrupting supply chain networks. Access to detailed supply chain data has enhanced decision-making.

nVision's Online Freight Bill Resolution tool also cut invoice approval time. Invoices needing approval are automatically routed to the appropriate personnel using pre-defined business rules, eliminating the previous manual processes of scanning, emailing, or faxing invoices for approval.

nVision Global customers routinely save between 6% and 12% of their annual transportation spend, plus an additional 1% to 2% by reducing duplicate invoices, Snavelly says. These savings are on top of those realized by outsourcing the transportation payment function, and from using nVision's analytics tools.



Freight Bill Audit & Payment

TMS & 3PL
Managed Freight
Negotiation Services
Global Audit & Payment
BI & Analytics
Benchmarking
Consulting

FBAP



FREIGHT BILL AUDIT & PAYMENT: Sparkling Supply Chain Synapses

RateLinx:

More Than Audit: Better Data for Better Results

“We’re a data-first company leveraging technology,” says Nate Endicott, senior vice president of global sales, marketing, and partnerships.

The company’s PayLinx solution is a global, real-time, freight audit and spend intelligence platform driven by artificial intelligence and the industry’s first data quality engine. PayLinx processes more than 20 million transactions and \$237 million plus in transportation spend per day.

The PayLinx solution automates shippers’ freight audit and spending processes and aggregates their total transportation spend so they can slice and dice it as needed.

“RateLinx can quickly connect to and integrate data from multiple sources,” says Andrew Hooser, vice president of customer solutions. “It then can use this information to derive insights that help companies become a shipper of choice and gain a competitive advantage.”



In addition to verifying freight bills for accuracy, freight bill payment and audit providers analyze data to help companies make smart transportation decisions.

“BY MONITORING CLIENTS’ DATA, RATELINX CAN ALERT SHIPPERS WHEN THEY’RE USING A CARRIER THAT’S MORE EXPENSIVE THAN NECESSARY, AND IDENTIFY MORE ECONOMICAL OPTIONS.”

-ANDREW HOOSER
VICE PRESIDENT, CUSTOMER SOLUTIONS
RATELINX

RateLinx provides Prescriptive InsightsSM—easy-to-understand actions shippers can take to optimize their transportation spend.

“For instance, by monitoring clients’ data, RateLinx can alert shippers when they’re using a carrier that’s more expensive than necessary, and identify more economical options,” Hooser says. “We look at all their rate agreements and proactively advise clients of changes that would benefit their networks.”

TECHNOLOGY & COLLABORATION DRIVE SAVINGS OPPORTUNITIES

The transportation optimization and modeling engine helps shippers model “what-if” scenarios. “It provides a competitive advantage, offering quality, timely, and accurate data, and alerting

shippers to opportunities for savings,” Endicott says.

The artificial intelligence and machine learning engines in RateLinx’s data quality solutions are tested and proven. “They’re 20 years old; basically, already in college where others are only in grade school,” he adds.

This solution also can reduce manual processing by automating general ledger coding and cost-allocating freight transactions.

Shippers that utilize RateLinx’s TMS in conjunction with PayLinx are able to capture their transportation costs more accurately and completely than companies that lack an automated freight engine, Hooser notes.

This is key, given how rapidly prices are changing. With the ability to capture those changes in real time, shippers can better analyze them and then act to optimize them. RateLinx can work with just about any file format, which cuts the time required to onboard both shippers and carriers.

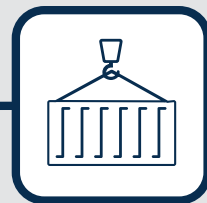
As important, shippers can ensure their carriers are paid in a timely manner. “In the current scenario, carriers have choices in terms of who they handle,” Hooser notes. “Time-to-pay is a very important element as carriers decide with whom they’ll work.”

“RateLinx’s data quality team also works with carriers to help them resolve any data gaps or invoice billing issues,” Endicott says. “As a result, before the data even arrives at a customer, it’s telling the correct story. Shippers don’t have to spend time figuring out whether the information is accurate, and instead can focus on managing their businesses.”

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U.S. Bank Corporate Payment Systems:

A Focus on Technology, Security, Reliability

U.S. Bank's Corporate Payment Systems is leading in its response to three rapidly evolving trends impacting freight audit and payment services, says Jeff Pape, senior vice president product & marketing, transportation.

The first is digitization, with companies demanding more digital DIY capabilities, such as streamlined processes, and human and artificial intelligence-driven insights, among

others. The second is the continued rise of e-commerce. As companies prioritize their response to that demand, their supply chains are impacted, Pape notes.

The last is the increasing importance of data analytics and technology. Just as important as the need to decipher what happened is "the need for predictive analytics for the future, and 'what-if' scenarios," Pape says, noting these activities will play significant roles as companies look to align distribution centers more closely with their customers.

"As a bank in the freight audit and payment space, we place a significant

focus on technology, security, and reliability, and delivering solutions that meet these evolving needs," Pape says.

For instance, U.S. Bank is highly engaged and focusing on dashboards and DIY capabilities.

UNRIVALED DATA SECURITY

The increasing number of stories about ransomware attacks make it critical that shippers consider reliability and data security when choosing a freight bill audit and payment provider. "U.S. Bank's goal is to ensure that our customers experience unrivaled data security that only a bank can provide," Pape says.

When to Consider a FBAP Provider

When does it make sense for a growing firm to consider a freight bill audit and payment provider? The right time varies by firm.

While many assume that only larger firms need FBAP solutions, smaller firms can benefit. Depending on the industry, logistics can represent about 10% of the overall cost structure of a company—for many, a significant expense, notes George Kontoravdis, founder and president of Fortigo. Smaller companies may benefit from a streamlined solution, while larger enterprises operating across different geographies, and using multiple carriers and transportation modes, will probably need a more comprehensive system.

These questions can help assess if your company can benefit from working with a FBAP provider:

- 1]** Do your internal costs to process and audit freight bills exceed outsourcing costs? Include employee costs as well as the infrastructure costs required to handle these functions, says Kristy Brown of CTSI-Global. Also look for a provider with a global footprint to support supply chain operations across the world.
- 2]** Are you looking to expand and/or centralize your freight bill operations footprint? Working with a partner provider can help merge decentralized processes or expand a freight bill function to new regions, Brown notes.
- 3]** How often and quickly does your organization need to change its transportation tactics while understanding the financial and customer impact? For instance, when a parcel carrier issues peak season fees, do you need to know the impact and how your firm will adapt? The calculations often become complex and involve trade-offs, says Hannah Testani, CEO of Intelligent Audit. Say peak season fees apply only after 40,000 shipments. Will moving shipments to another carrier to remain under that threshold erase any volume discounts?
- 4]** How important is transportation data in helping the company gain a competitive advantage? As organizations increase the number and range of their transportation modes and pricing agreements, they need data, analytics, and prescriptive insights to guide decisions.



FREIGHT BILL AUDIT & PAYMENT: Sparking Supply Chain Synapses

To that end, shippers with U.S. Bank enjoy the security of a world-class, Tier-IV data center. It hosts mission-critical servers and systems in a reliable, fault-tolerant, and secure environment.

As important, U.S. Bank employs segregated builds to prevent co-mingling of customer data and safeguards sensitive supply chain data to protect partners and suppliers from cybercrime.

“As a federally regulated financial institution, the audit and compliance requirements to which we are accountable are rigorous and far superior to those of unregulated, non-bank competitors,” Pape says.

These features can benefit even shippers with lower volumes. For instance, shippers that work with small parcel invoices often need to process and analyze a great deal of individual

package detail. “We work with companies with as little as \$1 million in small parcel spend, and they can see the benefits,” Pape says.

At the same time, U.S. Bank’s services can benefit larger firms. Pape and his team helped one global retailer recover more than 1,000 fraudulent shipments of high-value packages. A bank team moved on-site in less

than 24 hours to implement delivery intercept and re-routing rules for each shipment. It then helped them incorporate process safeguards to prevent future fraud.

“The supply chain is a critical and strategic component to a company’s success,” Pape says. “Ensuring freight is properly moved, recorded, and paid for warrants attention.” ■



“AS A BANK IN THE FREIGHT AUDIT AND PAYMENT SPACE, WE PLACE A SIGNIFICANT FOCUS ON TECHNOLOGY, SECURITY, AND RELIABILITY, AND DELIVERING SOLUTIONS THAT MEET EVOLVING NEEDS.”

-JEFF PAPE

SENIOR VICE PRESIDENT, PRODUCT & MARKETING, TRANSPORTATION
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9 WMS Must-Haves

When shopping for a warehouse management system, one size doesn't fit all. To narrow your search, look for solutions with these must-have features to meet your current and future business demands.

By Gary Wollenhaupt

Disruption from the pandemic laid bare the shortcomings of some warehouse and distribution operations still relying on outdated, inadequate systems. As buyers flooded e-commerce sites with orders, and shippers struggled with trucking capacity, outdated or ad hoc systems couldn't keep pace.

A modern warehouse management system (WMS) can help shippers tame the turmoil by digitally managing inventory and shipping processes. WMS offerings have boomed in the past few years, so shippers can choose from a range of solutions.

Some solutions are targeted at e-commerce companies and some are suited for middle-tier companies, while others are positioned for the largest companies with the resources to make it work. But a sophisticated, scalable WMS can be affordable for a smaller company that starts with basic functionality and adds capabilities as the business grows.

Technology advances such as cloud computing and software, and infrastructure as a service, mean companies don't have to invest in expensive computer hardware—like an IBM AS/400—as they may have done in the past. Now users can access a WMS from practically any computer or mobile device.

"There are many more systems today that are affordable for mid-market

companies," says Amit Levy, executive vice president of customer solutions and strategy at Made4net, a supply chain software developer based in New Jersey.

When should a company consider implementing a WMS or upgrading a current system? When inventory accuracy starts falling into the 70-80% range, and labor costs rise because of the need for manual counting.

"Companies that may have started small by managing inventory on paper or in spreadsheets, but now are not able to reconcile inventory with their enterprise resource planning (ERP) system, know they need help," notes Raj Patel, senior director, 3PL global industry strategy, at software company Blue Yonder.

One size doesn't fit all, so understand what your supply chain needs and what it doesn't. A company can invest in a WMS directly or adopt a system through a third-party logistics provider relationship. If you're considering a WMS for your operations, consider these must-haves to meet current and future needs.

1. ARCHITECTURE

Look for a system that supports flexibility and scalability to adapt to business requirements and new technology. Ideally, end users can manage shipping methods, products, locations, and other aspects without going back to the provider for additional programming.

The WMS also should support seasonality, high volumes, and temporary employees using the system.

"You don't want to spend the money and then not be able to use the WMS in 5 to 10 years because your business has outgrown it," Levy says.

2. FUNCTIONALITY

Critical functions depend on the volume of the operation and complexity of products—frozen foods or oversize home goods, for example, require a different solution than fast fashion or electronics.

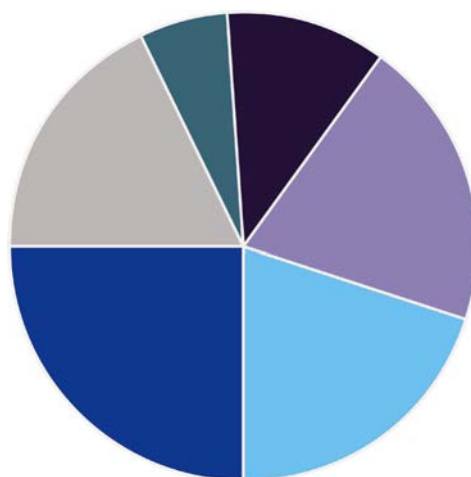
In any case, a WMS will optimize day-to-day warehouse operations and provide a higher level of efficiency to satisfy customers and the bottom line.

Any WMS should offer a few table stakes functions. The extra bells and whistles, like business intelligence analytics and labor management, are available for those companies that need them and can afford them.

Even the most basic WMS should provide product receiving, put-away, and order allocation, which offer

GLOBAL WMS MARKET SHARE, BY APPLICATION, 2020 (%)

Transportation and logistics is expected to emerge as the fastest-growing WMS application segment from 2021 to 2028. The growth can be attributed to the increased popularity of e-commerce portals, coupled with growing disposable income levels of consumers, especially in emerging nations such as India and China.



Source: Grand View Research

real-time inventory visibility. Picking, packing, and shipping, including building and printing shipping documents and labels, are also necessary in most cases.

Some systems support dynamic slotting so fast-selling products can be placed in the right bin or rack to shave a few seconds off each pick.

Some users need additional capabilities, such as serial number or lot tracking from receiving through shipping, or bill of material breaking and kitting.

“All WMS providers offer 80% of the same functions; it’s the 20% that’s unique to you that makes the difference,” Patel says.

3. EASE OF USE

Given the ongoing competition for labor, a WMS should be easy for new users to learn and be able to add temporary users on the fly to handle seasonal surges.

“With people changing jobs, and onboarding new resources, ask potential WMS vendors how quickly users can learn the system,” Patel says. “You don’t want to train people for days.”

4. INTEGRATION

It’s critical for a WMS to work and play well with others. It should connect easily to an ERP, transportation management system, order management system, and warehouse execution system. As more



facilities install automatic storage and retrieval systems and robotics from multiple vendors, ease of integration could be a deal-breaker.

“Having a solution you can integrate with is critical,” says Michael Roberts, chief information officer at ODW Logistics, a Columbus, Ohio-based 3PL.

5. SCALABILITY

WMS requirements depend on the size and complexity of the organization now and the growth potential for the future.

Lower-cost software-as-a-service systems may suffice for a straightforward distribution network, but they may not provide the analytics and business intelligence to help take a company to the next level.

“If you are comfortable living within the constraints of ‘this is what you get and this is how it works’, that can be a cost-effective way to get into a WMS,” Roberts says.

A small retailer may not need sophisticated functionalities initially, but it should adopt a WMS that will scale with the business. A retailer may serve e-commerce and its own stores now but could expand to serve other distributor and retail partners as well as other e-commerce channels. The order profile may vary from delivering a single item to a consumer to sending pallet loads to distribution centers.

“As a company grows, it can start with the base level and upgrade with higher functionality,” Patel says.

6. LABOR MANAGEMENT & PLANNING

The WMS should identify the best path for workers to find the correct inventory to pick eaches or boxes. Add a gamification element by communicating workers’ productivity.

An intelligent labor management system will provide industry guidelines for productivity. For example, a worker should be able to pick a certain amount of product in one hour, depending on product size and picking methodology.

In some of its warehouses, 3PL Kenco Logistics uses gamification that compares employee performance

WMS NICE TO HAVES

Depending on your supply chain needs, consider some optional add-ons that are a part of a robust warehouse management solution.

- Serial number and lot tracking
- Cycle counting
- Stock locator
- Global expansion – multiple languages, currencies, etc.
- Dynamic slotting
- Workforce management and safety
- Support multiple companies in a single location
- Business intelligence

against the standards set for each warehouse. “It gives workers direct feedback in the moment if they’re running ahead or running behind,” says Kristi Montgomery, vice president of innovation.

Some companies may offer labor management as a standalone module that could be used with any WMS. Some systems will also match an employee’s skills or qualifications to the job. For example, if an injured employee is restricted to light-duty tasks, the system will assign them to appropriate duties.

7 COMFORT LEVEL

While there are many WMS providers, even those in the business say there aren’t significant differences among them. Work with a provider that offers a comfort level with your corporate culture and provides the functionality your company requires.



PHOTO: BLUE YONDER

Many WMS solutions offer labor management functionality to optimize worker productivity.

“You may pay more to go with a reputable provider, but they have the depth and breadth of technology experience, and a broad customer base, so they will be around longer,” Levy says.

8 DIGITIZATION

It’s amazing how much paper some companies still use, Roberts notes. A WMS helps digitize operations with electronic bills of lading and signatures. That makes carriers more efficient during gate checks at the facility and provides contactless services. Digital processes also support real-time business intelligence and analytics.

9 FUTURE TECHNOLOGY

Autonomous vehicles, drones, automated pallet building and shrink wrapping, and other intelligent systems will play a more significant role as labor costs rise. If your organization plans to adopt emerging technologies, look for a WMS that makes it easy.

“The labor savings can be huge, and you can focus your resources on adding value,” Roberts says. ■



Refrigeration and heating company Sid Harvey's implemented a WMS to gain warehouse efficiency, accuracy, and visibility.

SID HARVEY'S HAS WMS FUNCTIONALITY DOWN COLD

Sid Harvey's, a manufacturer and distributor of refrigeration, air conditioning, and heating products, chose the Made4net WMS to replace a system installed in 1997. Sid Harvey's operates a network of 80 branches and supplies more than 50,000 SKUs from its Wilkes Barre, Pennsylvania, warehouse.

Dave Hartz, general manager at Sid Harvey's, and his team searched for a WMS provider for 14 months before selecting Made4net. One of the deciding factors was the system's ability to support not only store replenishment but also the customized inventory system that stocks components for HVAC service techs, similar to e-commerce fulfillment for small, individual shipments.

With the WMS, Sid Harvey's has systemic inventory visibility from vendor to store.

“Traceability is the biggest thing for us; we know where product is from the time it hits the dock until it's on a truck leaving the facility,” Hartz says.

The warehouse handles everything from nuts and bolts to 500-pound boiler furnaces, which are stored in designated warehouse regions. As outbound shipments are built, inventory is updated in real time.

As the warehouse staff becomes familiar with the WMS, Hartz plans to use its other modules, such as the labor management and slotting functions.



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WMS

GUIDE 2021

Warehouse Management System (WMS) solutions help streamline order fulfillment, increase inventory accuracy, and optimize equipment utilization. This short list of leading WMS solutions can help your enterprise react agilely and quickly to meet today's new customer demands.

WMS GUIDE 2021

COMPANY	PRODUCT	DESCRIPTION
3PL Central El Segundo, CA 3plcentral.com 888-375-2368	3PL Warehouse Manager	Cloud-based WMS solution to help 3PLs focus on customer satisfaction, operate more efficiently, and grow faster. As the backbone of a company's operations, the WMS manages inventory, automates routine tasks, and delivers complete visibility.
ASC Software Beavercreek, OH ASCsoftware.com 937-428-1428	ASCTrac	Designed from the ground up to manage complex supply chain operations in real time and at the point of activity using mobile apps and auto ID. The processes and logic for managing operations are built into the system and administrator configurable. PC screens and reports are end-user definable.
AutoScheduler.AI Austin, TX autoscheduler.ai 615-428-2035	AutoScheduler.AI	A WMS accelerator that helps improve on-time, in-full (OTIF) fulfillment using AI, machine learning, digital twins, and prescriptive analytics. Smooths warehouse operations by integrating seamlessly with existing systems and orchestrating activities across the supply chain. Dynamically manages OTIF, inventory, and schedules that change as conditions shift.
Blue Yonder Scottsdale, AZ BlueYonder.com 833-532-4764	Blue Yonder Warehouse Management System	Empowers users to drive change with real-time transaction processing, optimized storage and selection strategies, optimal warehouse tasking, and integrated labor and workforce management delivered on a modern user interface. Leverages the power of the digital platform to extend capabilities that enable user-specific applications.
Cadre Technologies Denver, CO cadretech.com 866-252-2373	Cadence WMS	Integrates warehouse operations with logistics and fulfillment for logistics (3PL/4PL), distribution and manufacturing companies. Managing businesses with multiple clients, distributors, suppliers, and warehouses, the WMS delivers critical information to staff and management in real time using wireless, handheld computers and desktop devices.
Camelot 3PL Software Charlotte, NC 3plsoftware.com 704-554-1670	Excalibur WMS	A complete warehouse management solution developed exclusively for third-party logistics warehouses and fulfillment operations. Built within the Microsoft Dynamics 365 Business Central platform, Excalibur provides a comprehensive system to receive, store, and ship inventory in a multi-client operation with a highly customizable solution.
Core eBusiness Solutions Fairfield, NJ core-warehouse.com 201-836-8900	CoreWarehouse	Takes advantage of robust feature sets, advanced warehouse planning tools, and warehouse event management/active messaging to reduce inventory and costs. Highly configurable and easy to use in a variety of industries. Links to all desktop, laptop, tablet, and smartphone devices.
Datex Clearwater, FL datexcorp.com 725-571-4159	FootPrint WMS	Integration-ready, flexible, workflow-driven WMS handles fast-paced, high-volume operations including 3PL, e-commerce fulfillment, distribution, refrigerated warehousing, and pharma/healthcare. Includes customizable reporting, serialization/aggregation, 3PL billing, and web portal.
Deposco Alpharetta, GA deposco.com 877-770-1110	Bright Suite- Bright Warehouse	Provides enterprise-grade benefits such as company-wide visibility, extensive flexibility, and real-time data generation, regardless of a company's existing size and infrastructure. Empowers warehouse teams to pick, pack, and ship orders quickly and accurately using optimized processes.
DiCentral Houston, TX smartturn.com 281-480-1121	SmartTurn	On-demand, Microsoft-certified WMS manages purchasing, receiving and putaway, inventory control, order fulfillment, and shipping across a range of industries.

COMPANY	PRODUCT	DESCRIPTION
EVS Boulder, CO evssw.com 303-494-1765	mobe3	Helps optimize warehouse layout and direct picking routes so more orders can be filled with fewer trips, allowing users to increase picks per hour by 300%. User friendly, with easy implementation. Flexible and configurable, mobe3 fully integrates with ERP and other systems like TMS, MES, weigh scales, robots, and even Slack.
FASCOR Cincinnati, OH fascor.com 513-421-1777	FASCOR WMS	ERP agnostic, FASCOR's WMS is designed to control operational costs, improve inventory control, reduce labor requirements, and maximize accuracy. Enhances productivity, optimizes resource scheduling, and empowers users to deliver better customer service.
Flowspace Los Angeles, CA flow.space 323-741-1325	Flowspace	Cloud-based warehouse management and order fulfillment platform enables order status tracking, inventory management, shipping, and item labeling. Enables administrators to print shipping labels, create flexible parcel billing accounts, generate reports, and manage user and merchant accounts.
Foxfire Greenville, SC foxfiresoftware.com 864-630-3238	Foxfire WMS	Makes it easier for warehouses with high order volumes to efficiently manage inventory and operations. Flexible feature set, intuitive layout, easy implementation, accurate and real-time information. Integrates with any system and iPhone and Android friendly.
Foysonis Raleigh, NC foysonis.com 800-380-5206	Foysonis WMS	Cloud-powered modern WMS to run 21st century warehouse operations. Manages receiving, orders and shipments, picking and replenishment, inventory, and kitting. Generates reports. Enables mobile warehouse management.
Generix Group Montreal, QC generixgroup.com 514-938-4562	Solochain WMS	Highly flexible and adaptive solution built for companies that need their supply chains to be nimble, efficient, and scaling, while ensuring execution excellence. Easy to configure and customize. Includes built-in MES functionality.
GEODIS Brentwood, TN geodis.com 615-750-0943	GEODIS WMS	FDA-validated, 3PL-designed, robust Tier 1 system supports many industry verticals. Fully hosted, developed and supported by GEODIS. Developed to scale with a company's growth in both volume and business requirements.
Highway 905 Hillsborough, NJ highway905.com 908-874-4867	Highway 905 WMS	Cloud-based and easily scalable solution for global businesses of any size. A real-time warehouse control and operational dashboard with end-to-end inventory visibility, optimized labor management, highly customizable features, and a real-time analytics-driven order fulfillment and automation framework.
Infor New York, NY infor.com 646-336-1700	Infor WMS	Combines core warehouse functionality with labor, task, wave, and 3PL management on one configurable, scalable database. The contemporary user interface, combined with an open API framework, enables features such as Web RF, 3D visual warehousing, and voice processing, allowing companies to manage multiple channels from a single warehouse.
Interlink Technologies Perrysburg OH thinkinterlink.com 800-655-5465	Warehouse-LINK	Web-based access with real-time visibility into inventory for improved order, space, labor, and warehouse management. Functionality includes location management, cubic capacity, date expiration management, receiving, cycle counting, dynamic putaway, crossdock, replenishment, and kitting.

WMS GUIDE 2021

COMPANY	PRODUCT	DESCRIPTION
Körber Minneapolis, MN koerber-supplychain.com 800-328-3271	K.Motion Warehouse Advantage	Delivers highly configurable WMS functionality hosted on premier cloud platforms. As companies grow, the Körber solution increases computing capacity on the fly with no downtime. Companies also can expand by defining the elasticity allowed to support seasonal growth and achieve scalability.
Logimax Jacksonville, FL e-logimax.com 855-253-8855	Logimax WMS	Built specifically for warehouse management with easily configurable functionality for receipts, putaways, transfers, counts and picks. Recognizes item velocity, seasonality, and stackability to maximize space utilization. Integrated RF data collection for receiving, put away, inventory counting, inquiry and re-warehouse as well as basic order picking.
Made4net Teaneck, NJ made4net.com 201-645-4345	WarehouseExpert	End-to-end platform enables real-time inventory visibility, labor management, and equipment productivity with performance analytics that drive fast and accurate order fulfillment and improved supply chain efficiency. Also offers integrated yard management, dynamic route management, proof of delivery, and warehouse automation solutions.
Magaya Miami, FL magaya.com 786-845-9150	Magaya Supply Chain	An all-in-one logistics and supply chain solution with a built-in WMS improves warehouse productivity, accuracy, and profitability with configurable optimization workflows. Offers mobile warehouse management with the Flow WMS app for Android and iOS, as well as automation with the Magaya Dimensioner.
Manhattan Associates Atlanta, GA manh.com 770-955-7070	Manhattan Active Warehouse Management	A unified supply chain execution tool that combines all demand, supply, labor, slotting and automation into a single, cloud-native application built entirely from microservices.
MHS (Material Handling Systems) Louisville, KY mhsglobal.com 502-636-0690	Helix WMS	Template-based modules for equipment control, inventory management, and order fulfillment, designed to work together in customized configurations to meet a facility's unique requirements. Works seamlessly across enterprise systems and machine-level controllers, providing split-second response and information accessibility to keep operations moving.
Odyssey Logistics Danbury, CT odysseylogistics.com 855-875-0681	Odyssey WMS	Delivers 24/7 online access to data, reporting, and all aspects of lot control. Comprehensive documentation services. Full suite of EDI connectivity to all major ERPs as well as custom interfaces to proprietary systems. Real-time and historical review of inventory movement.
Oracle Austin, TX oracle.com/wms 800-392-2999	Oracle WMS Cloud	Transforms warehouse operations to meet the challenges of today's demand-driven marketplace. Successfully manages complex fulfillment operations, and provides total inventory visibility from the distribution center to the store shelf.
PathGuide Technologies Bothell, WA pathguide.com 888-627-9797	Latitude WMS	Gives distributors complete control over inventory and increases the speed and efficiency of warehouse/DC operations, from receiving and order picking to manifesting and truck route/stop management. Improves picking accuracy so shipments are done right the first time, which increases customer satisfaction and lowers labor costs.
proVision Toronto, ON provisionwms.com 416-874-4929	proVision WMS	Enables distribution centers and third-party logistics companies to rapidly improve warehouse operations and meet the growing demands of customers at lower cost.

COMPANY	PRODUCT	DESCRIPTION
QSSI Somerset, NJ qssi-wms.com 732-805-0400	PowerHouse WMS	Combines years of warehouse expertise and proven implementation methodology to deliver a Tier-1, expert tool set supported by an employee-owned company that is organized to reflect its core value of support.
Ramco Systems Princeton, NJ ramco.com 609-620-4800	Ramco WMS	Helps logistics service providers manage key warehousing operations from basic receipt, GR, putaway, pick, pack and dispatch functions to sophisticated warehousing needs. Equipped with an in-built command center, Ramco WMS helps 3PLs streamline and scale up warehouse efficiency by improving on-time order fulfillment and productivity.
Robocom (a CAI Software company) Smithfield, RI caisoft.com/products/wms 800-422-4782	ROC	Provides comprehensive control over all aspects of warehouse activity and flexibility to adapt to the unique characteristics of different industry vertical requirements. Designed to maximize productivity and streamline warehouse and distribution operations. Paperless solution includes workforce optimization, yard management, and extensive audit tracking.
Scan Global Logistics Seattle, WA scangl.com 206-244-0330	ScanWMS	Enables users to easily manage inventory, place orders, initiate shipments and receive up-to-date purchase order and shipment status information. Interfaces seamlessly with Scan Global Logistics' full suite of logistics management tools, and/or a company's own systems.
Softeon Reston, VA softeon.com 703-793-0005	Softeon WMS	Functionally rich, configurable capabilities out of the box. Direct integration and optimization for a variety of materials handling system technologies. Wave-based, waveless, or combination order release. Dynamic rules-engine foundation provides high levels of adaptability. Fixed-price deployments, in the cloud or on-premise.
SphereWMS Denver, CO spherewms.com 818-678-2601	SphereWMS	Provides real-time visibility and reporting tools for all supply chain stakeholders. Simplifies the management of complex order and inventory business processes, making it easy for logistics operators to manage multi-client and multi-site warehouses. Up and running in days, not months.
Synergy North America Broomfield, CO snapfulfil.com 720-372-1250	SnapFulfil	Real-time solution with remote implementation and self-configuration capabilities. Highly flexible and innovative cloud-based subscription model delivers a lower total cost of ownership than traditional installations, creating a blend of Tier 1 functionality, proven delivery methodology, and enterprise-class IT infrastructure.
Tecsys Montreal, QC tecsys.com 800-922-8649	Elite WMS, Omni WMS	Elite WMS helps companies eliminate inefficiencies, improve order accuracy, reduce operating costs, and attain high service levels. Omni WMS, designed for omnichannel and e-commerce fulfillment, is a cloud-based solution that brings efficiency, accuracy, and speed to warehouse operations.
Westfalia Technologies York, PA savanna.net 717-764-1115	Savanna.NET	Comprised of tightly integrated WMS and WCS software that conforms to individual business processes. Based on Microsoft C# and .NET technologies, Savanna.NET directs, controls, and optimizes internal material flow and order picking as a system-wide software solution.
ZETHCON Lombard, IL zethcon.com 630-748-3100	Synapse	Built for the complexity and unique demands of modern 3PL operations. Completely paperless, the solution incorporates RF mobility and scanning for real-time tasking across a broad range of critical functions.

RETAIL GETS

**BACK
TO
WORK**



While many organizations had planned to bring employees back into offices by September 2021, the Delta variant reminded them yet again of the pandemic's watchword: agility. Many employers have now delayed re-opening.

It's yet another challenge for retailers responding to changes in products ordered online as employees prepare to return to the workplace.

"Retailers have to be nimble because things are changing fast and it's not always obvious which way they're going," says Craig Ross, vice president of sales for the e-commerce platform offered by TrueCommerce.

Even so, retailers already see an uptick in certain types of "back to work" products purchased online by both businesses and consumers. Some products, including cosmetics and workplace apparel, are in categories that saw a significant drop in sales when people began working from home. Others, such as computer hardware and other technology gear, see changes in who's making the purchase, the size of the order, and where it's being delivered.

The challenge for some retailers is the flip-flop between business-to-consumer and business-to-business ordering, reports Samuel Parker, product evangelist at inventory management platform provider Cin7. For example, work-from-home employees who needed to outfit their new remote workspaces typically ordered what they needed online for home delivery and were reimbursed by their employers.

To meet that demand, some brands that typically sell wholesale to retailers began shifting to direct-to-consumer fulfillment. Today, with offices staffing up again, those brands need to maintain that option for those working remotely while returning to filling wholesale orders, too.

Parker is seeing this play out at his Colorado workplace, where people who returned during the summer had new monitors waiting. "During the pandemic, the manufacturer wasn't selling these monitors wholesale to Office Depot and Staples—it had shifted to selling directly to individuals," he says. Now they have to resume pallet shipping alongside pick-and-pack fulfillment.

As workplaces re-open on varying schedules, e-commerce retailers flex to accommodate new trends in consumer and business spending.

By Sandra Beckwith

The Succulent Corner SMALL MEDIUM LARGE WINTER COLLECTION ALL

Potted Succulent
Small \$23.00

Gift card or discount code

Subtotal **\$23.00**
Shipping Calculated at next step
Taxes **\$1.89**
Total **\$24.89**

First Name: Last Name:
Address:
City:
Country/Region: State: Zip Code:

Shipping Method

<input type="radio"/> Standard	\$4.90
<input type="radio"/> Expedited	\$9.90
<input checked="" type="radio"/> Express Shipping 2 business days Transit time	\$16.96

< Return to Information

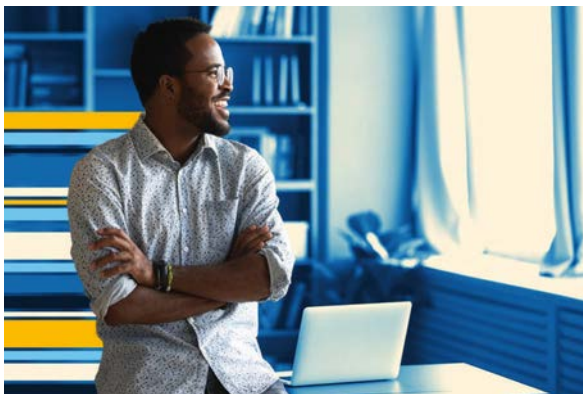
The ShipStation e-commerce platform can give customers in-cart delivery timelines to help them make more informed decisions about whether to ship to their home or office.

Amazon Business reports an increase in office furniture orders as organizations ease the transition back to the workplace with creature comforts that include ergonomic chairs and standing desks. They're also purchasing other tech products such as videoconferencing headsets for office use.

"Video conference-based work is still going strong and will continue to be strong even with a return to the office because most people will still be in virtual meetings from here on out," notes Petra Schindler-Carter, director and general manager for Amazon Business.

DRESS FOR SUCCESS 2.0

Retailers are also struggling to understand whether workplace dress codes are relaxing after 18 months of remote work hoodies and pajama bottoms.



Some retailers that shifted from wholesale fulfillment to direct-to-consumer e-commerce sales during the pandemic are now working to fill orders in both channels.

Wall Street workers have ditched suits in favor of a more casual look—jeans with a blazer, for example, the New York Times reports. And apparel retailers who figure it out can't get inventory quickly enough because of supply chain challenges.

"Before the pandemic, retailers could switch seasons and get new apparel from Asia to shelves in four to six weeks," says Ross. "Now, it's not only a question of getting the right mix, but they also have to be right about that earlier because lead times are a lot longer today."

And where do those products get delivered? Pre-pandemic, many online shoppers had orders sent to the office for reasons that include protecting their goods from porch thieves. With hybrid work schedules and fluid delivery timelines, it can be difficult to decide which delivery address to select for that new business-casual outfit.

The delivery location decision could lead to a facilities challenge. "What happens if your mailroom isn't fully staffed every day?" asks Krish Iyer, head of industry relations for ShipStation. "This can have a cascading effect on receiving and loading docks. I don't think enough employers have thought about it, especially small to mid-sized enterprises with limited space."

Retailers can reduce anxiety about delivery dates by giving e-commerce customers in-cart delivery timelines to help them make more informed

BACK TO BUSINESS

It's not just consumers turning to e-commerce to prepare for working in an office again. Their employers are, too.

According to a new Amazon Business report, *Key Trends Driving Change in the Next Era of E-Procurement*, 96% of buyers who shifted more procurement online during the pandemic say they anticipate their organizations will continue doing more e-procurement, even after pre-pandemic business functions resume.

The company surveyed both buyers and sellers to identify patterns that e-commerce retailers can leverage to meet demand for workplace items ranging from technology hardware to hand sanitizer to furniture and office supplies. Chief among them, the report says, is that "buyers want the same fast, convenient, and personalized digital buying capabilities they've grown accustomed to at home."

Other findings include:

- 83% of respondents plan to spend more with Black and minority-owned businesses.
- 39% say improving sustainability is a top priority.
- 50% have more fully digitized their purchasing process.
- 45% have streamlined the purchasing process.
- 34% have committed more spending to a specific supplier.

In addition, of the four buyer categories surveyed—government, healthcare, education, and commercial—government purchasers make up the majority of business types planning to buy more than half of their purchases online this year.



As employers prepare to bring employees back to the workplace, business buyers want and expect the same online ordering experience that they've become accustomed to as consumers.

decisions, Iyer says. Make it possible for shoppers to change delivery addresses or dates mid-order with intercept tools such as those offered by UPS and FedEx.

Iyer also advocates for moving inventory as close to the customer as possible so that it's easier to pinpoint delivery timing.

But warehouse space is at a premium (*see sidebar*). Kaspian, which sells private label products and assists other brands selling on large retail platforms, had to make warehouse adjustments to meet back-to-work and other seasonal demands after Amazon reduced its available warehouse space.

"We had to diversify our warehouse and fulfillment options to two to three other dropship locations rather than using Amazon," says Denise Abraham, Kaspian's director of private label sourcing.

As part of this strategy, she uses sales data to create "heat maps" that help determine what inventory to place in which warehouses. It's a strategy that Inna Kuznetsova, CEO of 1010data, recommends because product demand is shifting based on regions that are and aren't returning to offices.

"There's a huge need to look at the data on a granular level," she says. "The big chains have started looking at this by state, ZIP code, and community to drive adjustments on a granular level."

LABOR DAY

Warehouses and fulfillment centers are getting creative to address a labor shortage, too. "Companies struggling with a labor shortage might consider temporary workers, going to agencies for help, or outsourcing a portion of their operations to a third-party logistics provider," advises Angela Jones, assistant professor of supply chain management at Howard University School of Business.

Agile. Nimble. Resourceful. It's more than gymnastics commentary. It's the strategy e-commerce retailers need in place to help people return to workplaces that might look a little different than before—in more ways than one. ■



ANCHORING FULFILLMENT IN VACANT MALLS

As e-commerce has grown, so has the need for warehouse and fulfillment space. Logistics and parcel delivery has taken the number one spot in industrial real estate demand in almost every region across the country, reports real estate management company JLL.

Retailers and others working to meet consumer expectations for speedy e-commerce order delivery are looking next door—literally—for the solution: vacant mall anchor stores.

"Proximity to population centers, ease of access, land/parking capacity, and infrastructure are the fundamental reasons why developers are drawn to these projects," says Lisa DeNight, director of national industrial research for commercial real estate services company Newmark. "Some may also have compatible designs for conversion—dock doors, large floor plates, and suitable clear heights—which makes projects even more economically attractive."

On the other hand, local zoning laws can interfere with this use type. In addition, some properties can't be retrofitted appropriately and must be demolished and rebuilt. There's often neighboring community resistance to increased truck traffic, too.

"Engaging with the community and focusing on job creation can help counter opposition, especially if local industrial market fundamentals signal there is low risk with such repurposing," DeNight says.

Some developers are finding their way around obstacles. By mid-2020, there were 59 retail-to-industrial conversions from New Jersey to California underway, up from 24 in January 2019, CBRE reports.

Newmark's recent report, *Retail-to-Industrial Transformation*, cites these examples of mall space converted to Amazon fulfillment centers:

- Randall Park Mall, Cleveland, Ohio
- Euclid Square Mall, Cleveland, Ohio
- Greendale Mall, Worcester, Massachusetts

In addition, West Virginia's largest healthcare system, WVU Medicine, converted a Sears store in a Morgantown mall into a distribution center for medical and personal protective equipment.

DeNight expects this industrial segment to remain niche, however. "More projects will be greenlit as long as industrial fundamentals are strong and e-commerce growth continues, but repurposed retail sites will remain a small contributor to new industrial supply because of the challenges such projects face," she says.

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\$150,000

Base Salary

+ Commission on all revenues.
Goal must be to earn \$400,000 + annually

PLEASE CONTACT MIKE KATYAL AT MIKE.KATYAL@PGS360.COM

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CASEBOOK

Eastman Alert: What's Your Emergency?

THE CUSTOMER

Eastman Chemical Company, a global specialty materials manufacturer based in Kingsport, Tennessee, was originally established in 1920 to manufacture photographic chemicals for Eastman Kodak. The company has 47 manufacturing sites worldwide and employs approximately 14,500 people.

THE PROVIDER

BlackBerry Limited, a Waterloo, Canada-based supplier of intelligent security software and services to enterprises and governments worldwide.

by Jennifer Baljko

October 4, 2017 was a scary day at Eastman Chemical Company's Kingsport, Tennessee, headquarters.

A series of explosions that morning had the company's emergency management team, on-site firefighters, and first responders scrambling to ensure that employees, contractors, and neighbors were safe. The company fired off rapidly dispatched shelter-in-place notifications to pagers, two-way radios, and several other communication devices throughout the manufacturing campus and the nearby community.

Keith Bennett, who retired in January 2021 as Eastman's emergency services manager, still has a small piece of shrapnel, a part of a pipe that was destroyed that day.

"There was equipment that literally self-destructed, and there were pieces as big as cars that were thrown a football field or farther," Bennett recalls.

Surprisingly, the people injured needed only first-aid treatment; there was no loss of life or impact to human health or the environment, according to company documents.

Bennett credits the facility's emergency notification system, which runs on BlackBerry's AtHoc crisis communication solution, as one of the reasons why the company was able to respond so quickly and avoid more serious injuries or fatalities.

"We had our worst safety event in 50 years. That the emergency notification

system performed as it was designed, and we were able to ensure people received communications about how to keep safe, shows how fast and how well that alert system works," says Bennett, who has worked in the industry for 42 years and was involved with Eastman's emergency response department for 14 years.

IMPROVE CRITICAL COMMUNICATIONS

Eastman Chemical Company's roots go back to 1920 when it began producing chemicals for Eastman Kodak Company's photographic business. The global specialty materials company, which had nearly \$8.5 billion in sales in 2020, maintains 47 manufacturing facilities and equity interests in three manufacturing joint ventures in 14 countries that supply products to customers throughout the world, according to the company's 2020 annual report.

Kingsport, Tennessee, is home to the company's largest manufacturing operations and five operating divisions; the Kingsport campus is one of the largest manufacturing centers in the United States. Many of the chemicals made there end up in automotive parts, medical devices and packaging. Other bulk chemicals are shipped off and used by other companies.

Managing a Crisis

THE CHALLENGE

Eastman Chemical wanted to reduce and streamline the complexity inherent in crisis communication. It also wanted to improve the way it alerted and notified employees during a critical event, such as a fire, explosion, hazardous vapor release, severe weather condition, or other serious or life-threatening events.

THE SOLUTION

AtHoc from Waterloo, Canada-based BlackBerry Limited, provides intelligent security software and services to enterprises and governments worldwide.

THE RESULTS

- Reduced notification time to all employees from 15 minutes to 3 minutes or less.
- Notified as many as 10,000 people (employees and contractors) on an 850-acre campus. Most messages are received within the first minute of being sent out.
- Safely navigated the explosions at its headquarters on Oct. 4, 2017, demonstrating the capability to ensure everyone was notified and responded to shelter-in-place alerts until the site was made safe.

NEXT STEPS

Eastman continues to recommit to improving its safety emergency management and emergency notification procedures. The AtHoc-based Eastman Alert emergency notification system has become a company standard and has been rolled out across multiple sites.

Additionally, the company makes glare-reducing materials used in the layers of glass and plastic found in TVs, mobile phones, and other devices with screens.

The Kingsport site sits on 850 acres of land with about 7,000 employees and 3,000 contractors spread across 650 buildings. And, with safety top of mind, the campus also has its own on-site firefighters, emergency management technicians, and fire maintenance teams.

BRIDGING THE GAP

A gap, however, existed in its emergency notification system. Critical communication alerts were passed over an antiquated system of ringdown phones (phones used to call shop-floor managers and employees), two-way radios, and pagers. The system began to fail, presenting opportunities for inconsistent messaging across the large-scale manufacturing operations, says Bennett.

The inherent complexity of such a big site involving thousands of people also required greater standardization, reliability, and efficient modern device technology.

In 2011, Eastman Chemical started an 18-month journey to strategically evaluate this much-needed communication system and identify ways it could improve its situational awareness, visibility, and control, says Bennett, who oversaw Eastman's safety department and its

emergency response program and was involved in the search for an alert notification upgrade.

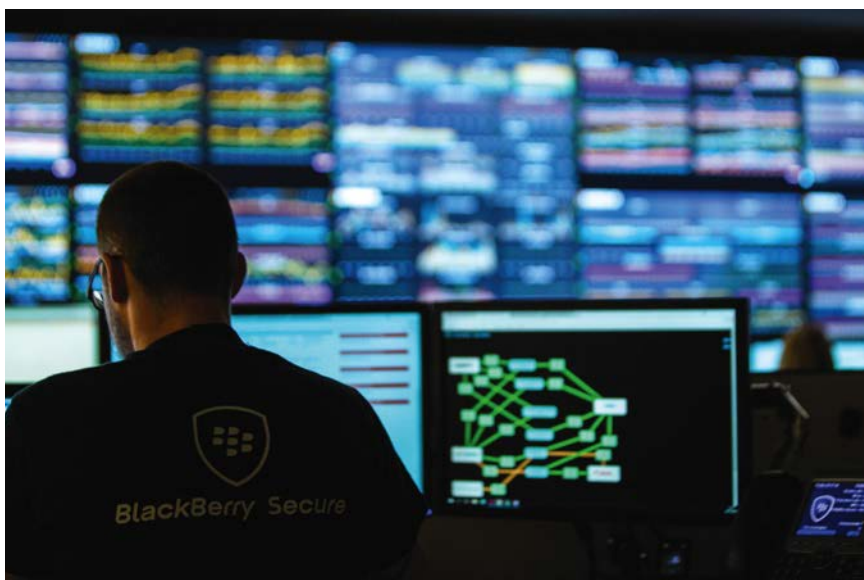
"We had a very simple vision," Bennett recalls. "Instead of cascading information through our ringdown phones—where the phone rings, somebody picks up, and then calls other people to start a chain of communication to inform everyone—our vision was 100% direct notification to everyone at the same time."

"That vision came with the need to change technology," he adds.

Bennett and his team evaluated several vendors, and, in 2012, chose Waterloo, Canada-based BlackBerry Limited, which supplies intelligent security software and services to enterprises and governments across the globe.

BlackBerry's premiere critical event management AtHoc solution had several features Eastman was looking for at the time. Two important factors were:

- Eastman's ability to retain its legacy systems of indoor speakers, local pagers, and two-way radios (foundational pieces of communication in a chemical manufacturing environment where mobile phone technology may pose a risk).
- Its desire to expand its alert notification network to other devices, such as email, computer pop-up messages, work and personal cell phones, desk phones, mobile apps, phone text messages,



In addition to providing incident detection, triage, and resolution, BlackBerry's Network Operations Center (NOC) keeps customers informed during an emergency with clear, efficient communication.

indoor speakers, digital signs, and team collaboration tools such as SharePoint.

While these features initially aligned with Eastman, many years later BlackBerry AtHoc's overall functionality has helped the Kingsport facility to continuously keep improving not only the emergency notification system but also its overall emergency preparedness and response.

Another aspect that allowed the rollout to gain traction and campus-wide approval stemmed from the system's branding and the customization BlackBerry helped Eastman establish.

"One of the core things BlackBerry brings to the table is the ability to help companies communicate through many different channels," says David Wiseman, BlackBerry's vice president of marketing and secure communications.

INTERNAL BRANDING

BlackBerry encouraged Eastman officials to think about the notification system as an internal brand and use it in a way to increase end-user awareness and speed reaction time once a message was sent and received.

"This is the kind of expertise BlackBerry brings when we work with customers," Wiseman says. "We're able to take our generalized knowledge and refine a library of templates of messages to help everyone."

Concise wording and instant notice recognition become crucial in emergency situations. By tapping into a marketer's sense of branding, employees eventually become familiar with the information they expect to see on a pop-up alert and clearly know what action step to take next.

"Companies have to think ahead about how they target these communications messages," Wiseman advises. "You want to have a concise message that people can quickly understand."

"Depending on who is receiving the message, a company may need to tailor the alerts," he adds. "The safety response team is going to need a different level of detail than another group working at the facility, say, the landscaping team."

Through what is now known as Eastman Alert, the chemical company's emergency notification system's logo, coloring, and message wording provides a



When an explosion rocked Eastman Chemical's coal gasification plant in Tennessee, the BlackBerry AtHoc Eastman Alert system allowed the company to quickly and broadly communicate critical information to ensure the safety of all personnel.

unique look and feel that's now familiar to everyone working at the campus. When people see these alerts pop up across multiple devices and announcement systems, they can more quickly take action and avert dangerous situations.

The time-sensitive messages alert people to various levels of risk, including:

- Severe weather (tornadoes, high winds, severe thunderstorms)
- Fire
- Site evacuations
- Criminal or police activity
- Safe haven/shelter-in-place notices
- Hazardous vapor release
- Other situations that could put people in harm's way.

Some alerts are critical and require immediate action, while others may be more informative and direct employees to avoid certain areas of the campus affected by a particular situation.

The company sends about 600 operational-related alerts and about 30 or 40 weather messages annually, Bennett says.

ALERT NOTIFICATIONS SUCCESSES

Although it's hard to measure precisely the impact an alert notification system has—particularly when employee and site safety are the main concerns—Eastman has seen several positive outcomes.

Among them are:

- Reaching as many as 10,000 people at one time.
- Seeing alerts be received or acknowledged within the first minute after being sent.
- Reducing notification time to all employees at the Kingsport site to less than three minutes.
- Ensuring high levels of safety during various emergency situations.

BlackBerry typically reviews and updates the AtHoc solution once every quarter, depending on a customer's needs.

A COMPANY STANDARD

The AtHoc-based Eastman Alert emergency notification system has become a company standard and has been rolled out at multiple other sites, according to Bennett. But what's most beneficial is that the notification system can be configured to meet the emergency response needs of each specific site.

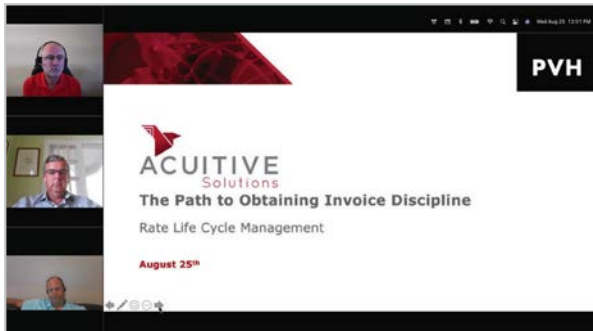
"Other Eastman sites are smaller and manufacture different products," he notes. "They have different kinds of issues so they need a different configuration of devices."

To date, Eastman has implemented the BlackBerry AtHoc solution in five or six other facilities and expects to bring it to additional sites as needed.

SUPPLYCHAIN *Insights*

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WEBINAR



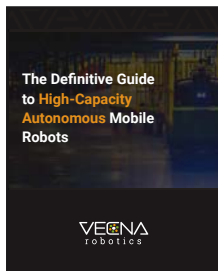
THE PATH TO OBTAINING INVOICE DISCIPLINE

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Businesses need a process that allows them to not only run a massive RFP, but also a series of mini-bids throughout the year. Watch this webinar to find out how digital rates and contracts can prevent liquidated damages, improve carrier relationships, and track contractual commitments against carrier and shipper obligations.

bit.ly/AcuitiveAug21WebRec

WHITEPAPERS

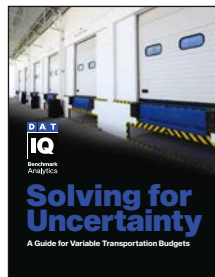


THE DEFINITIVE GUIDE TO HIGH-CAPACITY AUTONOMOUS MOBILE ROBOTS

Offered by Vecna Robotics

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bit.ly/DATAug21WP



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Previously, many companies only shipped B2B. But with e-commerce booming, supply chains face increased pressure and rising costs, especially for packaging. Often, packages are awkwardly shaped or must follow complex loading rules. Learn how to develop efficient loading solutions for all types of packaging to increase supply chain resilience and reduce costs.

bit.ly/MagicLogicAug21WP

WHITEPAPERS



RETAIL SUPPLY CHAIN & LOGISTICS PLANNING REPORT

Offered by Reuters Events

Retailers' supply chain vulnerabilities have been exposed as the pressure to deliver has increased despite the global disruptions, making accurate logistics planning all the more important. Read this free report to learn why an early move to robust and future-conscious solutions is critical for improving your forecasting, execution, and overall supply chain performance.

bit.ly/RetailPlanning

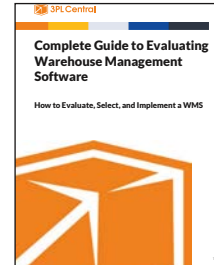


15 TIPS FOR ON-TIME AND IN-FULL DELIVERY

Offered by Tive

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

bit.ly/TiveAug21Eblast



COMPLETE GUIDE TO EVALUATING WAREHOUSE MANAGEMENT SOFTWARE

Offered by 3PL Central

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

bit.ly/3PLCentralAug21Eblast

PODCAST



Marty Wadle



Paul Jensen

HOW TRANSPARENCY ENHANCES SUPPLY CHAIN PARTNERSHIPS

GUESTS:

Marty Wadle

Chief Commercial Officer, Ruan

Paul Jensen

Senior Vice President of Supply Chain Solutions, Ruan

Everything from distribution to data-crunching requires dedicated attention, and it can get overwhelmingly complex—unless you have the right tools or the right partners to back you up. Marty Wadle and Paul Jensen of Ruan discuss the importance of transparency and trust in those partnerships.

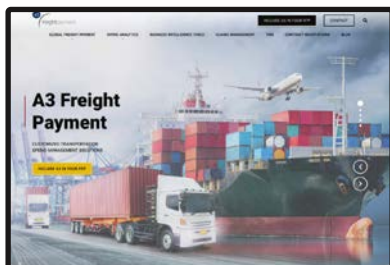
bit.ly/RuanAug21Pod

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IN THIS SECTION:

Freight Payment/Audit Services

FREIGHT PAYMENT/AUDIT SERVICES

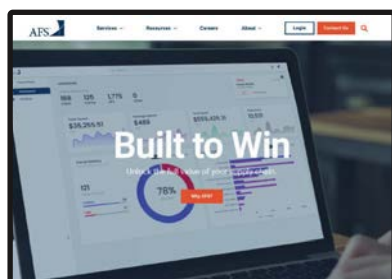


A3 FREIGHT PAYMENT • a3freightpayment.com

A3 Freight Payment partners with large-volume shippers who are seeking a high degree of customization, exceptional customer service, reliable processing, and minimum resource involvement in managing their solution. The A3 Freight Payment team has a track record of designing, implementing, and managing global freight payment solutions for some of the largest shippers in the world. This experience is crucial to the successful development and deployment of a solution, while ensuring a smooth transition for our clients.

ACUITIVE SOLUTIONS • www.acuitivesolutions.com

Acuitive's global transportation management software is built to fix inefficient and inflexible process. Its cloud-based TMS solution replaces email and spreadsheets with rules-based workflows that allow your supply chain partners to collaborate and manage shipments in real time and without your direct involvement. Rate, route, and audit your air and ocean shipments faster, with fewer people.



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AR TRAFFIC CONSULTANTS • www.artraffic.com

AR Traffic has been providing shippers with advanced transportation management software and third-party logistics services since 1964. All its products and services are designed to improve your efficiency, accuracy, record-keeping, control and auditability as well as to lower your freight costs. For a free study to show how you can cut costs, improve customer service, and streamline your business, visit the website today.



IN THIS SECTION:

Freight Payment/Audit Services

FREIGHT PAYMENT/AUDIT SERVICES

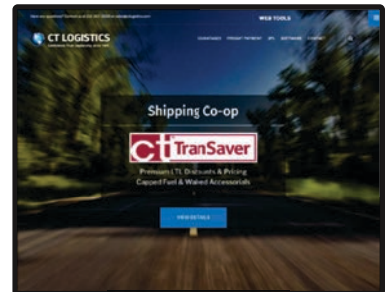
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Cass is the nation's oldest and largest provider of freight bill payment, audit, and rating services. We offer a wide array of services for processing and paying freight bills, as well as our industry-leading Internet reporting service, CassPort. In 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.

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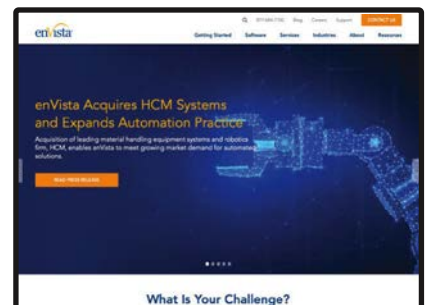
CT's Business Intelligence platform provides global spend visibility and data analysis using SOCII and ISO 9001:2015 certified processes. Services also include: Shipment Execution, Bid Management, Shipment Planning and Execution Software, and Professional Services for consulting and advising.

**CTSI-GLOBAL • ctsi-global.com**

Legendary spend management, versatile logistics management, robust Honeybee TMST™, and actionable Strategic Data build a global logistics ecosystem engineered for your business. Connect with CTSI-Global and Honeybee TMST™ for the tools to manage your data and implement your logistics strategy. Tech solutions and expert services automate processes, improve performance, and increase transportation ROI for national, regional, and global shippers. In a world of complex supply chain data, go Global.

enVISTA • www.envistacorp.com

enVista is a leading global transportation spend management solutions company with experts around the globe who help clients reduce cost and improve visibility throughout their worldwide operations. enVista's audit and payment service utilizes myShipINFO®, our proprietary, transportation cost management platform, which includes unit of measure, currency conversions, multi-lingual translations, and VAT calculations to ensure carrier compliance for global shippers and 3PLs.



IN THIS SECTION:

Freight Payment/Audit Services

FREIGHT PAYMENT/AUDIT SERVICES

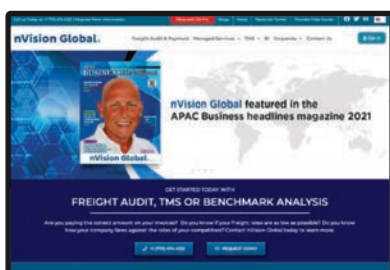
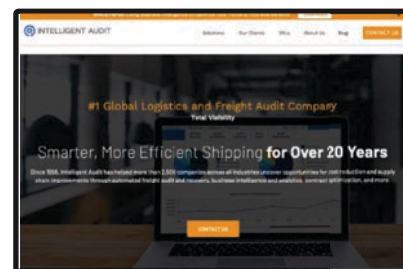


FORTIGO • www.fortigo.com

Fortigo's team of experts specializes in logistics optimization and enterprise web-based software. For companies seeking to reduce costs, improve customer satisfaction, and increase profitability, Fortigo automates, optimizes, and audits logistics decisions. Fortigo plugs into established supply chain applications and provides rapid return on investment by optimizing and deploying closed-loop logistics processes, minimizing ship-to-order times and streamlining collaboration with logistics providers.

INTELLIGENT AUDIT • www.intelligentaudit.com

Intelligent Audit provides its clients with a global, all-mode transportation audit, recovery, freight payment, and business intelligence reporting partner. Started in 1997, Intelligent Audit has grown from a small parcel audit solution into one of the largest freight auditors in the marketplace today. Recently named the fastest growing company in the transportation and logistics industry by Inc. Magazine, Intelligent Audit works to analyze and recover transportation costs on behalf of nearly 2,000 clients across dozens of industries.



nVISION GLOBAL • 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.

RATELINX • www.ratelinx.com

RateLinx delivers all your logistics data in one cloud-based platform with accurate data, advanced analytics, and reports to power visibility across orders, tracking, and invoices. The PayLinx module uses AI-driven data quality to enable freight spend control and real-time visibility, eliminating exceptions and rate tolerances. Improve decision making and carrier partnerships with PayLinx. Accelerate your supply chain and connect with other RateLinx modules to maximize your visibility and savings.



IN THIS SECTION:

Freight Payment/Audit Services - Trucking

FREIGHT PAYMENT/AUDIT SERVICES

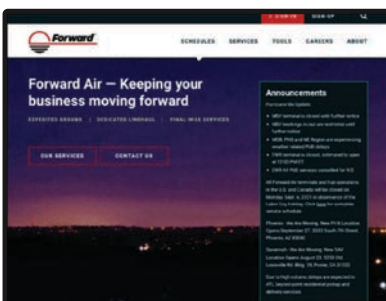
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TRUCKING

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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.

FORWARD AIR • www.forwardair.com

Since 1990, Forward Air has been a leading provider of ground transportation and related logistics services to the North American air freight and expedited LTL market. We offer surface shipping on an accelerated "time-definite" basis, delivering cargo at a specific time, but under less time-sensitive situations—supplying you with a cost-effective, reliable alternative to air transportation. We work with companies of all sizes to develop tangible advantages and build the best products to meet your specific needs.

LYNDEN • www.lynden.com

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



IN THIS SECTION:

Trucking

TRUCKING

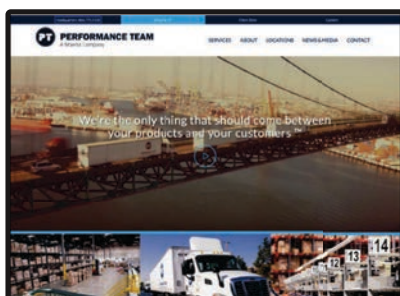
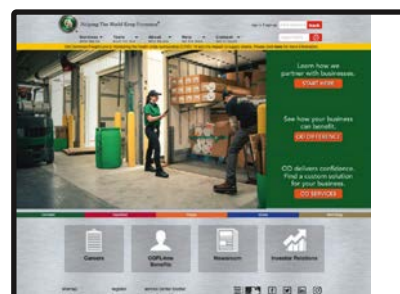


MITCO GLOBAL LOGISTICS • www.mitcologistics.com

Mitco Global Logistics is recognized as an industry leader in helping importers get their goods to market. By continuously investing in people, technology, and operations, Mitco creates supply chain formulas that are specific to customers' needs. With integrated services and data management across all service segments—ocean, drayage, warehousing and transportation—Mitco delivers against promise.

OLD DOMINION FREIGHT LINE • www.odfl.com

Old Dominion Freight Line is a less-than-truckload carrier providing complete nationwide service within the continental United States. Through its four product groups, OD-Domestic, OD-Expedited, OD-Global, and OD-Technology, the company offers an array of innovative products and services to, from, and between North America, Central America, South America, and the Far East. The company also offers a broad range of expedited and logistical services in both domestic and global markets.



PERFORMANCE TEAM (A MAERSK COMPANY) • 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 omnichannel distribution and transportation services.

POLARIS TRANSPORTATION GROUP • www.polaristransport.com

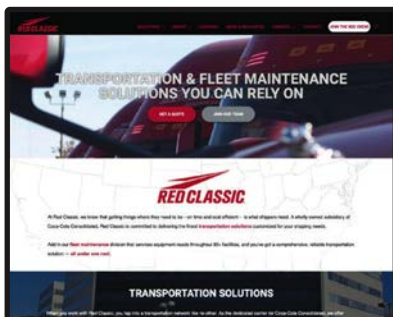
Polaris Transportation Group is best known for scheduled LTL service between Canada and the United States. Polaris specializes in the shipment of dry goods. But it also has developed complementary transportation services including: specialized movement of trade show displays and exhibits, third-party cross-border and domestic freight management, cross-border and domestic intermodal service, expedited ground and air service, and global air and ocean freight forwarding.



IN THIS SECTION:

Trucking - WMS

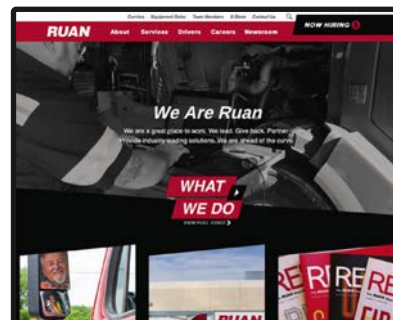
TRUCKING

**RED CLASSIC • www.redclassic.com**

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

RUAN • www.ruan.com

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

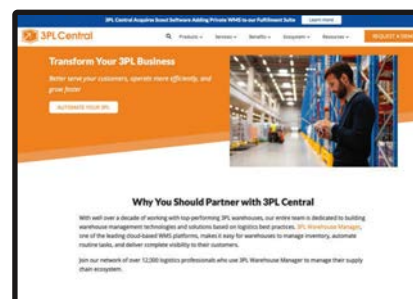
**SYFAN LOGISTICS • www.syfanlogistics.com**

Since 1984, Syfan has provided customers with a competitive advantage through superior transportation and logistics services. Syfan consistently strives to meet and exceed customer expectations of service through timely communication and quality information. Leveraging its rich experience and dedicated team, Syfan's commitment is to provide you with on-time pickup and delivery—every time.

WMS

3PL CENTRAL • www.3plcentral.com

3PL Central is a leader in cloud-based warehouse management system (WMS) solutions built to meet the unique needs of the 3PL warehousing community. Serving as the backbone of our customers' operations, our platform aims to quickly transform paper-based, error-prone businesses into service leaders who can focus on customer satisfaction, operate more efficiently, and grow faster. Offering a comprehensive warehouse management platform, we endeavor to make it easy for 3PLs to manage inventory, automate routine tasks, and deliver complete visibility to their customers.



[IN FOCUS]

INBRIEF

New Services and Solutions

> TECHNOLOGY

> CPG and brand manufacturers can more accurately predict supply chain trends with developer **Deacom's** enhanced enterprise resource planning (ERP) system. Its new forecasting methods allow users to take into consideration market volatility by weighing specific variables, measuring short-term demands, and applying multiple variables to a forecast.

> **FourKites**, a real-time supply chain visibility platform, released new capabilities designed to help shippers, carriers, and brokers more quickly collaborate to reduce supply chain costs and increase on-time delivery performance. For instance, its Instant Messenger's extended capabilities let shippers chat directly with brokers and carriers to share information and resolve issues in real time.

> Cargo airlines can now track the status and location of each piece of a shipment throughout its journey with **Unisys'** new software functionality. Integrated with the Unisys Cargo Core application, the new piece-level tracking functionality enables airlines to improve the operational efficiency of cargo shipments.

> **Odyssey Logistics & Technology** launched the Odyssey Cloverleaf Program, which helps shippers and carriers advance sustainability initiatives by leveraging technology to uncover ways to reduce carbon emissions and costs, improve margins, and better serve supply chain stakeholders.

Components of the program include calculating emissions and other key metrics in real time using data collection tools as well as generating recommendations for day-to-day operations and long-range planning.



> Logistics provider **cargo-partner** extended its air charter services between Asia and Europe until the end of 2021. Services include Hong Kong to Budapest routes, as well as weekly charter flights from Frankfurt to Zhengzhou and back.

> Google Ventures-backed **Orbital Insight** launched Supply Chain Intelligence, which combines AI and multi-source data to help companies map their supply chains. The new tool detects logistical links between factories, farms, suppliers, stores, and distribution facilities—both their own and their competitors', upstream and downstream.

> Contract manufacturers and co-packers can quickly respond to customer orders and allocate labor and capacity against fluctuating consumer demand with **Nulogy's** Production Scheduling Solution. The

real-time visualization tool lets companies assess and optimize their production schedules based on various factors, such as order promise date, planned downtimes, changeovers, and labor and material availability.

> Software company **Axele** updated Axele TMS. The new release adds ELD integrations, rate confirmation data extraction from trucking companies, driver safety improvements, and new mapping and routing tools. The system can split loads multiple times, providing reference numbers following each split.



> **Ryder System** expanded Ryder Last Mile, its customizable, multi-tiered delivery solution for big and bulky goods. With new hubs in Milwaukee and Philadelphia, the service covers the Northeast, Mid-Atlantic, and Upper Midwest regions.

ON-DEMAND TRAINING KEEPS HAZMAT MOVING

Keep hazardous materials moving through your facility safely—no matter what 2022 brings. Get new hires up to speed, cross-train employees for new job roles, and keep your staff's expertise up to date with on-demand 49 CFR, IATA DGR, and IMDG Code courses.

Plan for 2022 at Lion.com/Hazmat or call 888-LION-511





> **APM Terminals** in Mobile, Alabama, is supporting import cargo from Asia to the U.S. Midwest with daily departures using five Class I railroads that offer access to the U.S. heartland. For companies looking to transload Midwest cargo or deliver containers to local distribution centers, APM Terminals Mobile has an average waiting time of seven minutes for truckers to enter the terminal, with a total turn time of 51 minutes once in the terminal.

> SERVICES

> **Old Dominion Freight Line**

increased its service center network with six new and expanded facilities. It introduced new service centers in Benicia, California; Phoenixville, Pennsylvania; and Kenosha, Wisconsin, and relocated and/or expanded three facilities in Colorado Springs, Colorado; Milford, Connecticut; and Warren, Ohio.

> **DHL Supply Chain**, the contract logistics provider within Deutsche Post DHL Group, is building an approximately

344,000-square-foot logistics center in Florstadt, Germany. Located north of Frankfurt am Main and scheduled to open in late 2021, the center expands the current capacity of the multi-user campus for pharmaceuticals and medical products in Florstadt and will service markets across Europe.

> **3PL Romark Logistics** expanded its Hazleton, Pennsylvania, distribution facility to 712,026 square feet. The renovation included a conversion to a more flexible very-narrow-aisle rack layout.



> **Confidex's** new Ironside Plate offers durable visual marking and encasing for track-and-trace applications. The IP68-rated RAIN RFID tag identifies assets, equipment, and products no matter where they are, both by RFID reader interrogation and manually with its laser-engraved visual marks that are legible even in harsh, industrial environments.

> **PackDash**, a 3PL for small to mid-sized e-commerce companies, moved its headquarters from Chicago and established a West Coast delivery operation in Tucson, Arizona.

> PRODUCTS

> **Forward Lift** is making it easier for materials handlers, manufacturers, and logistics operators to service their forklifts and pallet movers with a new line of frame-engaging mobile column lift adapter kits for use on Forward's mobile column lifts. The attachments allow workers to more easily lift and service a range of forklifts, such as reach trucks and pallet trucks.

> **Linde Material Handling** released a new product: the Linde MT18 electric pallet truck. The pallet truck provides a lightweight lithium-ion option to help operations run longer. It offers a load capacity of 4,000 pounds. Weighing 374 pounds, it is tailored for light to medium-duty operations.

> **XZ Series Lift Tables** from **Presto ECOA** feature platforms that sit just 3/8 inch above the floor. This extreme low height allows loads to be rolled on or off of them with a hand pallet jack, making them ideal for facilities without a forklift, or for use in fork-free designated areas.

> The recently upgraded Sure Sort small-item robotic sorting system from **OPEX** can now accommodate taller items, such as a standard shoe box, with an increased height capability of 6 inches. Processing up to 2,400 items per hour, Sure Sort directs a wide range of items, including cylindrical, clear, plastic bagged, and blister pack items weighing less than 5 pounds each.



> **Handheld Group's RS60** ring scanner is a hands-free scanning solution for warehouses, retail stores, distribution centers, and other applications requiring mobile scanning. It can be worn on either the right or left hand, featuring a 2D-imager that captures barcodes on the move.

> The PalletPal Inverter from **Southworth** inverts fully loaded pallets in a matter of seconds, providing an alternative to manual restacking, which requires workers to bend, reach, and lift heavy loads.

> TRANSPORTATION

> **Dachser Argentina**, a subsidiary of Dachser, enhanced its door-to-door service by providing trucks and semi-trailers equipped with satellite tracking devices

> **Outrider** now offers automated tractor-trailer hitching capabilities for distribution yards. The Outrider System



uses advanced perception, motion planning, and proprietary control algorithms to hitch and unhitch its autonomous yard trucks from trailers with precision in order to move them to and from parking spots and dock doors at distribution centers.

for cargo in and out of Brazil, Chile, Paraguay, and Uruguay. The door-to-door service includes direct deliveries, guaranteed departures, and proof of delivery.

> **Maersk** established its first inland container depot (ICD) in Russia. Near the Port of Novorossiysk, Maersk's ICD operates two rail services and adds storage and cross-dock capacity, with annual turnover expected to reach 25,000 containers.

> **OOCL Logistics** and **OOCL** launched a multimodal container service from China to the U.S. East Coast. The offering combines the China-Europe block train service from Xian to Kaliningrad, Russia, with onward feeder to Bremerhaven, Germany, and then with OOCL ocean services from Bremerhaven to various ports on the U.S. East Coast, including New York, Savannah, and Charleston.

CALENDAR

Logistics Events 2021

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



**OCT
26-28,
2021**

MIAMI, FL

Air Cargo Americas

bit.ly/AirCargoEvent

Aviation and logistics executives exchange views to enhance the growth of the cargo industry, covering topics such as security, market changes, managing costs, customer service, and more.

OCT 3-6, 2021
NASHVILLE, TN

TMSA Rise

bit.ly/TMSARise

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

OCT 6-7, 2021

Supply Chain Execution 2021

bit.ly/Reuters3PL

To deliver for customers, you need a full picture of your logistics, transport, and warehouse data. Attend this virtual event to assess people, technology, and partners to drive operational efficiency.

OCT 24-26, 2021
SAN ANTONIO, TX

ASCM Connect

ascm.org/conference-2021

Attend in person or virtually to learn from engaging leaders, network with peers, and drive professional growth. Choose from sessions covering hot topics such as sustainability, dynamic fulfillment, intelligent supply, resilience, and more.

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FOR THE *love* OF DOG

With pet adoptions soaring and consumer demand growing, makers of canine products unleash more capacity and sniff out new delivery channels.

97%

Year-over-year increase in sourcing for dog and cat collars on the Thomasnet.com platform, according to an August 2021 Thomas Index Report

\$109.6 billion

The estimated amount we will spend on our pets in 2021 in the United States. 2020 was the first year pet spending topped \$100 billion, according to the American Pet Products Association (APPA).

69 million

The number of households in the United States that own a dog. Cats came in second with an estimated 45.3 million feline-sheltering households, according to the 2021-2022 APPA National Pet Owners Survey.

MORE PUPS WELCOME

PETCO expanded PupBox, its monthly subscription service for dogs, to offer boxes across four life stages: puppy, young pup, grown pup, and senior pup. With its subscription base tripling in size over the past two years, the company started shipping the expanded offering to customers in September 2021.

Also reporting growth is **BARK**, which launched in 2012 with BarkBox, a monthly themed subscription of canine treats and toys. BARK now has more than 1.8 million active subscribers and direct-to-dog-person channels in four categories, including play (BarkBox and Super Chewer), food (BARK Eats), health (BARK Bright), and home (Amazon). Its network of retailers now includes more than 23,000 retail locations across the United States.

A BIGGER PAWPRINT

Dog food and treat makers won't leave 'em begging. Companies such as Mars Petcare, Nestlé Purina PetCare, Red Collar Pet Foods, Royal Canin, The Honest Kitchen, Simmons Pet Foods, and Hill's Pet Nutrition are bulking up their production capacity for pet diets, treats, and supplements. Their 2021 plans include building new facilities and expanding existing ones, representing a total investment of about \$1.3 billion and approximately 1.4 million additional square feet.

Online pet retailer **CHEWY** will also expand its footprint, opening three automated fulfillment centers in the next 14 months in Nashville, Tennessee; Reno, Nevada; and Kansas City, Missouri.

FRESH BITES

Dairy farming company **MARCOOT JERSEY CREAMERY** joined the pack in July 2021 with the launch of its first canine offering, Dog-O's Cheesy Chompers. The company sources, produces, and packages the dog treats daily on the family farm in Greenville, Illinois. The dog treats are 100% cheese, shaped into crunchy "O" shapes. The company sells the treats direct-to-consumer through its website as well as distributes to pet specialty retailers and distributors, recently fetching distribution partnerships throughout the Midwest and East Coast.

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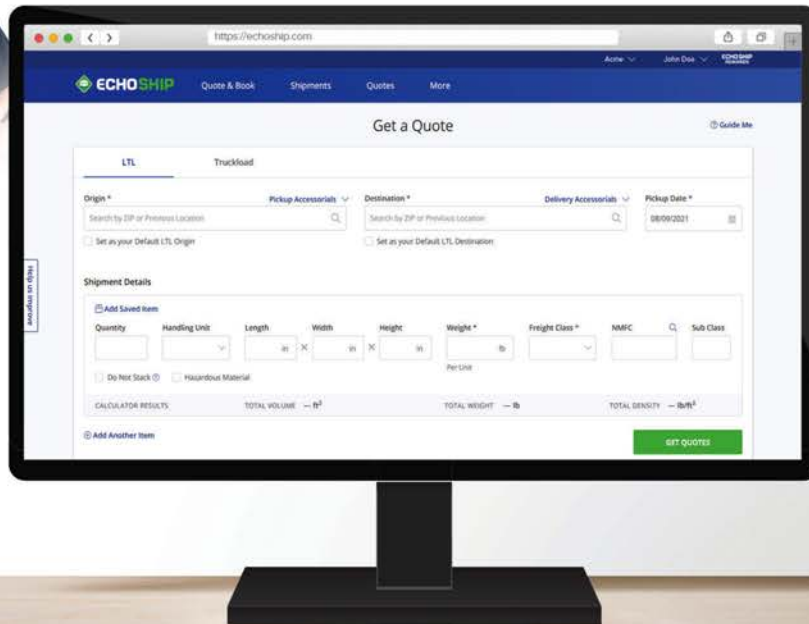
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