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THE MAGAZINE FOR DEMAND-DRIVEN LOGISTICS • APRIL 2009

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Inbound Logistics
THE MAGAZINE FOR DEMAND DRIVEN LOGISTICS

April 2009 • Vol. 29 • No. 4

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Increasingly, businesses of all types are finding ways to streamline operations and reduce costs by implementing bar-code technology for data collection and product tracking. To help narrow down your options, we feature some top models from the leading manufacturers in specialty printing solutions.
You’ll notice the difference long before your shipment leaves the ground. We’ve developed proactive communication tools. Provided increased visibility for tracking and rates. Enhanced our products. Improved the overall experience. Why? Simple really. We may have 3400 flights every day around the globe. But only one true destination. Your satisfaction.
SaaS: A Distribution Model For Tough Times?

The lead article in our annual technology issue 15 years ago featured Barbara Barnhill, transportation supervisor for Elizabeth Arden. She excitedly shared the details of her company’s “revolutionary” inbound transportation program, which racked up million-dollar savings by using the latest technology—a fax machine.

Times have changed since the fax machine and its dial tone were the technology of choice. Today it’s logistics IT tone driven by Software as a Service (SaaS). The popularity of subscription-based technology services is fast changing the ability of business logistics managers to inexpensively cope in these times of supply chain strain. SaaS provides companies with power and flexibility, without a large capital investment. And, like a dial tone, SaaS is there when you need it.

While some solution providers explore value-added services to capture more consistent revenue flow and keep customers from moving on to the next, newest, IT offering, technology investment is still becoming less like a traditional capital expenditure and more like a contractual expense. Scalability, facility, and speed of use allow software buyers to engage and disengage at will. Consequently, IT solutions providers grapple with the challenge of engendering long-term buy-in for a delivery mechanism that flaunts short-term appeal.

Our annual logistics IT research study (IT Perspectives, pg. 29) bears this out. “We’re seeing increased demand for a complete software service solution,” reports one IT vendor. “Customers want not only the IT solution, but a higher level of support, new development, customer service, and a variety of pricing/payment options.” This singular sentiment reflects near-unanimous agreement among survey participants that “technology service” is a phenomenon with staying power. Further proof: 89 of this year’s Top 100 Logistics IT Companies (pg. 38) offer on-demand, Web-hosted solutions; this represents a double-digit spike over last year.

But SaaS is not without its limitations. The robustness, long-term economy, and security of home-grown legacy systems are “must-haves” for some IT buyers, regardless of initial investment and operational ease. Notably, 65 of the Top 100 Companies offer both local and hosted solutions, while 11 target this niche alone. Technology’s value is equal parts functionality and accessibility. An on-demand solution deployed without a targeted demand, or a dial tone without a number to dial, leaves companies on the hook with a bad IT connection.

Market and end-user scalability define today’s best-of-breed solution providers. These merits also define our technology issue. IT Perspectives identifies where user demands are trending; the Top 100 Logistics IT list dials up companies deemed best to meet diverse shipper needs; and our online IT Decision Support Tool helps connect demand pulses with solution provider dial tones.

As always, we welcome your feedback. Shoot us an email, pick up the phone, or if the urge strikes, send us a fax—it’s there if you need it.
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We’ve helped the world keep promises.

At Old Dominion, we know that although each shipment varies, every box contains the same thing. Promises. And whether we are delivering cargo here in the U.S. or overseeing a supply chain to and from the Far East, we know that in an industry that runs on customer relationships, promises require the most care and focus. Old Dominion. Helping the world keep promises for 75 years.
I was shocked that a publisher of a magazine would take a stand and encourage others to act.

Your column was excellent. Dropping our tax rate, not boosting it with cap and trade, would increase manufacturing in the United States while polluting less. The short-sighted environmentalists can’t seem to see beyond our own borders. Do anti-domestic drilling environmentalists think Venezuela, Saudi Arabia, or Russia will drill greener than the United States?

David Brown,
Founder, Waterbear

It is upsetting that someone with your stature would suggest “just sticking rods” (nuclear waste) in the same place as the rest of it. That happens to be one of the most ill-conceived and uneducated things I have heard in a very long time.

Two thirds of the world’s carbon problem is due to the burning of finite fossil fuels. And these same fuels “fuel” war that costs money to fuel. So we should just spend all our sweat equity on gas for our cars so we can go to work and get taxed to pay for more expensive fuel due to the wars we are paying for?

Oh, and to put a cherry on top of that pie, let’s put nuclear waste into the ground with the rest of the world’s problems.

I believe that we, as Americans, should lead by example and start the world heading in the right direction. You, dear sir, should spend the rest of your life with the nuclear waste you wish to bury. There is probably plenty of room there for you and all the money you’ll save if we push back on the current administration’s efforts to improve the planet.

Pete Charriere,
Ex-reader

Putting a Cap on Cap and Trade

Publisher Keith Biondo’s Checking In column on cap and trade (Speaking Truth to Power, March 2009) evoked a large volume of responses, both in support of his opinion and against. Here’s a small sampling of each:

I was shocked that a publisher of a magazine would take a stand and encourage others to act.

Your column was excellent. Dropping our tax rate, not boosting it with cap and trade, would increase manufacturing in the United States while polluting less. The short-sighted environmentalists can’t seem to see beyond our own borders. Do anti-domestic drilling environmentalists think Venezuela, Saudi Arabia, or Russia will drill greener than the United States?

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Oh, and to put a cherry on top of wanting and buying cars. By the Obama Administration’s own estimates, even if we put pinwheels all across America, we won’t offset our own output, much less 10 million non-eco-friendly cars. That’s just one carbon tick point. There are others.

Another criticism was that my column was political and not appropriate for a trade magazine. I’ve been writing about energy for 20 years, and studying energy policy for an even longer time. Cap/trade isn’t a political issue. Democrat, Independent, Republican, liberal, moderate, conservative, oblivious — cap and trade will touch us all.

Over the past 40 years, the government abrogated its responsibility to provide cheap, low-carbon power to its citizens and now it wants to balance the global carbon books on the backs of millions of U.S. blue-collar workers?

People in the media, like me, have the access, resources, and time to study issues such as cap and trade, and inform those of you who have to work for a living. I stand by my opinion: Cap/trade is a destructive way to change carbon behavior any time, and given current circumstances, certainly not now.

The government ought to be incenting behavioral changes, not dis-incenting or destroying the manufacturing class and the worker class that supports it.

Don’t take my word for it. I urge you to get informed quickly. Then reach out to your elected representatives, the media, and your peers, and start speaking your own truth to power.

Keith Biondo REPLIES: One criticism of my column was that cap and trade is not about logistics. But it is. You can spend your time eking out drops of efficiency—save a nickel here or use the latest technology to save a dollar there—only to have all those efforts washed away in a cap and trade tsunami.

Other points to consider—automaker Tata recently introduced the $2,000, five-seat Nano in India, and China’s auto sales surpassed the United States for the past three months. We are looking at 10 million new carbon-producing cars coming online in the next decade, but not in the United States. You cannot stop those people from...
You’re the reason we’ve spent decades building deep-rooted connections across the transportation industry. With full access to one of the largest logistics networks in the world, you can use our resources and relationships to your advantage. The result? More options than ever before. And because our network reaches all continents, you can ship anything, anytime, anywhere.
Controlling inbound shipments maximizes efficiency and saves money, but creating an inbound program can be a daunting task. Gene Nusekabel, transportation and logistics industry marketing manager for Sterling Commerce, Dublin, Ohio, offers tips for getting your program on the right track.

1. **Create a project team.** Call on the expertise of your procurement and logistics representatives, and draw on each department’s need for specific cost information to better manage the process. An IT member or advisor may also be a valuable addition.

2. **Define the project goals.** Decide what you expect to accomplish when this project is completed. Is it to simply reduce costs, improve vendor relations, gain better inventory control, create vendor managed inventory, attain control over inbound orders, or better utilize a dedicated fleet?

3. **Determine key performance indicators (KPI).** Create a baseline or benchmark of current performance, and determine KPI, which might include supplier performance (order acknowledgment, order fill rate, ship on time), carrier performance (accept shipment tender, on-time pick-up, on-time delivery), exception summary reporting, and customer and supplier satisfaction metrics.

4. **Classify and quantify current inbound operations.** Evaluate your current inbound shipments and classify by who controls the freight (prepaid or collect), where the freight costs lie, and whether the carrier is selected via a routing guide.

5. **Consider investing in technology.** Transportation management solutions and business-to-business connectivity can provide both a systematic approach to your inbound processes and financial controls.

6. **Evaluate best landed cost by supplier.** To calculate best landed cost, you must be able to allocate freight charges plus fuel surcharges plus assessorial costs to get the true picture of your costs. Select a software tool to help you rate and re-rate shipments based on all available scenarios. Ask these questions: Does your organization really want to take on the freight? If a supplier is larger than you, it may have better freight rates, but what is being invoiced in the cost of goods? This is where the visibility to freight costs segregated from the costs of goods gives an organization the opportunity to control expenses.

7. **Survey supplier technology capabilities.** Make sure they have EDI capabilities, and a supplier portal with a web form to provide “ready to ship” information. Don’t underestimate the amount of work required to “cleanse” the data from suppliers.

8. **Prioritize suppliers for quick results.** In any project, delivering quick wins or payback should be a goal. Prioritize your suppliers by ease of implementation and largest payback. Typically these are non-compliant collect suppliers or new suppliers where you can influence the freight terms.

9. **Execute.** Communicate the plan in advance to all involved parties, both internally and externally, to get their buy-in to the process. Then implement the targeted changes.

10. **Measure/monitor compliance and performance.** Share with your suppliers how their performance will be measured. Establish routing compliance reviews with each supplier and ensure data is available for analysis by both parties at any time.
LOOKS LIKE YOU’VE GOT A SUPPLY CHAIN CYCLONE!

Managing logistics is a swirling mix of inventory, equipment, staffing, cash flow, technology, and communication. As your 3PL resource, CRST Logistics will organize, simplify and drive costs from your supply chain.

From transportation brokerage and freight management to complete outsourcing, we use our expertise to procure the safest, most cost-efficient ways to move your products. Our state-of-the-art technology gives you visibility, planning and execution tools without a capital investment. It’s one call, with all the resources to get your supply chain under control.
The Paper Chase

Mike Segal always keeps one eye on the weather. When you ship paper, water damage is a constant concern. “You need watertight equipment and good procedures for managing equipment integrity,” says Segal, director of logistics at Sappi Fine Paper North America, a division of Sappi Ltd., a global company headquartered in Johannesburg, South Africa.

The North American business makes coated fine paper for magazines, books, print advertisements, and other high-end products at four mills in Maine and Michigan. From his office in Portland, Me., Segal oversees transportation and warehousing in a network that also includes five regional distribution centers and several smaller facilities.

Although Segal mainly serves North American customers, he also oversees the domestic legs of Sappi’s international imports and exports, as well as customs and regulatory compliance.

What do you do when you’re not at work?
My son plays three sports, so I’m on the board for football, coach basketball, and help with baseball. I’m also an avid dance recital attendee, in support of my daughter’s involvement in ballet. Otherwise, I hang out with my family, work around the house, and play golf when I can.

Ideal dinner companions?
My kids. They will be teenagers soon and getting on with their lives, so I don’t like to miss a chance for us to eat together as a family while we can.

What’s in your briefcase?
As an engineer, I can’t go anywhere without an HP calculator. I have a stack of business cards, a road atlas, some logistics magazines, and my laptop. I also carry a paper loupe—a magnifying glass used to examine print jobs.

If you didn’t work in supply chain management, what would be your dream job?
I’d like to be a college professor, focusing on organizations and management.
Third-party logistics providers handle day-to-day decisions at Sappi’s regional DCs and mills, but Segal and his team stay close to those operations. “We’re interested in developing and maintaining direct relationships with carriers,” he says. “We also want to understand why services cost what they do.”

An effort to understand the “why” behind the “what” gave Segal, a process and production engineer, his first taste of logistics at his company. A supply chain management class he took for his M.S. in engineering management led Segal to examine Sappi’s transit times to particular locations. Five years later, in a leadership academy at Sappi, he joined a project aimed at streamlining order fulfillment.

Those two forays outside his core discipline helped make Segal a viable candidate when Sappi needed a director of logistics for North America.

Segal strives to make it easier for customers to conduct business with Sappi by streamlining processes and the network. His team seeks out process improvements, plus continuous moves and other smart routing opportunities. Sappi’s efforts to simplify life for its customers are complicated by the fact that the company serves four distinct sets of constituents. Sappi ships mainly to paper distributors, who look for a high-value product from a responsive vendor. But it also has to please the distributors’ customers: end-users who order print jobs, designers who specify paper for those jobs, and printers who need the paper to arrive on schedule and perform well on the press.

Meeting all those needs while driving down costs—and keeping the paper dry—isn’t easy. But Segal loves the challenge of devising a plan and seeing it succeed. “When you set a goal, then not only deliver on it, but exceed it, there’s nothing better,” he says.

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How to Close the Supply Chain Value Gap

When it comes to IT investments in Supply Chain Management, what you see isn’t always what you get (WYSIWYG for short!). Studies indicate that there’s a huge gap between what customers in various industry groups perceive as required investments and satisfaction with the delivered IT solution. Nevertheless, in today’s competitive and vulnerable economy, it becomes crucial to find the right IT platform to efficiently share and manage information across the supply chain.

Historic and forecasted information has become more and more important for modern SCM professionals. A striking illustration of this is the recent fluctuation in oil pricing which brought to mind once again the vulnerability of entire supply chains to the impact of single cost-drivers. The extreme volatility of fuel costs led to a revitalized discussion over the advantages of near-shoring versus off-shoring. These types of evaluations are more accurate for those who have access to thorough data vital to performing sensitivity analysis and developing what-if scenarios that quantitatively prove their conclusions.

Panalpina believes that the global nature of Supply Chain Management requires the employment of at least two types of SCM IT solutions: SCM network and optimization tools and Global collaboration platforms for Order Fulfillment.

Panalpina’s collaborative SCM platform as shown in Figure 1 acts as our customers’ supply chain planning and execution arena. The scope of the application covers the autonomous and proactive managing, planning and controlling of all aspects of the purchase order cycle. Customer bookings, transport planning, cargo reception and dispatch based on the agreed service levels can be executed from within our SCM platform. This software platform fully supports the physical flows of goods in the areas of Order Management, Transport Management, Fulfillment, Warehouse and Inventory Management. Versatile reporting capabilities as well as KPI, Milestone and Schedule Management are built-in.

Technology management has become a prerequisite for the successful reengineering of our clients’ supply chain sourcing process. Users throughout the Supply Chain—suppliers, hubs, carriers, corporations and customers—have the ability to share information within one platform and this gives our customers detailed information to achieve this goal. As a fully web-enabled software solution, interfaces are scalable and can be standardized to achieve plug-and-play concepts. Panalpina’s IT platform provides companies with real-time visibility at all times. Robust event management and analytical tools are available. Entirely driven as a database-application, all fulfillment data can be extracted in various ways. This enables stakeholders to optimize supply and demand chains and improve network setups and flows.

In light of the logistics chain’s ever-evolving nature, it makes sense for customers to outsource value-added activities. Stricter security and sustainability requirements, paired with related regulatory and compliance concerns, are leading LSPs to enhance their service activities. By acquiring and managing knowledge through efficient and flexible design, Panalpina’s IT solutions afford our customers the luxury to focus on their core competencies. We take pride in knowing that once they get a chance to experience Panalpina’s sophisticated collaborative SCM platform, our customers readily agree when we say: WYSIWYG*!

*A play on the acronym, WYSIWYG (What You See Is What You Get), used in computing to describe a system in which content displayed during editing appears very similar to the final output.

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*FIGURE 1: Functional Overview of Panalpina’s Collaborative SCM Platform. The Panalpina group delivers compelling and integrated Supply Chain solutions to our customers. Our SCM platform has been set up as a “global cockpit,” allowing for an efficient supply and demand management covering the entire value chain.*
Businesses are challenged to stay a step ahead of this ever-changing marketplace. When adjusting to transportation budgets, adapting to new technology, or re-assessing your supply-chain, you are introducing change and affecting behavior. Transplace is your right hand, ensuring the challenge and changes are efficient, necessary and meet your goals. We are passionate about your rising success, and love what we do. The results show in our work, our customer loyalty and countless success stories. By driving forward our customers with rich logistics technology, Transplace goes the distance every time, propelling your business to the peak of growth and prosperity.
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With shipping costs on the rise it only makes sense to match your time requirements to the mode. Lynden’s exclusive Dynamic Routing™ makes it easy to change routing between modes to meet your delivery requirements. If your vendor is behind schedule we can make up time and keep your business running smoothly. If your vendor is early we can save you money and hassle by slowing down the delivery to arrive just as it is needed. Call a Lynden professional and let us design a Dynamic Routing™ plan to meet your supply chain needs.
TRENDS

Walmart’s Sell: Less is More?

When consumer spending dips, few companies target high-income shoppers as a potential revenue stream. But few companies can walk in Walmart’s shoes, and the retailer has both attracted more consumers and convinced them to buy bigger-ticket items.

With a fresh new logo to boot, Walmart is cleaning up in more ways than one. Its stores are assuming a leaner, sleeker look to capture consumer interest; and the company is leaning out its supply chain to reduce the number of items it stocks. In addition to streamlining SKUs, Walmart is attracting a new customer demographic.

Higher-end consumers are buying a wider range of products from Walmart instead of simply loading shopping carts with low margin food and consumable items, said Bill Simon, the company’s U.S. chief operating officer, at a recent Morgan Stanley conference.

Customer traffic in U.S. Walmart stores has increased among both higher-income...
and lower-income shoppers, he reported. But in a change from the past, more affluent consumers are showing a willingness to buy beyond the basics. Walmart has gained credibility with these selective shoppers by selling more name-brand electronics such as Sony, Apple, and Samsung.

While Walmart may be appealing to a wider consumer demographic during an economic slowdown, and perhaps setting its sights on post-recession ventures, demand for cheap groceries is still driving its business.

In a filing with the U.S. Securities and Exchange Commission in early April, Walmart reported that groceries accounted for 49 percent of its U.S. sales during the fiscal year that ended Jan. 31, 2009, up from 47 percent a year before.

Simon said the retailer has improved its supply chain, allowing it to get fresh produce into its stores faster to meet demand. Walmart’s efforts appear to be paying off in big dividends. The company recently reported its strongest sales in history during the fourth quarter, with $108 billion in receipts.

But not all are convinced that the company’s success reaching out to discretionary consumers is credible. Wal-Mart Watch, an independent online ombudsman, cites a survey of high-income shoppers conducted by a third-party blogger that suggests other-

### U.S. Intermodal Growth Keeps Tracking

When the chips are down, intermodal delivers in spades. U.S. shippers are mixing modes to manage their supply chains more economically and statistics bear the proof. Domestic intermodal volume posted a solid 2.9-percent overall gain in 2008 (see chart), according to the latest Intermodal Market Trends & Statistics, a comprehensive intermodal volume data report published by the Intermodal Association of North America (IANA).

Although overall volumes declined slightly by 2.1 percent in the fourth quarter, domestic container performance remained healthy through the end of 2008. While its overall growth slowed to 4.4 percent—less than half of Q3’s gain—growth in 53-foot containers was an exceptionally strong 10 percent for the quarter.

On the global side, results are less positive. Intermodal volume declined in every IANA region during Q4 2008; dropping a total of 11.1 percent and continuing its steady decline for the seventh consecutive quarter. This quarterly loss contributed to the largest year-over-year drop of intermodal loadings—seven percent—since IANA began keeping quarterly records in 1998. International containers had been the main driver of intermodal growth prior to 2007 amid a soaring rise in container imports, based upon strong consumer demand.

#### Overall 2007/2008 Intermodal Volume Comparisons

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<th>2007</th>
<th>2008</th>
<th>CHANGE</th>
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<tbody>
<tr>
<td><strong>Trailers</strong></td>
<td>2,145,466</td>
<td>2,060,399</td>
<td>-4.0%</td>
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<tr>
<td><strong>Domestic Containers</strong></td>
<td>3,598,006</td>
<td>3,849,327</td>
<td>+7.0%</td>
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<tr>
<td><strong>All Domestic Equipment</strong></td>
<td>5,743,472</td>
<td>5,909,726</td>
<td>+2.9%</td>
</tr>
<tr>
<td><strong>ISO Containers</strong></td>
<td>8,335,480</td>
<td>7,749,769</td>
<td>-7.0%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>14,078,952</td>
<td>13,659,495</td>
<td>-3.0%</td>
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Even as the global economy tumbles, U.S. intermodal use is climbing an upward arc. Domestic intermodal container volumes showed the strongest growth at seven percent, while all equipment posted a nearly three-percent gain.

Source: Intermodal Market Trends & Statistics, Intermodal Association of North America
It’s 10 p.m. Do You Know Where Your Cargo Is?

A missing shipment is the last thing shippers want to discover while turning over stones to cut costs. A recent study by LoJack Supply Chain Integrity illustrates the challenges businesses face securing supply chains.

A total of 353 illegal and disruptive incidents were reported in 2008, according to customer data collected by the Forney, Texas-based security services firm. Cargo theft (299) was the most dominant activity.

The small sampling identified food as the most likely stolen cargo, accounting for 13 percent of reported incidents, followed by pharmaceutical/medical and building supplies (both 12 percent). The high percentage of building supplies thefts may be due to the rise in copper prices and a lack of scrap material oversight.

Also surprising is the fact that media came in at only one percent of incidents reported, suggesting shippers are doing a better job securing these goods and criminals are focusing elsewhere.

10 STATES WITH HIGHEST CARGO THEFT RATES

<table>
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<tr>
<th>STATE</th>
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<tbody>
<tr>
<td>1. Texas</td>
<td>68</td>
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<td>2. Georgia</td>
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<td>3. Tennessee</td>
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<td>10. North Carolina</td>
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Source: LoJack Supply Chain Integrity study of 1,500 members

Patriot Corridor Gains Approval

One if by land. Two if by sea. Three if by rail? The Surface Transportation Board (STB) recently approved the joint control and ownership of Pan Am Southern by Norfolk Southern Railway, Pan Am Railways, and the latter’s subsidiaries, which will enhance New England’s rail transport capabilities.

Pan Am Southern will operate about 437 miles of track, including an east-west Patriot Corridor between points in New York and Massachusetts, and a north-south section between Vermont and Connecticut. Norfolk Southern plans to invest $87.5 million in the new operation for infrastructure upgrades to improve traffic flows and expand capacity.

The STB—which imposed labor-protection and environmental conditions on the deal—determined that the "end-to-end" transaction and related operational agreements would produce “substantial transportation benefits” to the New England region.

“The transaction will not result in a substantial lessening of competition, the creation of a monopoly, or a restraint of trade in freight surface transportation in any region of the United States,” STB officials said in their decision, adding that an upgraded east-west mainline route would significantly increase competition.

In May 2008, Norfolk Southern and Pan Am Railways announced plans to form joint venture Pan Am Southern and establish the Patriot Corridor, a 155-mile high-speed freight rail route between Mechanicville and Ayer, Mass. The corridor will include 281 miles of Pan Am Railway’s secondary and branch lines.
Saving you money, no matter the financial climate.

Times are tough. You need to save money. The climate will change. You will need logistics expertise.

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The ocean shipping industry is awash in a sea of confusion. Some liners are putting vessels on furlough to squeeze capacity and offset operating expenses. Others are shifting assets to demand, leaving equipment shortages in underperforming lanes. Shippers beset with their own swelling costs continue to demand make-or-break pricing, while some carriers risk running aground as freight rates bottom out. Meanwhile, the worldwide ocean-going fleet continues to grow.

The uncertainty of a global economic crisis and recovery has been cast in a back and forth drama on the high seas. Carriers are idling capacity, ditching older vessels, downsizing ships, and pitching new services and rates, while jockeying for position in otherwise tight trades.

Swedish-based Wallenius Line, one of the world’s foremost ro/ro carriers, recently and purposefully streamlined its active fleet by 20 percent to offset desiccating demand for new automobiles.

The automotive market has been severely impacted by the current global malaise and volumes have decreased as much as 40 percent compared to the same period last year.

“Like our customers, we have to adjust capacity,” says Arild Iversen, CEO of Wallenius Wilhelmsen Logistics, the liner’s logistics arm. “Because we do not predict any significant up-turn in the market until 2010, we will start to put vessels in cold lay up. We are keeping a close eye on market developments and will adjust capacity in response to this.

“With our current planning, we expect to have 15 to 20 percent of our capacity in lay up during the year,” he adds.

By restoring and raising rates in certain lanes, Maersk Line hopes to better balance operating costs.
carriers are increasing rates. For example, in the Asia-Europe trade where MOL has already reduced capacity by 30 percent, the carrier is raising rates by as much as 30 percent to improve profitability.

Elsewhere, Maersk Line recently began restoring and raising rates in certain trade lanes—North America to Middle East and Indian Subcontinent trade, North America to Mediterranean and North African trade, among others—in an effort to mediate operating expenses. Fluctuations in capacity and rates have both shippers and carriers wary about the stability of the ocean freight industry. Some shippers are negotiating ocean carrier contracts based on spot-market prices, which many carriers see as a bad precedent for steadying rate variability.

Amid all this uncertainty comes one glimmer of encouragement: the number of vessels laid up has begun to level off, suggesting some stabilization between supply and demand. As of the beginning of April, 485 ships of 1.42 million TEUs capacity were idled, accounting for 11.3 percent of the global fleet, according to AXS-Alphaliner, an ocean-shipping consultant based in Paris. This compares with 484 vessels of 1.41 million TEUs two weeks earlier when the lay-up rate showed the first signs of decelerating after surging from 70 ships of 150,000 TEUs in late October 2008.

Despite efforts at rationalizing capacity, the world fleet continues to grow, with 79 new ships and 297,000 TEUs of capacity coming on line so far in 2009, reports AXS-Alphaliner. The fleet’s year-to-date capacity has grown by a net 1.9 percent.

Some shippers are negotiating ocean carrier contracts based on spot-market prices, which many carriers see as a bad precedent for steadying rate variability.

in three of its four major shipping lanes, including the Trans-Pacific. NYK Line is also cutting capacity on primary routes, such as Asia-North America, by idling older vessels and using smaller ships. As capacity in certain lanes falls, Volkswagen De-bugs RFID

The Volkswagen Group has turned to IBM for help rolling out radio-frequency identification (RFID) in its supply chain to improve material logistics operations—a move that might finally spark widespread adoption of the technology.

Europe’s largest automotive manufacturer is deploying the new system after a pilot project that tested RFID use between its suppliers and manufacturing plants. Utilizing IBM Global Technology Services’ RFID container management solution together with its WebSphere Premises Server, an application-neutral RFID middleware product, the new system enhances Volkswagen’s receiving operations.

Information on the tagged containers is automatically collected by readers at all key locations throughout the supply chain—at the supplier’s shipping department, through the inbound movement to manufacturing facilities, then during storage, collection, and installation on the automaker’s assembly line. By using the same process for returning empty containers to suppliers, Volkswagen reduces the volume of paper documentation and bar-code labels it needs to print.

“Our long-term goal is to implement an integrated, paperless production and logistics chain throughout the whole group,” says Klaus Hardy Mühleck, Group CIO and head of Group IT at Volkswagen. “The pilot project showed that we can reliably integrate RFID technology into our business processes at a low cost.”

For the pilot, Volkswagen fitted 3,000 shipping containers carrying sunroofs for the new Volkswagen Golf with passive RFID tags supplied by Intermec Technologies Corporation. The technology has been refined so that it can automatically register metal containers, which historically have interfered with RFID performance. Readers at the entrances to the manufacturing line, along with mobile handheld scanners and forklifts, identify the containers and their contents.

Moving forward, Volkswagen is looking to introduce RFID tags to all shipping containers carrying auto parts destined for its German manufacturing facilities.
Wincor Nixdorf Opens DC Nexus in Singapore

Wincor Nixdorf is singing the praises of its new Global Distribution Center (GDC) in Singapore, which serves as a strategic storage and dispatch location for spare parts replenishment in the Asia Pacific theater. The German company provides retail and retail banking hardware, software, and services such as ATMs and point-of-sale (POS) systems.

Growing consumerism in markets such as China has built demand for responsive replenishment services, opening up new growth opportunities for peripheral Asian locations with developed transportation and logistics infrastructure.

The Singapore GDC complements an existing center in Düren, Germany, and enables Wincor Nixdorf to control stock efficiency and quickly respond to customers’ supply needs across Asia.

“Wincor Nixdorf is committed to providing a high availability of spare parts to customers,” says Ken Ng, manager of the Global Distribution Center in Singapore. “This includes some service parts that we manufacture in Singapore and China. By sourcing locally, we can deploy goods faster.”

Wincor Nixdorf delivers repair services and manages stocks of 20,000 different types of spare parts across the globe at its regional distribution centers, field service locations, pick-up and drop-off points, and technicians’ vehicles. It dispatches 4,500 consignments a day to retailers and banks with delivery times of 24 hours to Europe, and 48 to 72 hours in Asia.
From Click to Curb: Earning and Keeping E-commerce Customers

For consumers who want to avoid dealing with overzealous salespeople and crowded stores, online shopping offers the perfect alternative. U.S. online sales are expected to grow from $132 billion in 2006 to $271 billion in 2011, according to a study by Forrester Research. The same report estimates that the e-commerce market segment could soon claim 10 percent of all retail sales.

How can an e-commerce retailer ensure that it gets a piece of that pie? Online shoppers expect a streamlined shopping experience, quick and easy browsing, clear item descriptions and photos, in-stock products, timely and reasonably priced delivery, and swift, painless customer service and problem resolution. When shoppers find an online retailer that delivers all that, they are likely to return.

DEELIVERING SERVICE

While the path from “click to curb” for e-commerce transactions is more complicated than the average online shopper realizes, the most successful companies make the process completely transparent to the buyer. The following are keys to providing a shopping experience that makes customers want to come back:

- **Ease of purchase.** One feature that helps create a pleasant online shopping experience is one-click purchasing, which benefits both the retailer and consumer. This limits the human and mechanical errors that can occur with a complex, multi-step purchasing process. We’ve all experienced the frustration of a 20-minute purchasing transaction that ends with an error message. It does nothing to build loyalty.

  Amazon.com recently introduced an advanced application of one-click transactions. The online retailer allows users to text message a product name to its database. Almost instantly, the database texts back a price quote and follows up with a personal phone call to place the order. As the technology evolves, consumers will be able to complete their transactions digitally.

- **Visibility.** Some retailers choose to outsource their e-commerce functions to third-party service providers, which adds a degree of complexity to the online transaction. But just as consumers want to know where their orders are and when they will arrive, the retailer needs to have visibility into the inner workings of its channel so it can provide customer service.

Visibility tools help fulfill this need.

- **Standard, streamlined processes.** In addition to providing a seamless ordering and delivery experience, the retailer should offer an easy procedure for handling the inevitable product returns. A seamless, streamlined, and transparent returns process benefits both the seller and consumer. A global network of customer service centers, warehouses, and shipping facilities is key, as are standardized facility procedures and clear, consumer-friendly return policies.

KEEPING SHOPPERS ON THE LINE

Companies that are serious about instituting e-commerce platforms should consider the consumer first and foremost. Providing ease of use, reliability, and customer service creates a shopping experience consumers will want to repeat. E-tailers must understand the entire customer experience, and should consider whether its needs are better managed in-house or if an outsourced partner provides more advantages.

A seamless, transparent, and painless click-to-curb experience will go far in building and maintaining online customer loyalty.
At BNSF Logistics, we understand that our clients’ needs don’t all fit in the same template. That’s why we offer flexible, value-oriented logistics services that can be customized to meet your exact needs, whatever shape they may take. With BNSF Logistics, you get more than just a 3PL—you get proven professionals that will handle the complexities of your supply chain while you focus on acquiring market share. You’ll never hear us say, “We can’t do that.”
Finding New Value in Truck Leasing

Back when the economy was humming along, business logistics managers turned to leasing for their transportation programs because it enabled them to focus energy on their core business. Today, logistics managers’ priorities have changed dramatically, but leasing still makes sense. Now, with all eyes on the bottom line, businesses choose leasing because it’s a viable alternative form of financing for the transportation equipment they need. Among the benefits, leasing enables companies to:

- **Reserve capital for growth.** Dedicated fleets require a huge financial investment. Rather than applying working capital to purchasing vehicles—or tying it up in long-term loans that reduce borrowing reserves—lease customers can put their money to work in programs directly related to their businesses’ growth and profitability.

- **Manage credit more effectively.** Company owners approaching their credit sources for equipment financing are finding potential limitations, such as restricting covenants, limited credit lines, and questions about established credit lines. Assets purchased through credit may result in higher rates for future borrowing. Leasing offers a way to avoid applying for more credit.

- **Keep costs fixed.** When a business signs a full-service lease with programmed maintenance, it knows exactly what monthly transportation expenses will be during the contract period. In an unstable economy, full-service leasing can deliver bottom-line financial stability.

- **Avoid depreciation losses.** Market fluctuations can affect the residual value of equipment as it ages and depreciates. Fleet owners may have invested $85,000 in one tractor, expecting it to depreciate to a value of $35,000 over seven years. But what happens if there is a surplus of equipment when it is time to sell, as there is today, where the supply of trucks is exceeding current demand? What happens when the true market value of the tractor drops to $20,000? With a lease agreement, the lessor is left to deal with the loss in value; the lessee has no such worries.

- **Deflect maintenance and repair concerns.** The growth in contract maintenance agreements within the truck leasing industry in recent years indicates this aspect of fleet management has begun to overwhelm some fleet owners. By outsourcing the contract maintenance, companies find they may not have to open new or additional shops for vehicle maintenance, nor will they have to hire more trained technicians to handle the complex repair work. Also, the need to stock an inventory of parts for each vehicle manufacturer is no longer a worry.

- **Try new technologies without the risk.** Hybrid vehicles and new trucks meeting U.S. EPA emissions standards cause a number of serious concerns for fleet owners. Will there be enough properly trained technicians to repair the vehicles and keep them in service? If a truck breaks down on the road, will companies be able to find the right equipment and labor to get it back up and running? Until these technologies are fully tested and proven, companies may not want to invest.

During my 30-plus years in the transportation industry, I have seen bad economic times before, but not one coupled with such a tight credit market. Whether because equipment leasing lets companies focus on their core competency or relieves credit and capital investment worries, it continues to be a wise choice for many.
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The cost of some freight payment plans can add up. In the competitive business of freight transportation, carriers must operate with low profit margins to keep equipment moving. Any additional operating cost must be passed through to the customer. It began with fuel, is freight payment next? If the carrier has to pay to get paid, your entire shipping budget can be at risk.

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LOGISTICS INFORMATION TECHNOLOGY IS MANY THINGS TO DIFFERENT COMPANIES. It is an investment, a risk, a market neutralizer, and often a competitive differentiator. Technology can micromanage the mundane with extraordinary savings; or it can tackle the extraordinary with mundane consistency.

Even as companies tame wanton spending, table strategic endeavors, and closely measure return on investments, they are still willing to gamble on solutions that can proactively and reactively empower their enterprises.

Function-specific technologies and end-to-end solutions that sweep the supply chain—pinpointing and optimizing pain areas and aggregating visibility and information in the warehouse, in transit, and at critical origin and destination points—are in high demand, on demand.

The penetration of Software-as-a-Service (SaaS) solutions and service-oriented architectures enables IT buyers to scale applications to both internal supply chain needs and external market-driven constraints.

As an information resource, Inbound Logistics’ annual technology issue delivers similar scale, pairing macro data from exclusive market research with a drill-down directory that scopes out the best and brightest players in the segment.

First, IT Perspectives presents a panoramic view of the technology sector, framing trends and developments that
impress businesses to focus technology investments and applications in new lights. Soliciting input from a diverse pool of 300 technology providers, we juxtapose “data bITe” snapshots of the IT market with statistical data, emerging trends, and anecdotal observations.

Second, IL’s annual Top 100 Logistics IT Companies list serves up an in-depth resource of best-in-class technology services providers, detailing industry domain, cost structure, application platform, and logistics and supply chain technology offerings—all in an effort to provide shippers with a better map for finding partners that meet their specific needs.

Together, these complementary perspectives track the trends and companies that are shaping the future of logistics and supply chain technology.

Logistics Technology Under The Scope

With budgetary constraints as they are, technology buyers are acutely aware of the flexibility they demand and the urgency of redeeming investments. But apart from more economical buy-in options and adaptive delivery methods and upgrades, logistics technology is all about matching utility to need. In spite of exceptional economic circumstances, it’s business as usual for the logistics technology industry.

“Demand for logistics technologies will increase across the spectrum from day-to-day tactical enhancement to high-end strategic planning tools that support corporate strategies, green initiatives, and tight ties with product and market lifecycle planning,” reports one survey respondent.

Transportation and logistics problem areas largely remain the same, albeit exacerbated by tightening purse strings. Technology companies overwhelmingly cite cost (92 percent) as their customers’ top transportation and logistics challenge, with visibility (76 percent) and customer service (70 percent) among other pressing concerns. Given the current global financial crisis and credit crunch, the pressures placed on enterprises to squeeze out spend apparently trump customer service in the eyes of IT companies.

Transportation management systems (TMS) and warehouse management systems (WMS) remain a core need for shippers across all industries and a corollary sell for many IT vendors, with 62 percent and 47 percent offering these...
“I believe we were able to obtain lower rates than if we would have employed the usual, manual RFQ”

-Todd Davis
Manager, NA
Truckload & Intermodal Transportation
BASF

When BASF decided to rebid their truckload freight, they chose LMS’ TOTALBid—an online, reverse-auction bidding tool.

**Q&A with Todd Davis**

**Why TOTALBid?**

“The reverse-auction format enabled fair, direct competition between carriers. They had the ability to see how they scored (A through F) on each lane. Until the bid closed, they could lower rates to achieve their desired scores.”

**Benefits?**

“We saved a significant amount of time because we were able to slice and dice the data to quickly understand the dollar impact of various carrier combinations and award scenarios.

BASF and LMS conducted valuable pre-bid analysis and communication that contributed to a higher level of carrier participation.”

**Savings**

“We achieved truckload rate reductions that exceeded our established targets.

We also cut approximately 2-3 days of administration time because we didn’t have to manually pull and rank proposals.”
After installation, TMS and WMS investments empower businesses to capture low-hanging economies rather quickly. These point solutions are helpful in that they often aggregate, then alleviate, great inefficiencies in specific tactical areas—for example, consolidating less-than-truckload (LTL) moves into full truckloads (TL).

As corporate efforts to weed out waste take root, however, businesses are challenged to seed these core system capabilities, linking them with other function-specific applications, and thereby increasing visibility between siloed areas of the enterprise. By integrating transportation and procurement processes, point-of-sale data, and real-time visibility into supplier inventory, an organization may see opportunities to take those TL shipments and recast them as intermodal moves where lead times allow; then scale production and inventory management farther upstream in the global supply chain to match mode and demand frequency.

Transportation optimization is a pressing priority for technology-court ing shippers, according to 50 percent of IT companies responding to IL’s questionnaire. While funds to finance complete system installs may be scarce, optimization tools that accent and augment existing core solutions in the transportation and warehouse space are hot products—61 percent of vendors provide these capabilities.

**VISIBILITY, ON DEMAND**

Beyond cost, the bane of the supply chain remains lack of visibility. Customer difficulties with technology integration (as noted by 61 percent of IT vendors) and scalability (47 percent) are contributing factors to supply chain transparency holes.

For these reasons, the ubiquitous “supply chain management” solution remains the most popular feature among IT companies, according to 74 percent of this year’s survey participants. As an end-to-end strategic counterbalance to tactical point solutions, SCM and Supply Chain Event Management (SCEM) offerings include an array of functionalities not limited to nor defined by demand planning, network design, transportation and warehousing, routing, and order management.

IT companies configure their SCM suites with different user needs in mind, but visibility is a common denominator. With so many moving pieces and parts in today’s far-flung supply chains, technological and operational gaps are omnipresent—if not always apparent.

“Visibility value drivers can be quite different depending on the customer type and size, but one thing is universal,” offers one survey participant. “Those who can see their entire supply chain can make transformative changes quickly.”

Today, transformative changes are nascent and necessary. The challenge for shippers is finding solutions that help drive visibility to detail—whether it’s a shipment in transit, a breakdown of transportation costs, or critical...
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Supply chain transparency is important in terms of managing efficiency and economy over boundless distances or within bounded security and compliance mandates such as the U.S. Customs and Border Protection (CBP) Importer Security Filing (ISF). Nearly one-third of responding IT companies offer global trade management solutions, many of which have capabilities that meet the new ISF directive.

Installations. These technology innovations enable flexible delivery/business models and rapid deployment of new products.

SaaS-delivered solutions give shippers greater latitude investing in solutions that fit to need rather than etched-in-stone legacy systems that need to fit. Businesses have less time, capital, and resources to vet, pilot, install, support, and wait for legacy systems to mesh with existing infrastructure, then redeem their value.

For smaller companies without scale and scope of resources, and where proper technology application can be the difference between boom and bust, finding vendors that deliver on demand, as promised, is invaluable.

As one respondent puts it: “We see the SaaS trend growing as a means for tapping the lower end of the market, providing high degrees of functionality for a small subscription fee.”

While a few survey respondents cite lack of customization, long-term investment parity, security, ownership, and business scope as inherent blemishes on SaaS’ sheen, most are bullish, while some are cautiously candid about its long-term appeal.

“SaaS is easier to buy, easier to pay for, and incurs less overhead,” offers an IT company. “But it also makes customization and deep integration more difficult and has the effect of commoditizing technology. This is where services become more important. Companies that are able to wrap the most valuable and innovative services around their SaaS offerings are the ones that will likely win.”

THE INBOUND WAY

Rolled into expansive solution suites or apart from core technologies, on demand or in house, a number of supply chain solutions address different aspects of capturing visibility.

SaaS-deployed solutions have made the technology gamble much more palatable for small and medium-sized businesses (SMBs). Beyond the facility of pay-as-you-go, on-demand solutions, vendors are specifically targeting this buyer demographic with direct sales efforts and tailored solutions. There are as many companies serving the SMB niche (11 percent) as there are big business, with 78 percent indicating they support both. Logistics technology companies have quickly recognized there is an emerging class of global companies whose size belies its competitiveness. Technology is an equalizing force and smaller players are leveraging logistics and supply chain solutions to expand their own horizons.

Source: 2009 IT Perspectives, Inbound Logistics

The SaaS phenomenon is evident in how IT companies deliver their solutions. Twenty-seven percent of surveyed companies only offer Web/hosted delivery options; the contrast is even greater among local install vendors, which represent 10 percent of respondents. Flexibility remains a top priority for technology buyers, so the majority of vendors (63 percent) provide both options. Demand for on demand is accelerating at a double-digit clip—90 percent of survey respondents offer a Web/hosted solution, compared to 80 percent in 2008.

Source: 2009 IT Perspectives, Inbound Logistics
More than a decade ago, Freightgate pioneered aligning SaaS information solutions with global business objectives. With the introduction of SaaS+plus, shippers and service providers can now leverage our value added expertise and hands-on management with the best of class PLTX platform to release exponential supply chain value to their bottom lines.

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Control over processes upstream in the supply chain allows companies to become much more flexible in how they manage inventory. Given difficult-to-figure consumer forecasts, some are more inclined to employ postponement strategies and push least-value-added product farther back in the supply chain; others are engaging vendor-managed inventory programs to similarly flex inventory-carrying needs and mitigate risk.

More sophisticated companies are linking lean processes, inbound control, and forecasting to scale production to demand. The past three years have brought an increase in the number of IT vendors offering inventory management capabilities in all of its guises—58 percent of participants this year, compared to 54 percent in 2007.

While much capital and attention has been paid to technologies that reduce cost, some companies are tapping supply chain solutions to redeem value and create new revenue streams.

Sustainability efforts represent the lowest priority for shippers, according to 27 percent of IT companies surveyed. Visibility engages the future as much as the here and now. The ability to more accurately predict demand is increasingly important as businesses struggle to match resources with need in a capital crunch. Thirty-six percent of surveyed IT companies provide modeling/forecasting capabilities, compared to 30 percent two years ago.

Such visibility enables demand-driven, inbound logistics processes. “Inbound management tools empower companies by controlling shipments from globally dispersed suppliers, and providing real-time visibility to those shipments,” reports one survey respondent.

Even if companies are doing a better job forecasting and modeling consumption trends, and matching that to pipeline inventory, many still lack the ability to truly capture demand signals and act on them. Per end-user demand, there has yet to be a seismic shift in IT companies providing specific solutions that address demand management, with less than one-third (30 percent) selling technology to this niche need—following a similar trend line the past few years.

But there are telltale signs that some IT vendors are helping customers incrementally evolve their supply chains along this demand-driven path. Vendor management and supplier relationship management capabilities are increasingly part of IT suites, with 41 percent of respondents offering these respective capabilities. Growing demand for solutions that connect offshore trading partners suggests companies want better visibility into, greater communication with, and more control over the supply chain at the point of origin—which can create a cascade of efficiencies and economies in accordance with an inbound lead.

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Top 100 Logistics IT Companies: Tag, They’re IT

Technology buyers today are explicit in the type of solutions they need. Consequently, IT companies are making their best efforts to capture this demand with targeted applications and services. Whether entertaining a homegrown TMS or an on-demand global trade management module, discerning the value between IT functionality and solution platform requires a great deal of diligence. Consideration for one without the other can severely marginalize a company’s flexibility, short-term effectiveness, and long-term costs.

With so much logistics technology variability, and so many solution partners to pick from, shippers need to be calculating in finding a deployment that best meets functionality and cost requirements. Inbound Logistics’ annual Top 100 Logistics IT Companies is a good place to begin this process.

Selecting the Top 100 Logistics IT Companies is a measure of identifying our readers’ unique challenges and technology requirements and matching them with IT companies adeptly positioned in the market and equipped with the right experience and resources. We look for companies where logistics and supply chain solutions are a core business and where shipper successes are earned and embraced. Our list includes a mix of logistics solutions companies, from legacy WMS providers to niche SaaS vendors; start-ups courting SMBs and up-starts with Fortune 500 accounts.

IL editors winnowed this year’s crop from more than 300 applicants, using questionnaires, online research, and interviews to validate our picks. The Top 100 Logistics IT Companies list presents a drill-down focus of the technology partners that can help your enterprise reach its current and future goals.

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If you have any questions about our IT Perspectives or Top 100 list, please feel free to send us an e-mail: editor@inboundlogistics.com

While it may not be a pressing boardroom concern as everything else crumbles, some companies recognize that green stewardship, supply chain leadership, favorable PR spin, and consumer buy-in are inherently linked.

Practical green solutions that aim to reduce and recycle waste, such as reverse logistics and product lifecycle management, remain areas of embryonic growth for IT companies and their customers, with 36 percent and 19 percent, respectively, providing solutions in these niches. The fast-growing entrée of a-la-carte sustainability solutions such as procurement and carbon emissions footprinting, network optimization, and green packaging are beginning to ripple throughout the marketplace, but have yet to make a wave.
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### SPECIALIZATION

**Supply chain visibility**

**Warehouse automation, TL/LTL transportation management**

**Multi-carrier, multi-mode, domestic and international**

**Supplier to big box retailers**

**Fleet routing optimization, GPS tracking, driver performance reporting**

**Warehouse operations execution for manufacturers**

**Total cost optimization of global product sourcing, trade management**

**Warehouse management systems, manufacturing execution**

**Transportation execution**

**Global commerce and trade management**

**Supply chain visibility and alerting**

**3PL, warehousing, distribution**

**Supply chain and packaging optimization, pallet and truck loading**

**Freight bill rating, audit, payment and information services**

**Food, medical**

**Supply chain software for large enterprises**

**Transportation logistics automation and optimization**

**SCM, SRM, reverse logistics, process execution**

**Supply chain visibility and analysis, event management**

**Aerospace and defense, high-tech and electronics, utilities, energy**

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*CRM: Customer Relationship Management  **SRM: Supplier Relationship Management

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### COST BASIS

**TRANSACTIONAL**: scalable, depending on the number of transactions

**SYSTEM**: pricing for a complete install

**SEAT/USER**: scalable, depending upon system user

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<th>E-MAIL &amp; WEB ADDRESSES</th>
<th>LOCAL</th>
<th>PLATFORM</th>
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*COST BASIS

TRANSACTIONAL: scalable, depending on the number of transactions
SYSTEM: pricing for a complete install
SEAT/USER: scalable, depending upon system user

*CRM: Customer Relationship Management  ** SRM: Supplier Relationship Management

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<th>$250K +</th>
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<th>RETAIL/E-BUSINESS / WHOLESALE</th>
<th>SERVICES / GOVERNMENT</th>
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*CRM: Customer Relationship Management  ** SRM: Supplier Relationship Management
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<td>Mincron Software Systems 281–999–7010</td>
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## Solutions Offered

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<th>CRM*</th>
<th>DEMAND MANAGEMENT</th>
<th>E-COMMERCE FUNCTIONALITY</th>
<th>ERP</th>
<th>GLOBAL TRADE MANAGEMENT</th>
<th>INVENTORY MANAGEMENT</th>
<th>LOAD PLANNING</th>
<th>MATERIALS/FORECASTING</th>
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<th>PROCUREMENT</th>
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<th>SECURITY</th>
<th>TRANSPORTATION/TRADE</th>
<th>VENDOR MGMT</th>
<th>WAREHOUSING/WMS</th>
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* CRM: Customer Relationship Management  ** SRM: Supplier Relationship Management

## Cost Basis

- **Transaction:** scalable, depending on the number of transactions
- **System:** pricing for a complete install
- **Seat/User:** scalable, depending upon system user

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<table>
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<tr>
<th>COMPANY NAME &amp; PHONE NUMBER</th>
<th>E-MAIL &amp; WEB ADDRESSES</th>
<th>PLATFORM</th>
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<td><a href="mailto:marketing@railcarmgt.com">marketing@railcarmgt.com</a>&lt;br&gt;www.railcarmgt.com</td>
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**Notes:** Includes Rail, Truck, and Warehouse Management. (none) indicates no contact information provided.
## SPECIALIZATION

| Rail transportation information | Food and beverage, tires and automotive aftermarket, industrial products | Automotive, 3PL, food, distribution, manufacturing | Order management, planning, global trade mgmt. and compliance, dangerous goods | Demand forecasting and planning, inventory optimization | Warehouse management systems | B2b integration solutions, supply chain execution applications | Chemicals, food processing, semiconductors | Inventory optimization, supply chain planning, data management | Business management software | Supply chain management | Demand sensing and planning, forecasting, inventory optimization | Inventory optimization and supply chain planning | Global trade management | Transportation, logistics, supply chain management | Supply chain execution, transportation management systems | Manufacturing, retail | Transportation management, freight bill audit and payment | Fleet management optimization | Yard management |

### SOLUTIONS OFFERED

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<th>FLEXIBILITY</th>
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*CRM: Customer Relationship Management  **SRM: Supplier Relationship Management
“YOU NEVER WANT A SERIOUS CRISIS TO GO TO WASTE...IT’S AN OPPORTUNITY TO DO THINGS THAT YOU DID NOT THINK YOU COULD DO BEFORE,” said Rahm Emanuel, Barack Obama’s chief of staff, in a November 2008 Wall Street Journal interview. Certainly, his words ring true in the supply chain arena as many companies are working hard to ferret out costs, inefficiencies, and redundancies. One of the most powerful tools they’ve found is collaborating not just within supply chain departments, but across the entire enterprise.

“Companies have been slow to recognize cross-functional collaboration’s importance,” says Jeff Karrenbauer, president of INSIGHT, a Washington, D.C.-based supply chain consulting and software solutions firm. “Part of that is our fault. When logistics get an audience with a CEO, we talk about goals such as reducing LTL cost per hundredweight by 10 percent. The CEO may have no idea what that means. We have to demonstrate how supply chain metrics directly relate to senior management goals.”

FLIPPING THE SWITCH

In the past few years, companies have worked to streamline external supply chain partner connections and processes linking their global business networks. The topic of internal collaboration was cast in the shadows.

In challenging economic times such as these, however, internal collaboration takes on greater importance. Breaking down silos, busting up the inefficiencies they create, and changing reward systems to compensate based on business performance as a whole, requires continuous effort.

Many leading companies are turning their high-powered analytical lenses inward. They are going back to the drawing board to rethink how internal departments can collaborate to take cost, time, and redundancies out of their businesses. Because it touches all aspects of the enterprise, supply chain management is right in the thick of these efforts as companies such as Intel and CVS Caremark attack collaboration head on.
In March 2008, Santa Clara, Calif.-headquartered Intel introduced a family of low-power processors designed specifically for mobile Internet devices and a new class of simple, affordable Internet-centric computers called Netbooks. The new processor, dubbed the Atom, is based on a micro architecture designed for small devices and low power. Intel expects the Atom to open up a significant market by providing highly capable small processors at low cost.

The Atom presented a logistics challenge, however. Intel expected to price the new microprocessor at one-fifth the average price of current base products. “We needed to create a supply chain to deliver billions of parts into the marketplace at remarkably reduced costs,” explains Jim Kellso, Intel’s senior supply chain master.

In early 2008, Kellso and a small team kicked off a project to evaluate the challenge. Intel has supply chain masters in every major business operation who, while they primarily focus on their individual areas of purchasing, logistics, and planning expertise, are also considered supply chain authorities. Together, these experts form a practice community within the company.

The cross-functional team set out to define Intel’s current supply chain costs and assess how they would line up against the new product suite. “We needed to determine if we had an affordability problem, and if so, its size,” Kellso says.

The first step was establishing supply chain costs relative to total product cost. This exercise included breaking out items such as direct labor to support supply chain activities; inbound, outbound, and interplant freight; and all inventory costs. Some of these costs find their way to product spend, others are balance sheet items. Regardless, they had never been assembled into a single number. Once this calculation was complete, the team could identify the appropriate cost range for the new product line and the key drivers for those costs.

The supply chain team identified a solution, then gathered vice presidents from purchasing, logistics, IT, and finance, among others. “We told them we had a significant cost gap,” Kellso recalls. “Given the Atom’s drastically lower price structure, our current total supply chain costs, as a percent of unit price, were unacceptably high. We needed to decide how to cut supply chain costs nearly in half.”

The group opted to launch a larger cross-functional team of approximately 40 people—including representatives from design, business unit manufacturing, production, supply chain planning, materials and equipment acquisition, and customer interaction—to design a new supply chain to handle the tens to hundreds of millions of Atom microprocessors Intel would ship.

The team began with the premise that product would be manufactured at Intel semiconductor fabrication plants around the world. “After that, all other processes were open to discussion,” says Kellso. “We asked, ‘What does the customer want, and what does that drive? Where are our costs, and how can we reduce them?’”

In answer to the first question, customers want a supply guarantee. “They want the right parts delivered when they need them, in the configuration they request,” he adds.

As to the second question, the majority of Intel’s supply chain costs center on two areas—inventory and adjusting to change. “Our assembly test cycle is fairly long—eight to 10 weeks,” Kellso explains. “At 10 weeks, though, customers’ ability to predict what they want is poor. So we are constantly re-planning production closer to the time of need. We create excess inventory because we’re guessing what the customer wants.

“We are successful at running a large manufacturing engine effectively,” he continues. “But we don’t always build the right product.”

The team believed the better alternative to Intel’s traditional push-based production model was to plan and build fast enough to get inside the order variability window. If production cycle time collapsed, the company could build the Atom on a pull-based system, therefore reducing inventory and obsolescence.

The cross-functional team spent four months challenging paradigms to produce high volumes of the right product more efficiently. “We believed we could be equally effective using a pull model without affecting the rest of our product costs,” Kellso says.
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The key is taking time out of the entire process. “For example, if we can simplify the product suite design so that we build fewer variants, we can collapse planning time significantly,” explains Kellso.

PULLING IT TOGETHER

The cross-functional team developed a pull-based model to drive production operations from the assembly test point onward, thereby addressing the moment where extreme product differentiation occurs. The team did this by bringing together all the different silos to problem-solve inaccurate inventory volumes.

One key question that had to be answered was whether a pull-based system would negatively affect assembly-test equipment utilization. Intel had always assumed plant utilization would suffer too much under a pull system because frequent conversions and changeovers would be too costly. Assembly test plants cost hundreds of millions of dollars to build, so maintaining utilization is crucial.

But with a simpler product suite, the assembly test site could consolidate orders for a few days without impacting utilization. “We have to delicately balance how many days we can consolidate orders and still do pull-based manufacturing,” Kellso says.

Currently, Intel is in phase two of the supply chain redesign project—proof of concept. “The concepts have been approved, but we have to prove they work,” says Kellso. “Our goal is to drive inventory down by reducing cycle time and building the right product. We also reduce labor costs by doing things once and doing them right.

“People know their roles well. But they may not know how what they do affects everyone else,” he adds.

Working on a project of this magnitude requires constant communication and education so all parties understand how the pieces fit together.

“I had 40 people on this team, and each one at some point said, ‘I’ve never learned this much in my life,’” Kellso continues. “When you sit down together and go through the entire product process flow—from concept and design, through manufacturing to customer interaction—you see where your job connects with other peoples’ jobs. You understand what they do and how you impact each other.”

In particular, the supply chain redesign project created “one of the strongest partnerships between corporate finance and supply chain management that I have ever seen,” he adds.

Historically, finance simply acts as the gatekeeper of spending. In this project, however, finance helped the project team find costs that the company typically did not capture, and build models to identify and track them. “Finance was on the project team from the beginning. They were our rudder on where we were spending money,” Kellso says.

The project offered a tremendous learning opportunity for everyone involved. “Even if we stopped now, 40 people understand the supply chain so much better that it was worth the effort,” Kellso concludes.

CVS CAREMARK
REWIRING THE NETWORK

In 2006, CVS Caremark, the largest provider of prescriptions in the nation, launched an initiative to reassess its supply chain after a steady dose of mergers and acquisitions. The project consisted of three phases: first, creating a supply chain roadmap or master plan; second, rebuilding internal logistics infrastructure; and third, using the new infrastructure to engage with internal and external business partners to drive strategic collaboration.

“We had completed several major acquisitions and, in the process, acquired a diverse network of operating technologies,” explains Ronald Link, senior vice president of logistics for the company, which fills or manages more than one billion prescriptions annually. “This meant we weren’t as efficient as we needed to be, so we decided to standardize our logistics systems. As a result, we’re rolling out a new warehouse management system, which includes real-time slotting and labor management functions.”

To execute the systems overhaul, CVS Caremark had to forge a significant partnership with its information systems organization. “Without that partnership, we could not have rebuilt our infrastructure. We needed a close relationship to align goals, resources, training, and technology rollout,” Link observes.

With the IT partnership solidified, the supply chain organization reached out to store operations “to ensure that when we think about our future, we create a model that will enhance service to stores,” Link says. “We needed to work with our merchants, so that we would tie phase three—supplier collaboration—to the stores’ way of doing business.”

CVS Caremark will kick off phase 3 this year. The goal is to work collaboratively with suppliers to pull cost out of the supply chain.

The infrastructure project team worked together to ensure that systems requirements were well-defined. The team identified its warehouse and labor management operational needs and spent a great deal of time evaluating
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“The PRIDE initiative is about personal responsibility,” Link says. “We held large rallies in our DC facilities and within our logistics organization. We talked about our best-in-class service model and the high-performance work environment. We focus on reliability, productivity, quality, safety, and continuous improvement, then reward individuals with incentives based on personal performance.”

The logistics team also works closely with the retail leadership team, which defines the organization’s strategic initiatives and oversees the company’s daily operations. The group discusses improvement initiatives and conducts cost-benefit analyses on these ideas.

Recently, the two groups met to rethink store deliveries. CVS Caremark delivers product to stores via private fleet and contract carriage. The company’s transportation team, headed by Joe Estrella, director, transportation and logistics network, worked with store operations to identify cost-reduction opportunities.

Collaborating with the stores, Estrella and his team dynamically re-routed and re-aligned territories in CVS Caremark’s DC network. By doing this in one DC, for example, the company cut 1,900 routes annually. At the same time, it makes 98.9 percent of store deliveries within 15 minutes of their estimated arrival time.

The route reduction saves approximately 330,000 miles annually. “With fluctuating fuel costs, we needed a solution to address the issue. The re-routing project saved a lot of money,” Estrella notes. “It’s also good for the environment and saves wear on the fleet.”

To demonstrate to the stores that they would benefit from the route/territory redesign, the transportation team modeled the new delivery network, met with the stores, and presented a “before and after” picture of anticipated outcomes and benefits. “To date, our results are exceeding expectations,” says Estrella.

CVS Caremark has made significant progress toward becoming a collaborative enterprise. “We’ve seen good movement in this direction,” Link reports. “Logistics is in the middle of many activities, so we tend to challenge other departments, ask the tough questions, and supply the analytics that fuel decision-making.

“All business units need to work together more closely and consider what’s right for the business as a whole. We have to tear down silos, and make the right decisions for the company,” Estrella adds.

THE REAL MOTIVATOR

Intel and CVS Caremark offer excellent examples of internal collaborative efforts and their actual and potential benefits. But these two companies are still in the minority among U.S. firms, according to INSIGHT’s Karrenbauer.

“True supply chain management is a boundary-spanning set of activities that is collaborative by nature,” he notes. “Although we have renamed job titles, invested in software, and called the field ‘supply chain,’ few companies practice true supply chain management.”

There’s a simple reason for that, suggests Karrenbauer. “We pay people not to collaborate. As long as performance metrics are silo-based, we will get silo behavior,” he says.

Companies must change their performance and evaluation metrics. “People will resist if their own hides are on the line,” Karrenbauer says. “They have to feel safe, otherwise they will fight collaboration like crazy.”

Joe Estrella, director, transportation and logistics network, CVS Caremark

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In the face of a recession, plastics companies recognize the importance of efficient transportation and supply chain management. 

BY DAN McCUE

2008 was a year of progress and change for the plastics industry. Despite rising commodities costs and fluctuating fuel prices, the plastics sector trended toward expansion and bullishness.

For example, companies such as Innoware Plastics, a maker of plastic food containers, and Cereplast Inc., a manufacturer of proprietary bio-based plastics, invested millions in new production lines, supply chain enhancements, and even new railroad spurs to speed raw materials in and new products out of their facilities.

Around the world, the story was much the same. In Eastern Europe, for instance, plastics production was robust, with several new supply-side projects coming online to serve the European automotive industry. China’s hunger for recycled plastic pellets appeared insatiable, and rulers throughout the Middle East signaled their strong desire to diversify their economies by “cracking” plastic molecules from crude drawn from beneath the desert, adding a new chapter to the region’s voluminous history as both a pivotal center for trade and a transit zone for raw materials.

Then came the global financial crisis, and the plastics sector slammed on the brakes.

Diversity can be the greatest preventive to the adverse effects of a bear market and an economic slowdown. But as the crisis on Wall Street has evolved into a worsening recession–idling everyone from assembly line workers in America’s auto plants to the Chinese factory laborers who keep us in computers, toys, and electronic games—the plastics industry is moving into retrenchment mode.

Fewer consumer goods sold translates to less demand for the raw plastic distilled from biomass, petroleum, or recycled sources. And major deals, such as the much anticipated $17.4-billion joint venture between the Kuwaiti government and Dow Chemical, have fallen apart. The industry is currently so shaky that global management consultancy Bain & Company has declared that plastics manufacturers will face
Seizing Transportation Opportunities

Yet in addition to challenges, these tough times also bring opportunities for managing and revising the plastics supply chain, according to Gordon Heisler, former transportation director for Sunoco Inc.’s polymers division and now a senior consultant for the Professional Logistics Group Inc. (PLG), a supply chain consulting and management services firm based in Oak Park, Ill.

“There hasn’t been a better time in recent memory to renegotiate relationships with transportation providers—particularly railroads and motor carriers,” Heisler says. “Given the decline in cargo volumes across the board, including plastics and raw materials, the time is right to take a close, hard look at all expiring contracts.

“The past five years brought a renaissance of the nation’s railroads,” he adds. “The rail carriers seemed to hold all the cards, especially when it came to companies that were served by a single railroad. But the pendulum always swings, and no one has all the leverage forever. That’s where we find ourselves today.”

The rail renaissance has benefited plastics shippers, however, because it drove the rail companies to substantially increase private investment in their infrastructure, which has improved capacity and overall rail service.

“Shorter transit times, combined with more consistent service, translates into improved railcar cycle times, and better equipment utilization for plastics shippers and equipment operators,” Heisler adds. “This can mean that fewer railcars are required.

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To succeed in transportation contract negotiations, plastics shippers need to be in tune with current market conditions, understand the carriers’ perspective and what’s most important to them, and have well-developed logistics options,” Heisler says.

Today’s negotiating environment differs significantly from just a few years ago.

“Currently, carrier volumes for all modes are well below previous levels, and the freight negotiation pendulum is moving toward an ‘equilibrium’ position as service providers attempt to recover some of their lost volumes,” he adds.

In such an environment, it is critical that plastics companies prepare extensively before negotiating a new contract with a transportation provider. If you’re preparing for negotiations, completing the following tasks will help you gain the greatest advantage.

■ Do your homework. Ensure you thoroughly understand the market from two perspectives: yours and your service provider’s. Familiarize yourself with the carrier’s position.

■ Set priorities and expectations. Is achieving the lowest delivered cost the most important goal in the negotiation, or are you looking for a moderate price with high-quality service?

■ Get a handle on the marketplace. Benchmark recent market pricing. Develop competitive modal options and costs via these alternatives.

Innoware’s lightweight plastic food packaging uses up to 80 percent less material than traditional paper and metal packages.

Regardless of the transportation method selected, it is critical for plastics shippers to be in tune with current market conditions and the carriers’ perspectives.
When it comes to navigating challenging economic shoals, close and frequent communication among supply chain partners is a highly effective strategy at BASF, Florham Park, N.J., one of the world’s largest plastics suppliers. “In our markets, which include the automotive industry, consumer goods, construction, electronics, and household appliances, demand for our products has dropped in the current economic environment,” notes Kathy Dennis, BASF’s manager of communications. “Our suppliers are dealing with the same issues we face.”

In light of those shared challenges, BASF is working closely with suppliers to help them reduce fixed costs while adjusting to lower demand for raw materials. “The goal we’re all working toward is that no one holds excess or high-cost inventory,” Dennis says.

Although it is a global plastics producer with facilities in Europe, Asia, and North and South America, BASF’s current supplier base is primarily in the United States, with some raw materials brought in from Canada and Mexico. Typical customers are plastics molders who use BASF’s resins to manufacture everything from auto parts to disposable dinnerware to vinyl siding.

OUTSOURCING FOR SMOOTHER OPERATIONS

BASF utilizes the services of several third-party logistics providers through its supply chain group, and relies on Logistics Management Solutions (LMS), St. Louis, Mo., to drive its package command center. “The 3PLs consolidate loads from different facilities or manufacturing platforms located in a multi-purpose plant site,” Dennis says. “They also review open orders from various regional logistics centers for consolidation opportunities, coordinate inbound and outbound loads, and try to reduce empty miles traveled by carriers.”

BASF is also in the process of implementing a Transportation Management System (TMS) tied into its SAP system. “The TMS will provide increased control over freight routings, ensuring that we not only achieve our internal goals but also meet commitments to our partners,” Dennis says. “In addition, we use a third-party provider, Quality Transportation Services Inc., Ashland, Va., to help monitor and measure rail fleet performance.”

One key to ensuring smooth operations in the current economy is relying only on those carriers who have been pre-evaluated and contracted with on the basis of service, operating efficiency, and cost. “To ensure we utilize these carriers, we process all orders at specific command centers in the regions the delivery is moving through,” Dennis says. “They offer loads to preferred carriers in specific lanes. Implementing the TMS will further strengthen this process.”

Forecasting remains critical to shaping BASF’s manufacturing and inventory deployment decisions. “Our organization meets monthly to validate demand based on forecast. We use this demand in our sales and operations planning meetings,” says Dennis. “Because the manufacturing schedule and cycle drives raw mate-

CASE STUDY

BASF Molds Supply and Demand

Working with third-party service providers helps BASF monitor its rail fleet and consolidate loads.

rial purchases, accurate demand is critical. “Unfortunately, customer forecasting across all products has not been reliable,” she adds. “Certain products are more accurate than others, but as a whole there are variations from customer forecasts compared to actual order patterns.”

And what are the tea leaves currently telling BASF? “Consolidating customer operations could change our distribution network,” Dennis says. “And transitioning to other products would require us to avoid maintaining unnecessary locations or using existing locations that aren’t optimal in serving our markets.”
Define your limits. Decide whether you are willing to consider changing suppliers and modes if they represent the lowest-cost alternative. Can you endure the challenges that could accompany a mode shift? The more homework you do before beginning the process, the more you will improve your chances of a successful negotiation with service providers.

Improving Asset Utilization

But the polymer industry does not consist entirely of high-cost, high-stakes opportunities. Companies can do a lot inside the fence to improve logistics asset utilization.

For instance, Professional Logistics Group once worked with a plastics distributor that acted as the middleman between large plastics producers and those who used their end product—a fairly typical way major producers sell their polymers.

But the distributor had a problem. It employed 200 railcars to move the plastics, and paid $500 to $600 per railcar each month, but didn’t have the transparency built into its system to ensure it was getting the most utilization from its rail asset expenditures.

What the distributor did know was that many railcars weren’t unloaded immediately upon their arrival at destination, which meant it was paying for railcars that were being used to store the product customers had purchased.

The solution? Implementing a rail management system. By taking a proactive monitoring step, the distributor was able to reduce dwell times at customer facilities and reduce its fleet from 200 to 175 railcars.

“In another case, we found that the internal processes of a company we were working with weren’t particularly efficient,” Heisler says. “Its employees manually processed a lot of paperwork, with minimal systems integration between quality control, production, inventory, and shipping. And loading processes in the warehouse and storage area were redundant.”

In the case of the paperwork, a simple integrated software solution eliminated about 20 minutes of manual entry per shipment. In the warehouse, a review of how cargo was loaded revealed that each railcar load had to be repositioned eight times before it left the plant.

“Reconfiguring the internal car handling process, which required minimal capital investment, reduced touches by almost half,” Heisler says. “Sometimes the greatest dividends are achieved by simply envisioning a routine process in a different way.”

Meeting Future Demand

“The global recession and eventual recovery will necessitate many long-term changes in the polymer supply chain,” Heisler says.

Despite the current economic slowdown, plastics supply chain managers concerned about slackening demand, “need to consider not only management of the current reduced volumes, but also management of a potentially very different supply chain once the world recession turns,” Heisler says.

In the near term, plastics supply chain managers need to recognize and act on the fact that cargo carriers in all modes have excess capacity and are finally receptive to reducing margins to retain volumes.

But, however bad the recession gets, it will also most assuredly end, bringing a surge in pent-up demand with it.

America’s logistics infrastructure will be insufficient to meet freight movement demand by about 2020, when freight volumes moved within the United States are expected to double from 2004 levels,
according to a University of Tennessee study.

For the long haul, plastics supply chain managers should consider making changes to their overall logistics plan in light of dramatic improvements at U.S. ports, particularly those in the Southeast, and the expansion of the Panama Canal, which is expected to be complete by 2013.

Green Legislation

Big moves and tough negotiations are not the only avenues to plastics supply chain efficiencies in the current anemic economy.

In December, Hawthorne, Calif.-based Cereplast Inc., a manufacturer of bio-based plastics, announced a supply agreement between Havi/Perseco, a packaging research and development firm, and Chipotle Mexican Grill, a chain of restaurants specializing in Mexican food.

Under the deal, Havi will provide Chipotle’s Mibbrea, Calif., restaurant with “environmentally sustainable” cutlery manufactured exclusively using Cereplast’s “Compostables” resin. A system-wide rollout to up to 800 Chipotle restaurants is anticipated later this year.

What’s driving this supply chain decision? Legislative mandates aimed at curbing greenhouse gas emissions at the local level.

“The use of bioplastics will play a significant role in promoting compliance with these types of mandates,” said Frederic Scheer, chairman and CEO of Cereplast, during a conference call with industry analysts and reporters.

Integral to Cereplast’s expansion plans are production capabilities at its 105,000-square-foot facility in Seymour, Ind., which was previously used only as a distribution center. The plant’s newly installed production line has an annual capacity of 50 million pounds of bio-resin.

The focus on production at the Seymour facility was driven by the efficiencies and lower production costs per pound that will come from a centralized manufacturing location in Indiana, and the capability to expand resin production capacity to as much as 500 million pounds per year.

The Middle East Emerges

The Middle East will emerge as an increasingly important player in the raw plastics sector over the next decade for three reasons.

1. Abundant petroleum and competitive prices.
2. Efforts by entities such as the Saudi Arabian Basic Industries Corporation (SABIC), which was founded more than 30 years ago to begin diversifying Persian Gulf economies.
3. Investors are seeking long-term finance opportunities in the region now that mortgage-based securities in the United States have gone bust.

The Middle East is already the world’s third-largest producer of polyethylene and the fourth-largest manufacturer of polymers of all kinds. By 2010, the Middle East will likely account for 20 percent of the world’s ethylene, while the share produced by U.S. manufacturers declines to about 24 percent, according to industry estimates.

In addition to Saudi Arabia, Kuwait, Qatar, Bahrain and Oman are all poised to increase their presence in the plastics sector. And the government of Dubai created the Dubai Multi Commodities Centre to provide industry-specific market infrastructure for a variety of commodities, ranging from raw plastics to diamonds and...
gold to energy. Polymers have been a particular focus of late, with Dubai’s development of plastics futures contracts, launched on the Dubai Gold and Commodity Exchange on Feb. 5, 2009.

James Bernard, associate director of commodities at the Dubai Multi Commodities Centre, works closely with both the regional and global petrochemical and plastics industries to develop the new contracts. His plastics team has been involved in promoting the Dubai Multi Commodities Centre free zone, which offers international companies with 100-percent business ownership in the emirate a guaranteed 50-year tax holiday and freehold property options.

“Our goal is to attract industry-specific companies to have a presence in Dubai and to set up as member firms,” Bernard says. “A number of plastics and petrochemicals companies are already established in the free zone, creating a substantial plastics hub where the industry can meet.”

It can be difficult, however, to get a clear picture of the current global plastics distribution network.

“We saw a buildup of stocks in November and December 2008 as prices came down rapidly,” Bernard explains. “Many companies either held off from purchasing, could not collect material due to financial issues, or had more serious problems.

“During the same period, several productions were put on hold as many companies could not justify selling at these levels and others could not find demand,” he adds. “Demand has increased somewhat since then.”

The current global market for plastics and plastic-related raw materials is still in “poor shape,” Bernard says. “Obviously every companies supplying the auto industry today are in a bit of a bind. That’s the first thing Jay Baron, president and CEO of the Center for Automotive Research, says when asked about the industry and the impact its travails are having on those who make and move plastics and plastics-related materials.

In the auto industry, suppliers of raw material plastics typically deal with a Tier 1 or Tier 2 supplier rather than the original equipment manufacturers (OEMs) such as Ford, General Motors, or BMW.

Over the years, the big car companies have been pushing lower-tiered suppliers to take on more engineering, which means assuming much more financial burden and risk.

These suppliers, specifically molding and tooling operations, have also largely been driving the supply chain. The bad news is, given the automotive sector’s current economic straits, some weaker, less efficient suppliers are destined to go out of business. That will upset the supply chain apple cart for some.

But the dark and somewhat gloomy days that have descended upon automakers have not arrived without their silver lining for the plastics industry. One is the drive for greater fuel economy. Much of the discussion revolves around “light-weighting” – making cars lighter, which automatically translates into better fuel economy, says Baron, who serves on a National Academy of Science committee focused on the issue.

“Today the typical car comprises about 90 percent steel, but the number of plastic parts has slowly grown in recent years and will continue to do so as we strive to build lighter cars,” he says.

A NEW BUSINESS MODEL

Another silver lining for the plastics industry is that when the big automakers get in a cash bind, they introduce fewer new models. When that happens, they tweak existing models, creating another opportunity for plastics.

“Automakers want the car to look different when it is really the same,” Baron says. “The platform – the underbody and engine – is the same as cars already on the road,

[ CASE STUDY ]

Driving Lessons for the Auto Industry

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“Automakers want the car to look different when it is really the same,” Baron says. “The platform – the underbody and engine – is the same as cars already on the road,
region and company is affected differently, but, clearly, the supply side is shrinking and will continue to do so in some regions. In others, we will see new, lower-cost productions.

“In this climate, the overall balance must result in a reduction in production volumes or we will encounter continual over-supply,” he adds.

Currently, Dubai is still on the sidelines of plastics and polymer production. Several other emirates comprising the United Arab Emirates (UAE) have stepped up production; Gulf Cooperation Council (GCC) countries are also producing.

Aside from its commodities market, Dubai has played its most active role in plastics and polymers as a facilitator of its trade throughout the region. “Dubai’s Port Jebel Ali is considered the gateway to the region, and many countries transship through the port in all directions,” Bernard says. “The plastics and petrochemicals industry is extremely active in the Jebel Ali port and the region as a whole.”

Given its rapid growth in recent years, the Middle East offers an excellent opportunity for plastics companies. With huge volumes coming online during the next one to five years, and the region becoming the focus of international polymer producers and converters, immense growth potential exists for the regional downstream plastics industry.

Currently, the UAE’s petrochemical and polymer industry is ranked second among the

FAST FACT:
The U.S. plastics industry creates $379 billion in annual shipments.

Many retooled car models achieve their cosmetic enhancements through reshaped body styles and plastic components.

country. They don’t want to start from scratch in every respect,” Baron notes.

“For example, BMW, which opened a huge facility in Greenville, S.C., looked to Canada-based Magna, a global supplier of technologically-advanced automotive systems, components, and complete modules, and suppliers such as Siemens and Bosch, with which it had established relationships,” he adds.

THE EFFECTS OF LOYALTY
Japanese carmakers and some Tier 1 and Tier 2 suppliers also stick with established relationships in their home countries. As a result, international suppliers tend to follow the OEM by opening plants in a given region, creating tough competition for smaller domestic suppliers of plastic resins and other raw materials.

“To be competitive in this market, plastics suppliers must sharpen their supply chain and logistics abilities,” Baron says. “The launch of a new vehicle rides on the supplier’s performance. Automakers want to know that their trust is well-placed.”

but the ‘top hats’ – the body shape and details – are different. And many of those details are plastic.”

One unlikely shift is a wholesale migration of materials suppliers from Detroit’s Big Three to international automakers, such as BMW and Honda, which have opened large assembly plants in the United States.

International manufacturers typically opt for the security of long-standing relationships rather than forging partnerships in their new countries. “They’re taking a risk and making a huge investment by doing business in a new

Many retooled car models achieve their cosmetic enhancements through reshaped body styles and plastic components.
GCC states, with Saudi Arabia leading the list. During the past five years, the number of plastics factories in the UAE rose from 507 in 2003 to 679 in 2007, an increase of 34 percent.

Despite the current economic slowdown, the plastics industry in the UAE alone is expected to witness a growth rate of between 15 percent and 20 percent over the next five years.

In fact, published reports emanating from the Persian Gulf suggest that despite a recent dramatic moderation in the price of oil, a number of polyolefin projects are still expected to come onstream in the Middle East during the next few years.

This buildup has inspired the Dubai Gold and Commodities Exchange to start plastics futures trading.

“Easy access to feedstock and proximity to Asian markets have ensured that the Middle East is the hub of global petrochemical trade, including plastics,” according to the Exchange.

“Price volatility in recent months has put pressure on profitability across the plastics supply chain, and downstream firms are looking for innovative ways to minimize this impact,” says Malcolm Wall Morris, CEO of the Dubai Gold and Commodities Exchange.

In light of that desire, the

CASE STUDY

Things Go Better with SC Efficiencies

Among those looking seriously at supply chain modifications that will affect raw plastics providers in the years ahead is Coca-Cola Enterprises (CCE). After a 120-day internal review aimed at bolstering its North American business, in December 2008 the bottler and distributor announced its intention to combine some supply chain functions with The Coca-Cola Company, producer of the Coke syrup concentrate.

The review by CCE, which bottles about 80 percent of the Coca-Cola drinks sold in the United States, was launched in response to both the slowing economy and the rising costs of commodities including plastics, aluminum, and sweeteners.

Also driving the revamping of the supply chain is the dramatic increase in the number of beverages CCE delivers to customers.

The new supply chain initiative with The Coca-Cola Company represents a “first step toward remaking the system,” according to Steve Cahillane, president of CCE’s North American Group.

The two companies will initially work together on infrastructure and production planning, sourcing, and transportation.

Tweaking the supply chain is nothing new for CCE, which four years ago began a $200-million IT initiative, called Project Pinnacle, which expanded the use of SAP applications from managing the intake of raw materials and other functions to improving delivery of product to stores.

Those moves were seen as a way to replace the company’s old transaction system with an entire SAP suite and improve processes, execution, and information availability. But now CCE indicates that it needs to bring bigger, and perhaps more fundamental, changes to how it manages its supply chain.

While no decisions have yet been made to close or combine plants, that’s one of the options to consider in bringing the two companies’ supply chains together.

“We can’t promise that for the next year, but we clearly are looking in that direction because we have great opportunities to rationalize our supply chain in the future,” Cahillane says.

Coca-Cola Enterprises hopes combining supply chain functions with The Coca-Cola Company will help manage the rising costs of commodities such as plastics and sweeteners.
Exchange’s plastics futures contract will provide industry participants with “a sophisticated hedging tool, enabling them to lock in futures margins,” Morris says.

In addition, nation-states such as Qatar and Dubai will become significant players in the world’s plastics supply chain in the years ahead because they build huge refineries and chemical plants without the environmental restrictions prevalent in the United States.

“As a result, they’ll be able to land product here with a considerable scale advantage,” Heisler says.

Still, it will likely be several years before displacement of domestic suppliers occurs.

“The global economy has hit a pothole,” Heisler says. “Manufacturers of finished plastics products want to be closer to their suppliers, and suppliers are looking to be closer to the consumption point of their goods. This drive for efficiency will continue to grow.”

**Plastics Makes Perfect: Striving for Reliable Forecasting**

One factor making it difficult for domestic plastics suppliers to gauge their competitive footing in this new environment is the paucity of reliable forecasting. A major reason is the interrelationship between a large segment of the plastics industry and the petroleum industry.

“The oil industry is one of the worst in terms of forecasting because so much of what it does is driven by the price of crude, which is unpredictable,” Heisler says.

“In addition, much of the forecasting in the plastics industry is done on a macro level and, as a result, can be extremely inaccurate,” he continues. “The one thing companies can predict is volume. Companies that are close to customers should have a good idea which way volumes are going. Having a finger on the pulse of what’s happening downstream is the best forecasting.”

Beyond forging or maintaining that closeness with customers, Heisler offers one more bit of advice for plastics supply chain and logistics managers: “Look critically at every contract, and determine if it needs to be approached differently from your last two or three contracts,” he suggests. “Make sure the carrier knows you have options and you intend to exercise them as you never have before.”

Heisler believes that smaller companies don’t do well at benchmarking.

“Small companies have a tendency, especially in this economic climate, to concentrate on day-to-day operations. But you have to strive to define best-in-class supply chain operations in your industry,” he says. “Only then can you formulate a method to benchmark your supply chain against it, and develop a strategy to improve it.”
Barcode Label Printing to Go!

For fast, flawless barcode label printing to go, look no further than SATO’s MB2i and MB4i series of printers. These ergonomic wonders are ideal for Mobile Printing, Receipt Printing, Price Marking, Specimen Labeling, Route Accounting, Shelf Labeling and Point of Sale applications.

**MB2i Series**
- Light weight yet extremely durable
- Easy media and battery loading, drop-load-go design
- Versatile communication protocols: Bluetooth, Serial, 802.11g/b, IrDA
- Optional LCD display with 802.11g/b
- High capacity battery cell technology extends operation time

**MB4i Series**
- Light weight and industrial design
- Easy media and battery loading, drop-load-go design
- Point of application printing
- 203 or 305dpi print resolutions
- Versatile communication protocols: Bluetooth, Serial, 802.11g/b, IrDA
- Auto-power save & programmable power off

Now featuring linerless printing.

Act Now.
Place an order for one of these remarkable printers today.
Visit [www.satoamerica.com](http://www.satoamerica.com) or contact an authorized SATO distributor for more information.
When it comes to creating custom labels, these specialty printers are raising the bar.

by Catherine Harden

Remember that childhood riddle, “What’s black and white and read all over?” Back then, you would have answered, “A newspaper,” but today your answer could very well be “Bar codes.”

Increasingly, businesses of all types are finding ways to streamline operations and reduce costs by implementing bar-code technology for data collection and product tracking. Manufacturers have put these tools to good use in quality control, product identification, and materials management. Transportation companies scan for freight tracking and re-label during cross-docking, break-pack, and transfer operations. Distribution centers use bar codes to label pallets, improve inventory visibility, and facilitate receiving, putaway, and picking tasks.

No matter what your business, you’ll get the greatest ROI from your bar-code technology by selecting a printer that has all the features you need — and, just as importantly, none of the bells and whistles you don’t need. The bar-code printer you choose should meet your requirements for print resolution, technology, and speed, as well as accommodate the right media sizes for your applications.

To help narrow down your options, we feature some top models from the leading manufacturers in specialty printing solutions. So whether you’re looking for a high-volume workhorse, a compact desktop model, or a high-tech wireless wiz, you’ll find a printer to meet your needs.

So turn the page and get started. The answer’s right here, in black and white.
EasyPrint
The EasyPrint off-line printing system combines a conveyor belt with a thermal transfer printer. Adjustable product guides and separators keep materials in place, while the 15.75-inch variable-speed conveyor, available in lengths up to 3.28 feet, moves them along.

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<td>300 dpi</td>
<td>2” to 13.8”</td>
<td>47”/sec.</td>
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**OPTIONS:** Ability to print directly on substrates, protective features for use in harsh environments, and tools for printing multiple packages at once.

InteliJet ti1
The high-resolution InteliJet ti1 inkjet printer for in-line carton, package, and Web printing includes a handheld controller for message entry.

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<td>300 dpi</td>
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<td>4”/sec.</td>
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**OPTIONS:** Expanded message lengths, variable time and date formats, sequential numbering, and shift coding capability.

EZ 1100 Plus Series
These small footprint thermal transfer and direct thermal printers are suitable for product labeling, packaging, warehouse storage, and information tags.

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<td>203 or 300 dpi</td>
<td>1” to 4.64”</td>
<td>6”/sec.</td>
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**OPTIONS:** Rotary cutter module, stripper module, and internal Ethernet adapter card.

EZ 2000 Plus Series
The EZ 2000 Plus Series’ two models, available as direct thermal or transfer thermal printers, feature a graphic LCD interface and modular design for ease of maintenance.

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<td>1” to 4.64”</td>
<td>7”/sec.</td>
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**OPTIONS:** Cutter, stripper sensor with internal rewinder, and Ethernet adapter card.

EZ DT Series
Available in two models, the EZ DT Series small volume direct thermal printers can be placed on a desktop or wall-mounted to save space.

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<td>203 dpi</td>
<td>0.6” to 4.64”</td>
<td>4”/sec.</td>
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**OPTIONS:** Guillotine cutter module, stripper module, and internal Ethernet adapter card.

Godex
888-987-8878 | godex.com.tw

EZ 1100 Plus Series
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**OPTIONS:** Guillotine cutter module, stripper module, and internal Ethernet adapter card.
**Advantage DLX**
Available in both direct thermal and thermal transfer models, this desktop printer offers enhanced durability with a metal frame and print mechanism encased in ABS plastic.

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<td>101 or 203 dpi</td>
<td>1&quot; to 4.25&quot;</td>
<td>5/sec.</td>
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**OPTIONS:** Selectable 150 or 300 dpi print resolution.

**C Series**
Suitable for mid-range and desktop applications, the C Series printers are available in both direct thermal and thermal transfer models, with an LCD control panel for setup without a computer.

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<td>203 dpi</td>
<td>0.75&quot; to 4.63&quot;</td>
<td>8/sec.</td>
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**OPTIONS:** 300 dpi print resolution.

**EZ-LP**
This 4-inch-wide direct thermal desktop printer is suitable for shipping, receiving, and inventory applications.

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<td>203 dpi</td>
<td>2&quot; to 4.25&quot;</td>
<td>5/sec.</td>
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**OPTIONS:** Parallel port, communications cables, and label (peeler) dispenser.

**Tharo Systems**
800-878-6833  tharo.com

**H-Series**
Designed for high-volume applications, these all-metal thermal transfer printers feature a backlit LCD display, a stripper sensor for strip-and-peel or tear-off applications (H-400 model only), and internal memory for storing downloaded label formats, graphics, and fonts.

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<td>203 or 300 dpi</td>
<td>0.51&quot; to 6.61&quot;</td>
<td>7/sec.</td>
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**OPTIONS:** Cutter, internal rewind, Ethernet adapter, applicator interface for Tharo PA1200 or PA500w applicators, and EASYLABEL software package.

**V-Series**
The small-footprint V-Series printers are available in both direct thermal and thermal transfer modes. A 300m ribbon capacity and a 5-inch label roll capacity reduce maintenance downtime.

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<td>203 or 300 dpi</td>
<td>1&quot; to 4.65&quot;</td>
<td>6/sec.</td>
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**OPTIONS:** Cutter, internal Ethernet card, stripper module to sense printed labels in strip-and-peel applications, and a 2MB Flash expansion with real-time clock.
**T4M**
The T4M industrial and commercial grade thermal transfer or direct thermal printer features a large graphic user interface, color-coded user cues, and expanded capacity.

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<td>203 or 305 dpi</td>
<td>1&quot; to 5.15&quot;</td>
<td>10&quot;/sec.</td>
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**OPTIONS:** Full media rewind, label peel with or without liner rewind, and cutter.

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**SLPA8000r**
This bar-code applicator can print and apply labels in excess of 100 labels per minute, and offers a single system interface for streamlined communication in material handling environments.

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<td>203 or 300 dpi</td>
<td>1&quot; to 8.75&quot;</td>
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**OPTIONS:** RFID encoding, rewinder, and cutter.

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**T5000r**
The T5000r industrial thermal transfer or direct thermal printer supports a wide range of connectivity and provides open migration to RFID for future requirements.

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<td>1&quot; to 8.75&quot;</td>
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**OPTIONS:** RFID encoding, Ethernet, wireless, and online data validation.

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**GL4e Series**
RFID capabilities and competitive emulations make these direct thermal and thermal transfer desktop printers suitable for industrial applications.

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<tr>
<td>203 or 305 dpi</td>
<td>0.87&quot; to 5.04&quot;</td>
<td>10&quot;/sec.</td>
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**OPTIONS:** Label cutter, label dispenser, external/internal rewinder, real-time calendar/clock, and RFID.
Zebra Technologies
866-230-9494  zebra.com

CX Series
Designed for low-volume desktop applications, the CX Series printers offer compact design and generous media capacity.

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<td>203 dpi</td>
<td>0.87&quot; to 4.69&quot;</td>
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<td>305 dpi</td>
<td>1.09&quot; to 4.09&quot;</td>
<td>4&quot;/sec.</td>
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OPTIONS: External USB, external Ethernet, memory expansion, rewinder, and keyboard.

QL Plus Series
This line of direct thermal mobile printers are suitable for use anywhere from warehouse floors to parking lots. Features include centerloading media, battery monitoring, and an LCD.

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<td>203 dpi</td>
<td>1.09&quot; to 4.09&quot;</td>
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OPTIONS: Secure wireless; support for complex fonts and graphics.

XIIIPlus Series
Designed for high-duty cycles in harsh environments, the XIIIPlus direct thermal and thermal transfer printers’ early warning system indicates when to service printhead or change ribbons/media.

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<td>203, 300, or 600 dpi</td>
<td>3.2&quot; to 8.5&quot;</td>
<td>10&quot;/sec.</td>
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OPTIONS: RFID ready (North America only).

G Series
Available in five models, the G Series compact 4-inch direct thermal and thermal transfer desktop printers feature a clamshell lid for easy access to media.

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<td>203 dpi</td>
<td>1&quot; to 4.49&quot;</td>
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OPTIONS: Secure wireless; support for complex fonts and graphics.

MBi Series
The compact, lightweight MBi Series direct thermal printers are suitable for applications such as cross-dock labeling, route accounting, and mobile printing.

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<td>300 dpi</td>
<td>1&quot; to 4.49&quot;</td>
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OPTIONS: Holster, shoulder strap, Bluetooth, and battery charger.
Choosing a 3PL Partner Just Got Easier.

Create a database of prospective partners...prepare your Request for Proposal list...build your knowledge base...with Inbound Logistics’ FREE online RFP service.

The 3PL RFP is your opportunity to have third-party logistics experts look at your specific outsourcing challenges and needs, and give you free, no-obligation advice, solutions, and information specific to your request.

Whether you need to outsource your entire logistics operation, or just one segment of it, choosing the right third-party logistics partner can be a complex challenge. In response to reader requests, Inbound Logistics offers an online 3PL RFP tool to help simplify your selection process.

Get started now at inboundlogistics.com/rfp
A food distributor’s new technology serves up its broker’s freshest rate quotes, without the need for phone calls or emails.

**Casebook** by William Atkinson

**LOGISTICS IT**

**GoodSource Finds Instant Gratification**

Electronic communication has unquestionably helped speed business transactions. But while some companies are content using “good enough” communication tools, others, such as Carlsbad, Calif.-based third-party food distributor GoodSource Solutions, push technology to the limits to get the most accurate and up-to-date information via the most convenient delivery method.

One example: GoodSource Solutions’ salespeople in the field no longer have to call or email logistics brokers to lock in rates. They can do it via a proprietary software package that links the company’s transportation management system (TMS) with the broker’s system. In addition, GoodSource management knows that bills of lading and billing are accurate, and that the broker constantly monitors individual shipments.

GoodSource Solutions serves niche and specialty application markets that are consistently challenged by budget constraints, including schools, correctional institutions, relief organizations, and non-profit food agencies. The distributor offers its more than 3,500 clients unique products tailored to their needs.

GoodSource procures products from about 300 leading food processors around the world, including Kraft, Hunt’s, Sara Lee, Rich Products, and Wesson. It partners with some manufacturers to produce made-to-order GoodSource and Tools for Schools branded products, and offers money-saving Special Buys, which include inventory liquidations and products with cosmetic imperfections.

About 85 percent of GoodSource’s shipments are frozen LTL, with the rest...
split between dry-only and combination dry and frozen shipments. While much of the food that GoodSource sells is shipped directly from the manufacturers to customers, the company also operates seven “Mixing Centers” around the nation (Turlock, Calif.; Emmett, Idaho; Dallas, Texas; Chicago, Ill.; Scranton, Pa.; Atlanta, Ga.; and Winterhaven, Fla).

These centers provide weekly or monthly deliveries to customers, enabling them to receive mixed products (including a combination of dry and frozen foods) on a single truck. This flexibility allows customers to reduce on-hand inventory volumes.

**WHAT’S IN THE BOX?**

The challenge of moving all this varied product falls to Dan Versace, GoodSource’s director of logistics. Before joining GoodSource, Versace worked for Georgia-Pacific, as well as for 3PLs and distributors, where part of his responsibility involved managing warehouse regions.

When Versace joined GoodSource, the company wasn’t large enough to work directly with large LTL carriers, so it turned to brokers. Today, GoodSource ships freight via mainline direct carriers, but also works with a number of brokers across its entire national network. These brokers handle an important shipping function: billing.

“We put third-party billing responsibility on the brokers to make sure that the bills are correct when the suppliers ship,” explains Versace.

In these instances, GoodSource purchases products from suppliers and arranges for them to ship directly to customers. “We may not be directly involved in the shipping,” he states. “As a result, we aren’t supplying bills of lading.”

In early 2006, just prior to Versace’s arrival, GoodSource added CaseStack Inc. to its list of service providers. The Santa Monica, Calif.-based third-party logistics provider operates 12 warehouses and office locations in seven states—Arkansas, California, Georgia, Illinois, Oregon, Pennsylvania, and Texas. “We handle some refrigerated shipments, but the majority are dry,” reports Rhea Levin, senior account manager for CaseStack.

**ROOM FOR IMPROVEMENT**

While its relationship with CaseStack was successful, GoodSource was looking for something more. The distributor realized that a key component of maintaining cost-effective pricing was the ability to control shipping costs, while at the same time providing fast, efficient delivery. The company sought ways to reduce costs and increase sales, as well as meet customer demands for high quality and low prices.

“Now, every time we put a request for a dry LTL load into the system, our TMS pings CaseStack’s system. We get back a rate, just as if we had made a phone call or sent an email.”

—Dan Versace, director of logistics, GoodSource Solutions

One of the first places GoodSource looked for opportunities to streamline processes was in its initial interaction with CaseStack. Because GoodSource places orders and arranges for brokers to handle the transportation, it is essential that the bill of lading is correct when the product ships. This ensures proper billing processing and class information, and that all special delivery instructions are accommodated.

“The shipping process for GoodSource requires coordination and careful planning with meticulous attention to detail,” explains Levin. “We have to make sure the shipper, which is neither GoodSource nor CaseStack, puts accurate information on the bill of lading, or uses our bill of lading, so each step is coordinated with the exact details.”

In the past, GoodSource and its brokers, including CaseStack, handled all transactions manually. “Every time we worked with a broker, we had to call or email to ask for rates,” states Versace. “Every arrangement was a one-time deal.”

**ADDING TO THE TOOLBOX**

Soon afterwards, GoodSource implemented a TMS provided by Cary, N.C.-based MercuryGate. With this new technology, GoodSource saw the opportunity to streamline interaction with CaseStack. “We asked CaseStack how to get its rates into our system,” recalls Versace.

The answer was simple enough. “We installed CaseStack’s rate optimizer software application into GoodSource’s TMS,” says Levin.

GoodSource, in turn, implemented an updated software program that integrates CaseStack’s rate optimizer with its own Web interface. Now, salespeople in the field can retrieve the relevant pricing information from their own Web site, which increases efficiency and saves time. The Web-accessible rate optimizer allows CaseStack and GoodSource to focus attention on customized receiving and timely deliveries.

“Now, every time we put a request for a dry LTL load into the system, our TMS pings CaseStack’s system, and we get back a rate, just as if we had made a phone call or sent an email,” says Versace. “We can tap any CaseStack origin combination, so wherever we do business with CaseStack around the country, we can access its rates.”

**SPEED AND ACCURACY, DELIVERED**

The new technology has also improved billing. “GoodSource has strict rules governing how products leave its warehouses,” says Levin. Because it is important to make sure billing is correct, and going to the right place, GoodSource
would either put CaseStack’s third-party information on its bills of lading, or use CaseStack’s bills of lading. This posed a challenge initially.

“Sometimes, vendors sent shipments to GoodSource, but the distributor doesn’t handle receiving,” Levin explains. “We now track all orders closely, so we know if there are any billing problems the day after a product is shipped.”

Since implementing the new technology, GoodSource has streamlined its process for locking in rates, reduced costs per unit by multiple cents on the dollar, and experienced sales growth.

“With CaseStack, we don’t have to deal with phone calls and emails,” says Versace. “We know when we get a rate, it is right. We know the shipment will arrive on time. We also know that billing will be done correctly. In sum, it is easy, and we are confident of the results.”

END OF AN ERROR

When rate discrepancies arise, they are usually related to an unusual location or destination combinations that haven’t been tapped in a long time. But GoodSource has been pleased with the way CaseStack handles these errors. “If we end up with an incorrect price, CaseStack updates its system and we don’t experience that specific problem again,” says Versace.

GoodSource can’t say the same of all its brokers. It still gets past-due bills, sometimes as old as two years, a result of the brokers not processing the bills of lading accurately and/or not notifying the carriers correctly. “With CaseStack, this doesn’t happen,” states Versace. “The systems currently work well together.”

CaseStack’s consistent service is another benefit. “It takes care of details,” Versace says. “CaseStack might as well be an asset-based carrier; that’s the kind of service it provides.”

With its new interactive technology, GoodSource gets up-to-date and accurate information conveniently, and knows that bills of lading will be correct and shipments will take place as planned.

Discover Kane is Able: third-party logistics specially designed for consumer packaged goods (CPG) companies. Nationwide, our integrated warehousing, packaging and transportation services help cut your operating costs and improve service to your toughest retail customers.

Learn what some of America’s leading consumer product companies already know: **The people of Kane is Able are the CPG logistics specialists.**

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888-356-KANE (5263) • info@kaneisable.com • www.kaneisable.com
**The Raymond Corporation**

**WHAT’S NEW:** A new lift truck series.

**THE VALUE:** Designed for narrow-aisle applications, the 9000 Series Swing-Reach lift trucks (above) offer energy-saving features such as AC technology for longer battery run times, regenerative lowering that automatically recharges the battery, and LED compartment lights. Suitable for both pallet handling and case picking, these trucks elevate up to 45 feet, handle loads up to 60 inches deep or 108 inches wide, and operate in aisles as narrow as 66 inches.

@@ www.raymondcorp.com 800-235-7200

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**DHL Express**

**WHAT’S NEW:** Extended guaranteed inbound delivery service.

**THE VALUE:** DHL’s Import Express 12:00 ensures vital shipments from major cities and business centers are delivered by noon. The receiver pays the transport charges. Initially available from major centers in Europe and Asia to the Middle East, the product will roll out globally throughout the year and offers a full money-back guarantee in the event of a late delivery.

@@ www.dhl.com 800-CALL-DHL

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**BNSF Railway Company and CSX Intermodal (CSXI)**

**WHAT’S NEW:** Expanded intermodal container service.

**THE VALUE:** BNSF and CSXI now serve Charleston, S.C.; Savannah, Ga.; and Miami, Orlando and Tampa, Fla., in addition to current eastern hubs at Atlanta, Ga.; Jacksonville, Fla.; and Charlotte, N.C.

@@ www.bnsf.com 800-795-2673

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**Cornerstone Automation Systems Inc.**

**WHAT’S NEW:** A low-cost conveyor solution.

**THE VALUE:** The TransMaster 9000 Series 24-volt DC roller conveyor ships fully assembled, saving installation time. Suitable for transporting non-wash-down items, the conveyors offer reverse operation and require no safety controls.

@@ www.cornerstoneautosys.com 800-401-0304

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**Old Dominion Freight Line and Hanjin Logistics**

**WHAT’S NEW:** Joint guaranteed LCL service.

**THE VALUE:** The Pacific Promise service allows shippers to move LCL quantities with standard guaranteed transit times and simplified rates from China’s Shanghai, Shenzhen, and Hong Kong ports to the U.S. ports of Long Beach and Los Angeles. Rates are expressed as a single rate per cubic meter, which is slightly greater than standard LCL but up to 75 percent less than air freight.

@@ www.odfl.com 800-432-6335

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**Toyota Material Handling, U.S.A., Inc.**

**WHAT’S NEW:** Distribution of six new Aichi lift models.

**THE VALUE:** Toyota Material Handling’s expanded Aichi product line includes
four new models of SV-Series scissor lifts and two models of SR-Series Crawler Boom lifts. The new scissor lifts are available in 15- and 19-foot-high models with 30-inch platform width, and 26- and 32-foot-high models with 46-inch platform width. Fewer moving parts and easy access to batteries help reduce maintenance frequency and costs. The new crawler boom lifts come in 40-foot and 46-foot models, with a three-stage boom structure to create a compact stowed position.

European Cargo Services (ECS)
WHAT'S NEW: A second agency in Germany.
THE VALUE: As a complement to its Frankfurt Globe Air Cargo office, ECS has established Aero Cargo International, based in Mörfelden-Walldorf, near Frankfurt Airport, to better serve the German airfreight market.

Averitt Express
WHAT'S NEW: Expanded LTL service in Virginia, West Virginia, and Maryland; and added TL coverage in Iowa, Kansas, Missouri, and New Jersey.
THE VALUE: With a new 14,000-square-foot, 28-bay service center in Winchester, Va., Averitt improves transit times and flexibility for LTL shippers in northern Virginia, eastern West Virginia, and western Maryland, including Hagerstown and Frederick. The addition of TL service to Iowa, Kansas, Missouri, and New Jersey allows Averitt to respond quickly to localized demand.

MOL
WHAT'S NEW: Time-guaranteed intermodal delivery.
THE VALUE: MOL’s Gator Guarantee provides a service guarantee on the company’s own vessel strings, the Pacific Southwest Express, and Japan-American Shuttle. The guaranteed service is offered to major U.S. destinations, including New York, Chicago, Memphis, Dallas, and Atlanta.

Triangle Technologies
WHAT'S NEW: A cut-to-length strap dispenser.
THE VALUE: The programmable Model 440 strap dispenser measures packaging straps and bands and automates the cutting process, managing material waste and reducing manual handling requirements. It accommodates steel strap widths and thicknesses from 3/8” x .015” to 2” x .050” and accepts both ribbon wound or oscillated wound coils up to 100 pounds.
TECH UPDATE

THE LATEST IN LOGISTICS TECHNOLOGY

partnerships

Cadre Technologies and Tom Zosel Associates (TZA)
WHAT’S NEW: The integration of TZA’s ProTrack labor management software with Cadre’s Cadence warehouse management system.
THE VALUE: Cadence users can now track labor costs, calculate work duration, measure associate time against standards, and access proactive management tools.

ClearOrbit and PSI Software
WHAT’S NEW: A partnership to help North American manufacturers and distributors automate supply chain operations and customs trade compliance.
THE VALUE: The alliance combines PSI’s customs compliance automation and global trade management technology with ClearOrbit’s data collection automation, supplier collaboration, and track, trace, and control capabilities for manufacturers importing and exporting large volumes of goods and components across the U.S. and Mexico borders. The solution provides a complete audit trail and supporting documentation to ensure proper customs compliance.

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Avery Dennison
WHAT’S NEW: A high-speed label printer.
THE VALUE: Designed for use in apparel distribution centers, the SNAP 700 (above) prints retail tags, labels, and tickets at a rate of 12 inches per second for paper stock and 7 inches per second for fabric care label stock. An optional bar-code verifier stops production when it detects an unreadable bar code.

A.N. Deringer
WHAT’S NEW: A supply chain and purchase order management program.
THE VALUE: eShipPartner Supply Chain Manager allows users to assign access to various trade partners, send and receive purchase orders electronically through EDI, facilitate payment of freight based on ASN, verify receipt of cargo by carriers, arrange for the delivery of freight, and receive proactive email notification of major shipment milestones.

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To learn more, contact these companies directly. Remember to mention this issue date and page to get the right information.

**Penchant Software**

**WHAT’S NEW:** A Web-enabled transportation management solution.

**THE VALUE:** Designed for small- to mid-sized transportation companies, dispatchOfficeWeb includes tools for managing order entry, dispatch, reporting, invoicing, accounts payable, driver settlement, mapping, and Internet order entry/tracking.

[www.penchant.com](http://www.penchant.com)  ✆ 952-351-9120

**Management Dynamics**

**WHAT’S NEW:** A performance management solution.

**THE VALUE:** Designed to improve reporting and analytics for global trade management solutions, the Performance Management tools include supply chain visibility, export compliance, import automation, and trade agreement management. More than 80 standard reports manage key metrics such as cycle time, trading partner performance, landed cost, and data quality.

[www.managementdynamics.com](http://www.managementdynamics.com)  ✆ 201-935-8588

**Getloaded.com**

**WHAT’S NEW:** A mobile load board.

**THE VALUE:** Getloaded.com allows freight brokers, freight forwarders, shippers, truckers, and owner/operators to use Web-enabled cell phones to post and match available freight loads.

[www.getloaded.com](http://www.getloaded.com)  ✆ 804-521-1708

**Hyster**

**WHAT’S NEW:** A Web-based fleet management system.

**THE VALUE:** FleetSmart allows lift truck owners to monitor and measure truck utilization, cost per hour, and total fleet operating costs. The system helps identify costs such as tire expense and avoidable damage repairs, and gives users access to maintenance costs listed by serial number, equipment type, or equipment location.

[www.hyster.com](http://www.hyster.com)  ✆ 888-358-7827

**Lion Technology**

**WHAT’S NEW:** Web seminars to help battery shippers understand their obligations under current domestic hazardous materials transportation regulations and international rules.

**THE VALUE:** The seminars cover the regulations for lithium batteries, wet and dry, non-spillable, and batteries shipped in equipment and each transportation mode (ground, air, and ocean).

[www.lion.com/battery](http://www.lion.com/battery)  ✆ 888-546-6511

**AML**

**WHAT’S NEW:** A rugged, compact PDA.

**THE VALUE:** Designed for use in harsh data collection environments, the M8050 PDA offers a 1D or 2D bar-code reader and a lithium-ion battery for all-day operation without recharging.

[www.amltd.com](http://www.amltd.com)  ✆ 800-648-4452

**Vocollect**

**WHAT’S NEW:** A behind-the-head headset for voice system workers.

**THE VALUE:** Suitable for industrial environments, the SR-15 operates with Vocollect-manufactured voice devices and handheld mobile computing devices from select Vocollect-affiliated manufacturers.

[www.vocollect.com](http://www.vocollect.com)  ✆ 412-829-8145

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The International Material Handling, Manufacturing & Packaging Technology, Logistics and Supply Chain Expo

Meet Buyers
from North, Central, South America, the Caribbean & Globally

What They Said
About Last Year’s MATTECH:

What were your primary reasons for exhibiting this year? “Open up our market in Latin America” How likely are you to exhibit at this event next year? “Good” How would you rate your exhibiting experience? “Good”
— Jamco Canada

What were your primary reasons for exhibiting this year? “To pick up South American Customers” Did you meet your exhibiting objectives? “Yes”
— Absolute Lift Parts

What were your primary reasons for exhibiting this year? “Develop new customers” Did you meet your exhibiting objectives? “Yes” How likely are you to exhibit at this event next year? “Very” How would you rate your exhibiting experience? “Good”
— Wholesale Forklifts

What were your primary reasons for exhibiting this year? “Exposure to the Export Market” How likely are you to exhibit at this event next year? “Very Likely” How would you rate your exhibiting experience? “Very Good” Did you meet your exhibiting objectives? “Yes”
— Andersen & Associates

UPDATE: They had 1 booth in MATTECH last year and just reserved 6 booths for 2009!

How likely are you to exhibit at this event next year? “Yes” Did you meet your exhibiting objectives? “Yes – GREAT JOB!”
— Ace Racks & Shelving Co.

“Great advertising – better promoted than most”
— Battery Filling Systems

What were your primary reasons for exhibiting this year? “Start distributor network in USA” How would you rate your exhibiting experience? “Good”
— International Logistics Corp.
Guatemala

UPDATE: Last year they had 2 booths in Mattech. They have already taken 3 for 2009!

Need to Find NEW Customers?

MATTECH is Where You Will Find Them

On average, 37% of attendees attend only ONE exhibition.* More than one-third of an exhibition’s audience will not attend any other exhibition.

Many of the buyers/attendees found at MATTECH won’t be found at any other trade show.

*The data for this study was obtained from mailed and Internet surveys of attendees to 55 exhibitions in 2005 by Exhibit Surveys, Inc.

For more information contact:
(941) 320-3216
info@mattech.us
www.mattech.us
Readers report that when searching online for a logistics solution without having a specific company name, search engines spit back thousands of unusable responses—infoglut. That’s why *Inbound Logistics* compiles the most comprehensive directory of leading logistics and transportation Web sites, organized by category.

**WEB_CITE CITY**

There are two ways to use **Web_Cite City:**

1. Keep it near your keyboard when seeking specific transportation/logistics sources or just to become familiar with the growing number of industry sites.

2. Go to the online version of **Web_Cite City**—fast and searchable by keyword—at inboundlogistics.com/web_cite

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#### 3PD • www.3pd.com

3PD makes nearly five million deliveries (and counting) for some of the biggest names in business. That’s a lot of deliveries, a lot of doorbell-ringing—and a lot of focused last-mile logistics experience that we can turn into a competitive advantage for you.

Cardinal Logistics Management is a fully integrated logistics and transportation solutions provider with proven technology solutions, industry leading experience, and hands-on involvement from our senior leadership team. Cardinal combines dedicated contract carriage, warehouse/DC and inventory management, and specialized home/jobsite delivery services to help companies optimize their supply chains. Cardinal’s customers include KraftMaid Cabinetry, Office Depot, HD Supply, CEPH, and many more. Visit us at www.cardlog.com.

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Choice Logistics is the leading provider of global mission-critical service parts logistics for high-tech manufacturers and service providers. Its exclusive global IT platform and more than 400 worldwide strategic stocking locations (SSLs) offer unprecedented service parts visibility and scalability, with real-time access and control for strategic inventory management. For more, visit: www.choice-logistics.com.

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Exel Transportation is a leading non-asset-based third-party logistics company focused on delivering truckload, less-than-truckload, and intermodal services. Exel operates across the United States through its internal business development group and highly qualified network of agents. Exel became a leading provider by focusing on customers. Exel Transportation associates are passionate about delivering the best transportation solutions that fit both your financial and delivery needs. This personalized service means Exel will understand your needs and wants, and will deliver results that exceed your expectations.
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Flash Global Logistics, a leading mission-critical logistics provider, collaboratively designs, implements, manages, and executes mission-critical supply chain solutions for clients on a global, national, or regional basis. Our network, including 14 multi-client distribution centers, 700 forward stocking locations, five command centers and regional Flash offices, provides warehouse management, transportation for critical SLAs, reverse logistics, and global trade management with real-time visibility via FLASHTRAC©.

North America|LATAM|EMEA|APAC| We're There... www.flashlogistics.com.

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With a wealth of experience dealing with many of the nation’s largest retailers, Glenway Distribution is the premier choice for your warehousing and distribution needs. Its management personnel come from a variety of industries, such as cosmetics, textiles, and pharmaceuticals. Glenway is a one-stop source for everything you need to get your goods from the port to the warehouse to your customer’s distribution center, retail store, or the end user’s doorstep.

Hanover Logistics • www.hanoverlogistics.com

Hanover Logistics is an asset-based logistics services company providing customers with superior supply chain management solutions in a variety of third-party logistics (3PL) disciplines including warehousing, distribution, fulfillment, and transportation services. Hanover Logistics is equipped to expertly handle various types of logistics services including: freight brokerage, food/grocery storage and distribution, intermodal/cross-dock services, warehousing solutions for a variety of products (foreign trade zone certified), and general transportation management including truckload, LTL, and container hauling services.

Hanson Logistics • www.hansonlogistics.com

Hanson Logistics is a leading 3PL offering single-source transportation, warehousing, and distribution services. Our new Chicago consolidation center features Velocities™ Multi-Vendor Consolidation Services reaching top retail and food service DCs. We can design, execute, and manage a temperature-controlled supply chain solution that meets your specific requirements, with broader visibility, lower transportation costs, and higher day-to-day performance.

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

Kanco Logistic Services • www.kencogroup.com

Adding value to your bottom line - that’s the mission of Kenco Logistic Services. Kenco is a third-party logistics provider that operates more than 25 million square feet of distribution space in 29 states and Canada. Kenco provides contract logistics services for many industry-leading, Fortune 500 companies including DuPont, Kimberly-Clark, Honeywell, General Mills, Whirlpool, and Cummins. Kenco also offers nationwide multi-client warehousing services. Kenco invites you to visit this Web site so that you might get to know its services.

Kuehne + Nagel • www.kuehne-nagel.com

Kuehne + Nagel, a leader in transportation and logistics worldwide, is North America’s premiere third-party logistics (3PL) service provider. Our superior service, integrated supply chain management, including sea- and air-freight, warehouse, and distribution solutions will turn your logistics challenges into a competitive advantage. A global leader in international forwarding, Kuehne + Nagel also ranks among the top three worldwide contract logistics players. The company, founded in 1890, has more than 54,000 employees, 850 locations, and 100 countries.

Laufer Group International • www.laufer.com

Laufer Group International was established in 1948 as a customs house brokerage firm. For more than 60 years, Laufer has been providing global logistics management solutions for the smallest of companies to the largest of corporations. We are committed to providing the highest level of quality customer service for our suite of global logistics services. For more information give us a call or visit our Web site today.
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Lily provides dedicated contract carriage for companies that have time-, temperature-, or customer-sensitive deliveries. Utilizing the Lily Platform for Continuous Improvement allows the service provider to track, report, and take action based on data to continuously improve delivery results. Some customers: Whole Foods Markets, Lindt Chocolates, VersaCold, Legal Sea Foods, and NAPA. Our people, process and knowledge deliver exceptional results.

**Logistics Insight Corporation, Inc. • www.4linc.com**

Logistics Insight Corporation, Inc. (LINC) was formed specifically as a single-source logistics service provider to design, manage, and operate both dedicated and integrated distribution systems. LINC has extensive multi-industry experience and offers various services including (but not limited to) all modes of transportation, sequencing, sub-assembly, order fulfillment, warehousing, and white glove delivery service. LINC provides a distribution system solution that enables companies to rapidly and efficiently move goods through the supply chain. LINC has a full-service network throughout North America, combined with strong alliances capable of providing solutions globally.

**Logistics Management Solutions (LMS) • www.lmslogistics.com**

Logistics Management Solutions (LMS) offers TOTAL, a web-enabled TMS that significantly reduces overall transportation costs, can be implemented—and producing results—within 90 days, offers a low-cost point of entry, and easily integrates into existing ERP systems. Many of our clients, including BASF and Monsanto, are using TOTAL to significantly cut their transportation costs. Contact us: 1-800-355-2153.

**LynnCo Supply Chain Solutions • www.lynnco-scs.com**

LynnCo specializes in value-added supply chain solutions. We create tailored solutions by taking redundant links out of our clients’ logistics networks. Whether it’s upfront due diligence studying current distribution patterns, rationalizing facilities with state-of-the-art optimization tools, or analyzing entire supply chain networks, our mission is to provide our clients world-class solutions—creating bottom-line value.
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Mallory Alexander International Logistics is a leading third-party logistics (3PL) provider. As a specialist in global logistics and supply chain services, Mallory Alexander acts as a single source for all logistics and supply chain needs. Specifically, Mallory Alexander provides public and contract warehousing, freight forwarding (international, domestic, air and ocean), customs brokerage, import/export services, intermodal trucking and transportation, logistics services, and consulting.

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Founded in 1932, NFI offers a variety of integrated supply chain services to help businesses manage, grow, and succeed in today’s marketplace. The company is one of the largest privately held third-party logistics providers in North America. NFI divisions include NFI Distribution, NFI Logistics, NFI Transportation (Dedicated and OTR), NFI Intermodal, NFI Real Estate and Development, NFI Global, NFI Contract Packaging & Decorating, and NFI Consulting.
One Source Logistics • www.1sourcelogistics.com

One Source Logistics is a leading third-party logistics provider that brings an impartial, objective approach to understanding your overall business. This approach ensures the implementation of value-based transportation solutions that positively affect the execution, management, and velocity of your overall supply chain. One Source Logistics wants to help your organization achieve best-in-class recognition with important topics related to speed to market, supply chain visibility, network optimization, seamless systems integration, and overall cost reduction. Please visit our Web site or call 800-591-4666.

Penske Logistics • www.gopenske.com

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Rinchem is a leading provider of chemical management services to the semiconductor, chemical manufacturing, and the pharmaceutical industries. We are an asset-based logistics company that streamlines customers’ supply chains, resulting in increased efficiencies and reduced costs. Since 1976, Rinchem has provided comprehensive services including chemical warehousing, chemical and waste transportation, waste stream management, and safety and regulatory training and consulting.

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Founded in 2003, ROAR (Rail, Ocean, Air, Road) has rapidly become a leading transportation services provider, serving customers worldwide. A subsidiary of Rich Products Corp., ROAR views transportation from the perspective of the shipper, delivering value through world-class customer service, cutting edge technologies, and competitive pricing. Call on ROAR for your truckload, LTL, domestic intermodal, export ocean, and global air cargo needs. Call 888-292-7627, e-mail: rrich@roarlogistics.com, or visit: www.roarlogistics.com.

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

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A premier third-party logistics provider, Transfreight delivers customized lean supply chain solutions that reduce total logistics cost for leading manufacturers. Our innovative, multidisciplinary team uses robust technologies/processes to create solutions that optimally connect their manufacturing operations and suppliers. Transfreight solutions include network rationalization and optimization; crossdocking and facility services; transportation; packaging design and management; and consulting.
Trinity Transport, Inc. • www.trinitytransport.com

Trinity Transport, Inc. is a logistics company ranked #19 among the top freight brokers in the nation. Headquartered in Seaford, Del., Trinity has regional service centers in Georgia, Texas, Missouri, and Iowa, as well as more than 65 agent locations across the country. Celebrating its 30th year, Trinity offers full truckload, LTL, intermodal, international, and produce services. Additionally, Trinity’s Customized Logistics division provides Web-based technology to assist with carrier optimization as well as transportation management systems.

Weber Distribution • www.weberdistribution.com

As a full service, complete logistics provider we are experts at non-asset freight management; asset-based LTL and TL services, including temperature-controlled; dedicated and shared warehousing; distribution; cross-docking/pool distribution; transloading; network optimization modeling and analysis; retail compliance; order fulfillment; material handling; supply chain management; real estate development; and personnel staffing. We have been in business for 85 years and specialize in working with importers, retailers, food, beverage, and CPG companies, and chemical and paper manufacturers.

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You’ll be on time, on target with Beltmann Integrated Logistics. The Novi, Mich.-based 3PL offers comprehensive and cost-effective business solutions to support all your transportation, distribution, warehousing, installation, and project management needs. As a trusted industry leader with objectivity and flexibility, Beltmann’s experienced professionals are dedicated to your success and continued profitability. Put them to work for you today; find out more by visiting the Web site or calling 877-564-4797.

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Associated Global Systems is a leading provider of world-class transportation, logistics, and supply chain solutions on a global basis. Established in 1958, AGS provides a complete menu of time-definite domestic and international services, with coverage from more than 400 cities in the United States and a network spanning 205 countries. Our comprehensive technologies include myAGS.com (InfoNet), myAGSinventory.com (Supply Chain), and Quick Quote.

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With terminals across the United States, partner offices in every country and major city worldwide, and an affiliate customs broker and ocean division (SBA Consolidators, Inc.), SBA is ready to fulfill all of your shipping and logistics needs. Our award-winning Web site, servicebyair.com, is easy to navigate and filled with useful information to help make your shipping experience as smooth as possible.

SOLE • www.sole.org

SOLE - The International Society of Logistics is a non-profit international professional society comprised of individuals organized to enhance the art and science of logistics technology, education, and management. There are approximately 90 SOLE chapters in more than 50 countries throughout the world. Chapters conduct technical meetings, symposia, and workshops, all designed to provide SOLE members with opportunities for professional advancement. Find out more about SOLE and the benefits of becoming a member or corporate sponsor by visiting the Web site.

Warehousing Education and Research Council (WERC) • www.werc.org

WERC is the only professional organization focused on warehouse management and its role in the supply chain. Through membership in WERC, seasoned practitioners and those new to the industry stay at the forefront of innovation, master best practices, and establish valuable professional relationships. WERC offers seminars, publications, online courses, an annual conference, and peer-to-peer knowledge exchange for distribution professionals.
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Distribution Design, Inc. • www.distdesign.com

Distribution Design provides consulting services for the analysis and design of logistics operations, systems, and facilities. Visit the Web site for the company’s experience and services, including operational audit, second opinion, facility longevity analysis, 3PL selection, and operational design with WMS and material handling systems. The site also serves as a knowledge base for presentations, whitepapers, and links to other helpful sites.

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At Establish, we excel at bridging strategy and tactics—constantly keeping one eye on the big picture, but never at the cost of getting tangible, measurable results. Our firm’s expertise covers the entire range of the supply chain and logistics function, including warehousing, transportation, and customer service. For over 30 years and more than 1,000 client engagements, we have assisted some of the largest and best-known corporations worldwide. Find out more about Establish at www.establishinc.com.
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Logistics network design and lead logistics services help manage your supply chain. No amount of operational efficiency can make up for faulty strategy or a cumbersome process. That’s why New Breed invests in logistics technology tools and intellectual resources to determine the best way to run your operation with fewer people, reduced inventory levels, in less time, and with lower cost.

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CDM Software Solutions, Inc. – a certified U.S. customer vendor based in Chicago, Ill., with sales offices located in Seattle, Wash.; San Antonio, Texas; Phoenix, Ariz.; Hong Kong; SAR and Shanghai, China – is a leading provider of software solutions to freight forwarding, NVOCC, warehouses, exporters, importers, and logistics companies. CDM ISF Solution’s key benefits include fast, efficient, and reliable processing via Internet browser, simplified entry with shipment copy feature, ability to define repetitive parties and HTS codes, ability to receive ISF shipment details electronically, and automatic ISF notifications via e-mail or SMS.

NFI • www.nfiindustries.com

Founded in 1932, NFI offers a variety of integrated supply chain services to help businesses manage, grow, and succeed in today’s marketplace. The company is one of the largest privately held third-party logistics providers in North America. NFI divisions include NFI Distribution, NFI Logistics, NFI Transportation (Dedicated and OTR), NFI Intermodal, NFI Real Estate and Development, NFI Global, NFI Contract Packaging & Decorating, and NFI Consulting.

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Ryder provides end-to-end supply chain, warehousing, and transportation solutions including: third-party logistics (3PL), fleet management, RFID operations, reverse logistics, supply chain management, transportation management/freight management, truck rental, truck leasing, warehousing, lead logistics provider, lead logistics manager, service parts operations, and distribution center management.
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You want to get in...need to keep up...must move ahead. Education fuels all your business moves. At Baruch College’s Weissman Center for International Business and Division of Continuing and Professional Studies (CAPS) you will find vital courses and certificate programs specifically designed to keep international trade professionals dynamic. We offer import and export operations, customs broker license test preparation, logistics, supply chain management, international payments, and much more. Taught by professionals. On campus, on site, and online.

Center for International Trade and Transportation—California State University, Long Beach • www.uces.csulb.edu/citt

The Center for International Trade and Transportation (CITT) acts as a catalyst for growth, and offers a neutral ground for addressing issues along the entire global logistics pipeline. CITT is designated as the technology transfer component of METRANS, the University Transportation Center designation awarded by the U.S. DOT. The Global Logistics Specialist (GLS) is an industry-driven training program for both users and providers of global logistics services. The program is offered face-to-face on the CSULB campus and in an innovative online format. It provides intermodal/logistics training and certifies professionals in the industry. For more information, visit this Web site.

Columbus State • www.cscc.edu/projecteagle

Columbus State’s Supply Chain Management Program: Expanding Access to Domestic & Global Logistics Education. Our goal is to provide educational options in supply chain management to students and industry professionals. We work with business and education partners to ensure that our curriculum is current and responsive to industry needs. All of our courses are online, enabling students to complete both certificates and associate degrees totally at a distance. The Supply Chain Management degree is certified by ACBSP.

East Carolina University • www.ecuidis.org

The Distribution and Logistics Program at East Carolina University provides a unique combination of coursework that prepares students for successful careers in a range of challenging areas. Courses cover supply chain management, purchasing and procurement, warehousing and materials handling, inventory management, production planning, and quality control. Course work is supported in the Distribution Simulation Laboratory, which provides real-world experience in ERP systems.
Florida Institute of Technology • http://uc.fit.edu

Through University College, Florida Tech offers fully accredited Master’s degree and graduate certificate programs at 10 U.S. sites in five states, including distance learning programs through the Virtual Campus. Degrees include an M.S. in Logistics Management, M.S. in Management with a concentration in logistics management, and a graduate certificate in Logistics Management. Money magazine recently reported a 10-year job growth of 36 percent in the field of logistics, with 203,600 job openings. Invest in yourself; it pays big dividends.

Georgia Tech Supply Chain & Logistics Institute • www.scl.gatech.edu

The Supply Chain & Logistics Institute (SCL) offers a comprehensive curriculum of short courses and seminars in which participants can earn a professional certificate in logistics. More than 10 open enrollment logistics short courses are offered each year. SCL can also assemble a curriculum designed for individual company needs. SCL students come from all segments of the logistics community—from manufacturing and distribution, warehousing, transportation and third-party logistics, to consulting and information technology.

Georgia Tech, Executive Masters International Logistics (EMIL) www.emil.gatech.edu

After 10 years in existence, Georgia Tech’s EMIL program is clearly in a category of its own. For the senior logistics executive seeking an advanced degree in international logistics and supply chain strategy, EMIL is the program of choice. We combine a strategic blend of people, places, and content that goes far beyond a workshop. EMIL offers a life-enhancing opportunity to spend time with others who, like you, seek to define the future of supply chain logistics. You will do exactly that, across four continents, working in teams to resolve real-world issues. The friendships you build will last a lifetime.

Global Maritime and Transportation School (GMATS) www.gmats.usmma.edu

GMATS, located at a state-of-the-art waterfront facility overlooking Long Island Sound, provides training programs, instructional services, research studies, and technical assistance that enhance the safety, security, efficiency, and environmental soundness of maritime operations and global transportation systems. GMATS’ professional core education expertise is in nautical science; engineering; security and transportation; and information technology. There are 140-plus developed and customizable courses, many in accordance with the provisions of the IMO and STCW.
In this section: Education/Distance Learning

Institute of Logistical Management • www.logisticseducation.edu

Since 1923, The Institute of Logistical Management (ILM) has provided specialized education and training worldwide to over 84,000 graduates, both civilian and military. ILM integrates all areas of transportation, logistics, and the supply chain to prepare and certify individuals to join the $1-trillion logistics industry. ILM focuses on real-world skills and practical application through its Certified Logistics Practitioner’s Program and college accreditation. Students also can transfer ILM credits toward a college degree. ILM is articulated with the University of Phoenix and other leading degree-granting colleges and universities. For further information contact us at 888-456-4600 or dean@logisticseducation.edu.

Pennsylvania State University – World Campus
www.worldcampus.psu.edu

Whether you are seeking professional development or wanting to increase your advancement potential, Penn State offers an online 30-credit Master’s degree and 12-credit graduate certificate in supply chain management. The online Master’s degree allows working professionals to complete their degree on a part-time basis in two years. Both programs help students gain the knowledge, problem-solving skills, and leadership techniques critical to the demands of today’s supply chain management industry.

Michigan State University – The Eli Broad College of Business
www.bus.msu.edu/supplychain/msscm

The MSSCM degree integrates topics from manufacturing operations, purchasing, and logistics into a unified program. It provides comprehensive education in each area, as well as specific concentrations. MSSCM blends in-residency classes and online sessions and is designed for individuals who wish to expand their SCM knowledge but don’t want to put their careers on hold for a full time program.

Syracuse University • www.whitman.syr.edu

Syracuse University’s Whitman School of Management, a nationally recognized leader in logistics and supply chain education and research since 1920, offers the oldest such program in the country. Whitman supply chain graduates enjoy early professionalization as students and a strong alumni network. For practitioners, we offer a talented intern/employee pool and events to renew and update your skills. We also offer BS, MBA, PhD, and executive programs in supply chain, as well as electives in Whitman’s highly-regarded distance-learning MBA option.
**UC Riverside Extension • www.academic.rcc.edu/logisticsmanagement**

The UC Riverside Extension’s logistics management certificate program is an applications-oriented sequence of courses designed to help professionals develop potential as logistics/distribution systems managers. The certificate has seven required courses. Topics include: transportation and traffic management, warehousing, and global logistics. Also of interest, Extension offers a supply chain management certificate program. For details, call (909) 787-4111, Ext. 11637 or visit the Web site.

**University of Alaska Anchorage • http://logistics.alaska.edu**

University of Alaska Anchorage’s College of Business and Public Policy offers a Master of Science in Global Supply Chain Management (30 credits, 20 months, emphasis on management leadership, information technology, and international business practices). Also offered are a Graduate Certificate in Supply Chain Management (1-year, 15-credit, all-online); a Bachelor of Business Administration in Global Logistics Management (4 years); an Associate of Applied Science in Logistics Operations (2 years); and a Certificate in Logistics (1 year).

**University of Florida • www.cba.ufl.edu/isom/cscm**

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

**University of Michigan—Lean Logistics Certificate • interpro.engineering.umich.edu/lean**

The University of Michigan’s two-week program covers strategic design and management topics including: Lean logistics overview, inventory management, macro value stream mapping, supplier selection, evaluation and global sourcing, value chain integration, mass customization principles, third-party logistics providers, and distribution system design in the first week. Tactical tools such as lean warehousing, IT in lean logistics, managing distribution and transportation, rapid plant assessment of logistics and supply chains, and a lean warehousing simulation are covered in week two. Check our Web site for more information or call 734-647-7200.
Network and discuss your work-related challenges with expert faculty and your industry peers from around the country in our short two- and three-day budget-friendly courses. Through intelligent decision making and innovative problem solving learned in our courses, you’ll discover exciting solutions to implement viable changes to your workplace. Prove your dedication to your career and your trade by earning your Professional Development Certificate in Supply Chain Leadership or Transportation and Logistics Management.

Founded in 1932, NFI offers a variety of integrated supply chain services to help businesses manage, grow, and succeed in today’s marketplace. The company is one of the largest privately held third-party logistics providers in North America. NFI divisions include NFI Distribution, NFI Logistics, NFI Transportation (Dedicated and OTR), NFI Intermodal, NFI Real Estate and Development, NFI Global, NFI Contract Packaging & Decorating, and NFI Consulting.

Purolator USA is the U.S.-based freight forwarding subsidiary of Purolator Courier Ltd., Canada’s leading overnight courier company. Purolator USA specializes in air and surface forwarding of small packages and freight shipments, customs brokerage, and delivery to, from, and within the North American market. Purolator USA offers preferred access to an extensive distribution network in Canada, which includes 10,000 dedicated employees, and the largest air fleet and ground network with guaranteed Canadian delivery points in Canada among any competitor.

With terminals across the United States, partner offices in every country and major city worldwide, and an affiliate customs broker and ocean division (SBA Consolidators, Inc.), SBA is ready to fulfill all of your shipping and logistics needs. Our award-winning Web site, servicebyair.com, is easy to navigate and filled with useful information to help make your shipping experience as smooth as possible.
TransGroup Worldwide Logistics • www.transgroup.com

www.transgroup.com provides comprehensive information about TransGroup Worldwide Logistics, including locations, services, and global transportation and logistics capabilities. Detailed information about TransGroup’s Web-based logistics management tools is also provided, as well as customer login access and links to resources useful to shippers. Visit www.transgroup.com to learn about TransGroup Worldwide Logistics, or contact TransGroup at 800-444-0294, or by e-mail at info@transgroup.com.

Capital Transportation Logistics (CTL) • www.shipandsave.com

Our consortium purchasing power allows us to negotiate prices that our clients typically cannot obtain on their own. CTL’s Web-based client profile allows you to make the best shipping decisions for your needs and also provides powerful management reports to assist you in improving your company’s bottom line. Our freight payment process produces up to an 80-percent reduction in your freight payment processing costs. Contact us to see what savings CTL will bring to you.

Cass Information Systems • www.cassinfo.com

Cass is an information services company with a primary focus on transaction processing in the area of payables and payables-related services. Cass performs transaction processing at the highest levels in an integrated, efficient, systematic approach using proven core competencies: data acquisition, data management, information delivery, and financial exchange. Since its founding in 1906, the Cass organization has continually renewed and reinvented itself in response to a changing and challenging marketplace. Find out more at the Cass Web site.

ClearTrack Information Network • www.cleartrack.com

ClearTrack is the leading provider to the retail industry of global end-to-end supply chain visibility and Supply Chain Event Management (SCEM) technology. ClearTrack offers a hosted, online supply chain event management service electronically connecting silos of information with all trading partners while offering users access via an easy-to-use tracking, reporting, and alert notification tool.
CT Logistics • www.ctlogistics.com

CT Logistics can help you save money – no matter your company’s size. For small- and medium-sized shippers, CT Logistics offers its TranSaver shipper cooperative buying program. Larger shippers can simplify their freight spending with CT Logistics’ exclusive FreitRater freight bill rating and processing system. And businesses of all sizes can benefit from AuditPay freight payment services. Add to these offerings a wealth of online collaboration and reporting tools, and it’s easy to see why shippers have trusted CT Logistics with their freight payment needs for more than 86 years.

CTSI • www.ctsi-global.com

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

NFI • www.nfiindustries.com

Founded in 1932, NFI offers a variety of integrated supply chain services to help businesses manage, grow, and succeed in today’s marketplace. The company is one of the largest privately held third-party logistics providers in North America. NFI divisions include NFI Distribution, NFI Logistics, NFI Transportation (Dedicated and OTR), NFI Intermodal, NFI Real Estate and Development, NFI Global, NFI Contract Packaging & Decorating, and NFI Consulting.

nVision Global • www.nvisionglobal.com

nVision Global offers complete Web-based freight bill audit and payment software, capable of capturing from 24 to 110 pieces of information from carrier freight bills and other related documents. Date verification is performed automatically to ensure the accuracy of crucial information on your freight bills by cross-referencing against bills of lading, purchase orders, and others. Pricing audits are also performed to verify freight bill prices based on your own negotiated carrier pricing agreements. Freight charges are also itemized to include accessorial charges and other shipping expenses. Tolerances based on dollar amounts or percentages can be set, and multiple allocations of accounting codes are possible.
Order Logistics • www.orderlogistics.com

Order Logistics has turned the table on the freight payment process. No more post audit requirements; no more reconciling transactions after funds have changed hands; no more processing of debits and credits after the fact; and no more building a logistics database from multiple systems. Through its Financial Services Module, Order Logistics provides an automated transaction auditing, processing, and payment tool that allows you to pay freight invoices based on your contracted rates and automatically collects up to hundreds of columns of freight data. Visit the Web site to request a free demo.

TranzAct Technologies, Inc. • www.tranzact.com

TranzAct Technologies, Inc. helps shippers reduce their transportation spend while providing the tools necessary to remain in control and focus on business development, not task management. You can make better business decisions on an ongoing basis with our solutions that include accurate and timely freight audit and payment; flexible, Web-based reporting and TMS applications; and carrier contract negotiation and consulting that deliver sustainable results.

ADS • www.adslp.com

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

Federal Fulfillment • www.federalfulfillment.com

The Midwest’s leading fulfillment company since 1994. No set-up fees, no receiving fees. Complete pick, pack, and ship for businesses of all sizes. Ideal Chicago area location for shipping zones. Discounts on carrier rates available. Full-service fulfillment services including streamlined order fulfillment; pick, pack, and ship; inventory warehousing; logistics management; returns processing; and custom packaging and assembly. Federal Fulfillment can save you money and time. Call 815-578-4300 or visit our Web site today.
**New Breed •** www.newbreed.com

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

**ORCON Logistics, LLC •** www.orcon.com/logistics/logistics.htm

ORCON Logistics’ mission is to reduce our clients’ operating costs and to enhance their customers’ fulfillment-related experience through superior service, exceptional order accuracy, and advanced fulfillment systems. We strive to reduce fulfillment-related costs immediately, and to improve processes to allow for long-term growth and prosperity to various-sized companies that may have been previously unable to afford such services.

**FURNITURE LOGISTICS**

**Beltmann Integrated Logistics •** www.beltmannlogistics.com

When you turn to Beltmann Integrated Logistics for your hospitality or health care furniture, fixtures, and equipment (FF&E) needs, you gain a significant competitive advantage – the ability to put your fully furnished and equipped facility in service and produce revenue quickly and painlessly. During the past 10 years, Beltmann Integrated Logistics has handled projects ranging from limited service hotels and health care clinics to some of the largest and most complex resorts and hospitals in the industry. Find out more by calling 877-564-4797 or visiting the Web site today.

**Associated Global Systems •** www.agsystems.com

Associated Global Systems is a leading provider of world-class transportation, logistics, and supply chain solutions on a global basis. Established in 1958, AGS provides a complete menu of time-definite domestic and international services, with coverage from more than 400 cities in the United States and a network spanning 205 countries. Our comprehensive technologies include myAGS.com(InfoNet), myAGSinventory.com(Supply Chain), and Quick Quote.
IN THIS SECTION:
Global Trade/Logistics • Logistics IT

Blinco Systems • www.blinco.com

3rdwave GCM (Global Commerce Management) solutions bring extended command and control capabilities to global supply chain execution and management. 3rdwave GCM integrates global trade management, track and trace, item-level visibility, full total landed cost management, import and export regulatory compliance, and customs management (ABI, AES, ISF) with its powerful back office execution system, dynamic graphical reporting environment, and collaboration platform, ensuring that the right information gets to the right manager or operator, at the right time, in a format that delivers superior results.

ClearTrack Information Network • www.cleartrack.com

ClearTrack is the leading provider to the retail industry of global end-to-end supply chain visibility and Supply Chain Event Management (SCEM) technology. ClearTrack offers a hosted, online supply chain event management service electronically connecting silos of information with all trading partners while offering users access via an easy-to-use tracking, reporting, and alert notification tool.

Integration Point, Inc. • www.integrationpoint.com

Integration Point® Inc.’s real-time global trade management solutions help many of the best-known companies import and export goods more effectively by providing up-to-date international trade compliance. Today, Integration Point helps manage more than $400 billion in trade in over 100 countries. The Integration Point solution is a comprehensive suite of fully integrated Web-based software products that provide consistent and secure access to information around the clock, including: import/export management, global classification, C-TPAT, AEO, denied party screening, 10+2, and more.

Aankhen, Inc. • www.aankhen.com

Unique real-time supply chain visibility from Aankhen allows you to see where your inventory is in the world. Intelligence from Aankhen will tell you where it will not be on time. Dell realized millions in savings in global procurement and logistics spend using Aankhen’s solutions without disrupting its logistics or supply chain network. Using innovative “Shouldbe Cost®” computations, Aankhen’s software identifies actionable hard-savings opportunities. Aankhen’s packaging and transportation intelligence reduces your carbon footprint and costs.

Arcline (2000) Inc., creator of the ArcFreight and ArcFleet software systems, provides clients with products that are developed and supported in North America. Industry- and time-tested since 1991. Pricing includes training and support. Flexible in-house payment plans and lease options are available, as well as full version trials. Customize your system with our available ArcModules. Everything you need in one complete system.

Catapult International • www.gocatapult.com

Who is my best option from point A to point B? How do I keep my rates up to date? Catapult International provides ocean/air rate optimization and surcharge maintenance (contract management) through its Catapult QMS Web-based software. It also provides freight tender systems, global pricing tools, API feeds, international freight calculators, and more. Visit www.gocatapult.com today.

CDM Software Solutions • www.cdmsoft.com

CDM Software Solutions, Inc. – a certified U.S. customer vendor based in Chicago, Ill., with sales offices located in Seattle, Wash.; San Antonio, Texas; Phoenix, Ariz.; Hong Kong; SAR and Shanghai, China – is a leading provider of software solutions to freight forwarding, NVOCC, warehouses, exporters, importers, and logistics companies. CDM Software Solutions’ suite of logistics software solutions includes ISF (10+2), Sea AMS (24 Hour Rule), WinFrt (freight forwarding and NVOCC solution), WinEDI (integrated customer and carrier electronic data exchange), WinWMS (warehouse management), and WinCTS (Internet-based quotes, booking, SLI, and complete shipment cycle visibility).

ClearTrack Information Network • www.cleartrack.com

ClearTrack is the leading provider to the retail industry of global end-to-end supply chain visibility and Supply Chain Event Management (SCEM) technology. ClearTrack offers a hosted, online supply chain event management service electronically connecting silos of information with all trading partners while offering users access via an easy-to-use tracking, reporting, and alert notification tool.
Descartes Systems Group • www.descartes.com

Descartes’ logistics management solutions automate, manage, and streamline the end-to-end shipment management process with ongoing real-time visibility through an electronic multimodal network, the Descartes Global Logistics Network. This network provides messaging services between logistics trading partners, shipment management services for carriers and logistics intermediaries, and private fleet management services. These solutions help Descartes customers reduce administrative costs, billing cycles, fleet size, contract carrier costs, and mileage driven, as well as improve pickup and delivery reliability.

Dutycalc Data Systems • www.dutycalc.com

Dutycalc has provided duty drawback solutions to the industry since 1981. The company designs, develops, and implements management support systems for the import, export, and brokerage communities. Whether your needs are software or service, Dutycalc, the leading drawback company with more than 300 systems implemented throughout the United States, is the logical choice. Visit Dutycalc online for all your drawback needs, including articles, tips, links, and various e-tools.

Freightgate • www.freightgate.com

Freightgate offers unique Internet solutions for logistics and supply chain management. The PLTX Suite covers the entire logistics management lifecycle: GTM-Trek! for RFQ and tender management; WISA, the innovative What-If-Scenario Analysis tool; Tariff-Trek! for service contract and quote management; FMC-Trek! for FMC publishing compliance; I-Trek! for supply chain collaboration, visibility and control; Pay-Trek! for freight bill audit and payment; I-Sail! for online sailing schedules; and Schedule-Trek! for airline scheduling.

IES • www.iesltd.com

IES offers one seamless logistics software solution scalable to any size operation. Eliminate repeated data entry by dynamically flowing data throughout the entire transportation process. IES is the only company to offer complete NVOCC, AES, and ACI supply chain solutions along with ABI, freight forwarding, and warehousing with fully integrated Accounting. IES products are operated in over 70 countries with thousands of users and millions of daily transactions.
Web Freight Pro from Infotek Consulting offers subscription, purchased, and hosted Web-native TMS and WMS solutions for 3PLs, brokers, forwarders, carriers, wholesale, distribution, and retail shippers with the technology needed to grow profitability in single or multimodal domestic and international freight/warehouse cross-docking/fulfillment operations. Technology includes partner EDI to create, manage, and efficiently track shipment and inventory details 24/7 from anywhere with an Internet browser, including customer self-service. Small to medium-sized companies can compete with larger freight/fulfillment competitors through customized technology and complete software solutions. Do you have the technology to succeed? Visit our Web site or call us, 888-481-0300, to learn more about how we can help you improve your business.

LeanLogistics meets the latest needs of major shippers of goods with its far-reaching, Web-native Transportation Management System—On-Demand TMS. Customers reduce their transportation cost and increase efficiency with a typical payback of less than one year—Return-on-Cash. Dozens of companies have selected On-Demand TMS to manage transportation for over 150 brands and to optimize shipping and address challenges such as obtaining carrier coverage, managing ever-changing networks, controlling inbound freight, creating continuous-move opportunities, and settling freight bills quickly and accurately. On-Demand TMS is the undisputed leader in networked TMS, processing billions of dollars in annual freight bill expenditures for 10,000 users interacting with thousands of carriers.

MagicLogic’s Cube-IQ software represents the state-of-the-art in load planning software. It is built around the best loading engine on the market and will give you optimal volume/weight utilization. Cube-IQ comes with its own database, data import/export and reporting. The software was designed from the start for 32-bit Windows and produces clear 3D load diagrams. Cube-IQ has built-in modes of operation for container, truck, and ULD loading, palletization, and cartonization.

MyFreightWorld knows the demands of today’s freight transportation marketplace. For over 20 years, we have supplied our technology and expertise to third-party logistics companies, freight brokers, and many other participants in the supply chain management sector. Our core competencies include easily customizable Web applications and Web services in logistics, highly responsive outsourcing of administrative support, efficient RFP/RFQ bid management for less-than-truckload and truckload transportation, and trucking network development. If these needs are part of your freight world, then consider tapping the customer-focused expertise of MyFreightWorld.

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myLogistics Inc. • www.mylogisticsonline.com

myLogistics™ provides quality technology solutions designed to meet the unique logistics needs of clients. Its core products, based on more than 15 years of development experience, include: routing, scheduling and optimization; Web-native TMS functionality; and private and dedicated fleet delivery solutions including online GPS visibility. A newly released, fully integrated mobile solution can be implemented to complement these services. The comprehensive, yet affordable, offerings are driving immediate, real savings and efficiencies today with a number of top companies.

New Breed • www.newbreed.com

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

nVision Global Technology Solutions, Inc. • www.nvisionglobal.com

nVision Global Technology Solutions, Inc. is a leading international freight audit, payment, and logistics management solutions provider. With locations in North America, Europe, and Asia, our staff is fluent in over 25 languages, and processes and pays freight invoices from over 190 countries worldwide. Over the years, our customers have come to rely on our prompt, accurate Sarbanes-Oxley-compliant freight payment services, as well as our leading-edge information management analytical tools including global mapping, graphing, benchmarking, modeling, and network optimization analysis to help them manage their overall supply chain costs.

ProShip • www.proship.info

ProShip multi-carrier parcel shipping software was created from the ground up to handle large volumes, and scale to multiple distribution center environments with unlimited integration capabilities. ProShip handles fast-changing situations and is easy to integrate. ProShip, from Best Way Technologies, is certified by all major carriers. Its browser-based reporting extends shipping information to all interested departments. Contact us to turn your shipping department into a profit center.
QuestaWeb, Inc. • www.questaweb.com

QuestaWeb is a premier provider of integrated Web-native global trade management software solutions. The business model unifies import, export, logistics, compliance, and financial processes including customs clearance, reconciliation, drawback, licensing, parties screening, product catalog, P/O performance, tracking, and event management. The centralized global database maintains up-to-date trade content, and supports multiple languages and currencies. Our solutions proactively manage export and import processes for importers, exporters, forwarders, and brokers, and ensure compliance with ever-changing cross-border regulations.

Transplace • www.transplace.com

Transplace delivers supply chain excellence through an optimal and flexible combination of industry-leading global and domestic logistics services and technology. Tap into our dense network of shippers and transportation providers through On-Demand transportation management and a suite of professional services tailored to your organization’s needs.

TransportGistics • www.transportgistics.com

TransportGistics is a global, multi-product and services company that provides market-leading, simple, incremental solutions for transportation management and logistics functions within the supply chain. Our Web-based solutions enable our customers to source, procure, and execute transportation services; enable collaboration; reduce costs; improve processes; identify hidden costs of transportation; improve vendor compliance routing guides; improve Supplier Relationship Management; monitor vendor performance; improve shipment visibility; generate automatic, status-driven alerts; and monitor carrier performance with respect to time in transit, service failure, and billing.

Zepol Corporation • www.zepol.com

Zepol provides trade data tools that analyze the U.S. import and export market. Zepol’s TradeIQ™ analyzes approximately 30,000 import bills of lading daily from the U.S. Customs’ Automated Manifest System (AMS). Zepol’s products are subscription-based Web services that can be accessed at any time from anywhere in the world. Visit www.zepol.com to learn more about trade data tools and see video demonstrations.
Kiva Systems • www.kivasystems.com

Kiva Systems is shaking up the world of material handling with new technology and a new approach. Combining cutting-edge technology with distribution experience, the Kiva Mobile Fulfillment System “sets the inventory free” - radically transforming how companies think about the storage, movement, and sortation of products. Whether the problem is picking same-day customer orders or delivering totes of product to retail stores, Kiva can help simplify and improve your distribution center.

Schaefer Systems International • www.ssi-schaefer.us

Schaefer is a major supplier and systems integrator for all types of automated warehousing and distribution systems, including automated/storage retrieval, conveyor integration, picking solutions, software for shop floor control, sorter and pick to voice. We’re involved in all aspects of a project, from feasibility studies and cost analysis to design engineering and project management.

United Sortation Solutions • www.unitedsortation.com

United Sortation Solutions (USS) creates innovative sortation and conveying solutions for your toughest material handling challenges. We specialize in vertical applications with Vertical Reciprocating and Vertical Continuous Lifts for tight footprint applications. USS offers customized tote and carton stackers and destackers with automated cart loaders and unloaders for all item sizes. Providing thousands of vertical products to USPS and commercial clients has given USS invaluable experience designing and delivering robust equipment for your specific application.

W&H Systems, Inc. • www.whsystems.com

W&H Systems, Inc. is a leading material handling systems integrator, providing space and personnel productivity improvements through innovative, ergonomic, ROI-centric designs in our application of automation. We are one of the true engineering integration firms that have all the disciplines in-house. Capabilities include: systems analysis, design, simulation, engineering, controls and software, installation, commissioning, and post-sales support. Let W&H Systems provide you with the optimal material handling solution, cost-effective equipment, a flawless installation, and the support you deserve. We deliver what we promise. That is why more than 60 percent of our business annually is from repeat clients.
Westfalia Technologies • www.westfaliausa.com

Westfalia Technologies is a leader in providing logistics solutions for plants, warehouses and distribution centers. Our expertise combining software (WMS) development with automated equipment manufacturing reveals Westfalia’s ability to deliver turn-key solutions to meet each client’s specific needs with unsurpassed quality and control. To learn more about Westfalia’s products, including Automated Storage and Retrieval Systems (AS/RS), and Savanna. NET® Warehouse Management Systems, visit www.Westfaliausa.com.

Exel Transportation • www.exeltransportation.com

Exel Transportation is a leading non-asset-based third-party logistics company focused on delivering intermodal, truckload, and less-than-truckload services. Exel operates across the United States through its internal business development group and a highly qualified network of agents. Exel’s vast intermodal network covers all of North America. Exel provides solutions and action plans tailored to fit your supply chain. From expedited transit to lower-cost alternatives, Exel has your solution.

ID Label, Inc. • www.idlabelinc.com/dev

ID Label, Inc. designs and manufactures a broad range of innovative preprinted bar-code labels and signs for any warehouse application. From pallet ID labels to hanging warehouse signs, ID Label specializes in laminated variable information, sequential bar codes, consecutive numbers, and multi-color process to provide the best label and sign solutions for your warehouse. ID Label can deliver bar codes of various sizes, density, orientation, and all popular symbologies meeting today’s complex industrial standards to complement any WMS system on the market. Contact us today at 800-541-8506 or sales@idlabelinc.com.

SATO America • www.satoamerica.com

SATO is a pioneer in the Automatic Identification and Data Collection (AIDC) industry, and the inventor of the world’s first electronic thermal transfer bar-code printer. It revolutionized the bar-coding industry by introducing the Data Collection System (DCS) & Labeling concept—a total bar-code and labeling solution providing high-quality bar-code printers, scanners/handheld terminals, label design software, and consumables. SATO is one of the first in the industry to introduce a complete, multi-protocol EPC-compliant, UHF RFID solution. Turn to SATO for all your bar-code and RFID printing needs.
Xterprise • www.xterprise.com

Xterprise can deploy the right solution quickly and efficiently—while focused on value delivery. Our team offers vast experience in supply chain and enterprise management, and we fully support every element and activity in the Clarity™ value chain. Those services can include design and implementation, installation, training, documentation, operational assistance, and ongoing support via our 24/7 call center and Web-based and on-site maintenance services. Our consultants utilize a unique RFID Strategy Assessment™ (RSA) to develop strategic offerings for organizations in the consumer products, energy, retail and 3PL sectors.

Exel Transportation • www.exeltransportation.com

Exel Transportation is a leading non-asset-based third-party logistics company focused on delivering intermodal, truckload, and less-than-truckload services. Exel operates across the United States through its internal business development group and a highly qualified network of agents. Exel’s vast intermodal network covers all of North America. Exel provides solutions and action plans tailored to fit your supply chain. From expedited transit to lower-cost alternatives, Exel has your solution.

NFI • www.nfiindustries.com

Founded in 1932, NFI offers a variety of integrated supply chain services to help businesses manage, grow, and succeed in today’s marketplace. The company is one of the largest privately held third-party logistics providers in North America. NFI divisions include NFI Distribution, NFI Logistics, NFI Transportation (Dedicated and OTR), NFI Intermodal, NFI Real Estate and Development, NFI Global, NFI Contract Packaging & Decorating, and NFI Consulting.

New Breed • www.newbreed.com

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

Mericle Commercial Real Estate Services is the largest private developer of industrial space along Pennsylvania’s I-81 Corridor. Mericle owns and manages more than 11.8 million square feet in Northeast Pennsylvania and has more than two million square feet of tax-free logistics space available with 30-foot-plus ceilings, energy-efficient lighting, ESFR fire protection, abundant on-site trailer storage, and immediate interstate access. See www.mericle.com.

MidAmerica Industrial Park • www.maip.com

MidAmerica is logistically well-positioned for manufacturing or distribution centers. From our northeast Oklahoma location in the middle of the nation, many firms use our site as a strategic logistics hub to serve supply chains throughout the central United States. We’re Oklahoma’s largest industrial park and home to more than 75 businesses including more than one dozen Fortune/Global 500 divisions and foreign-owned companies. In addition to a convenient location between Dallas, Texas, and Kansas City, Mo.; Tulsa, Okla.; and Bentonville/Fayetteville, Ark.; MidAmerica also has available buildings, a skilled workforce, incentives, and remarkably low operating costs.

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Ambiance Personnel • www.ambiancepersonnel.com

Ambiance Personnel has been in business for 21 years, comprehensively servicing executive search, permanent placement, and temporary staffing positions exclusively for the international trade, transportation, and logistics industry. Our senior recruiter consultants have many years of extensive, industry-specific experience and knowledge. This expertise and insight give our recruiters the unique advantage and exceptional ability to seek out and identify the finest talent available for all positions within your industry. Ambiance welcomes the opportunity to demonstrate the quality of our services.
Franzetta & Associates, Inc. • www.franzetta.com

Franzetta & Associates, Inc. is an all-encompassing supply chain consulting firm. One of the services we provide for our clients is specialty-focused recruiting. Through the years, our impressive list of clients includes Fortune Top 10 as well as mid-market and small firms. We know the business and understand your needs. We have access to many top-notch logisticians, and will be able to more than accommodate your requirements. We nurture close relationships with both our clients and recruits to ensure success for both. E-mail: resumes@franzetta.com or call 814-466-9010.

Shey-Harding Associates • www.shey-harding.com

Shey-Harding Associates is an executive recruiter and human resource consultant specializing in domestic and international transportation (ocean, air, rail, and trucking) as well as logistics, warehousing, inventory control, and supply chain management. Confidential searches, corporate rates. Seeking an employee? Looking for a position? Contact Shey-Harding today at 562-799-8854 or hq@shey-harding.com.

Beltmann Integrated Logistics • www.beltmannlogistics.com

Beltmann Integrated Logistics provides cost-effective solutions for managing your technology asset recovery efforts. The 3PL provides accountability and visibility for the return of your end-of-lease and end-of-life IT assets, such as computers, routers, fax machines, servers, and storage devices. Beltmann can customize a cost-appropriate program that suits your needs, including secure transportation and warehousing, online track and trace, satellite tracking, and real-time inventory management monitoring. Find out more about how Beltmann can meet your reverse logistics needs; check out the Web site or call 877-564-4797.

Inmar CLS Reverse Logistics • www.inmar.com

Inmar CLS Reverse Logistics is an industry leader in providing technology-driven reverse logistics and supply chain solutions to the consumer goods and healthcare markets. Solutions include: returns management, asset recovery, risk management, supply chain analysis, and information intelligence. Inmar also provides promotion management services, pharmaceutical services, technology solutions, and information and document management.
New Breed • www.newbreed.com

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

Mallory Alexander International Logistics • www.mallorygroup.com

Mallory Alexander International Logistics is a leading third-party logistics (3PL) provider. As a specialist in global logistics and supply chain services, Mallory Alexander acts as a single source for all logistics and supply chain needs. Specifically, Mallory Alexander provides public and contract warehousing, freight forwarding (international, domestic, air and ocean), customs brokerage, import/export services, intermodal trucking and transportation, logistics services, and consulting.

New Breed • www.newbreed.com

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

Aankhen Inc. • www.aankhen.com

Aankhen’s unique on-demand supply chain security solutions allow you to track and trace the secure flow of goods across your global supply chain with real-time alerts for security and environmental exceptions. Intelligence from Aankhen helps supply chain, homeland security, border patrol, and customs organizations proactively mitigate potential supply chain and terrorist risks. On-demand services from Aankhen enable your organization to track your shipments immediately without requiring IT resources or expensive integration. Aankhen’s solutions have been proven across industries and global trade lanes.
Aljex Software, Inc. • www.aljex.com

Aljex has amazingly innovative Web-based software for carriers and freight brokers. If you see a demo of our software, you will want it. Why? You will see how Aljex can easily double the number of shipments you can handle. It’s so easy to learn that we include unlimited training and support. With Aljex, there is no long, painful switchover. In 24 hours we can have you trained, linked into the load-boards, have your logo on your forms, your users set up, your carriers and customers imported, and ready to work.

ClearTrack Information Network • www.cleartrack.com

ClearTrack is the leading provider to the retail industry of global end-to-end supply chain visibility and Supply Chain Event Management (SCEM) technology. ClearTrack offers a hosted, online supply chain event management service electronically connecting silos of information with all trading partners while offering users access via an easy-to-use tracking, reporting, and alert notification tool.

Capital Transportation Logistics • www.shipandsave.com

Our consortium purchasing power allows us to negotiate prices that our clients typically cannot obtain on their own. CTL’s Web-based client profile allows you to make the best shipping decisions for your needs and also provides powerful management reports to assist you in improving your company’s bottom line. Our freight payment process produces up to an 80-percent reduction in your freight payment processing costs. Contact us to see what savings CTL will bring to you.

Kuehne + Nagel • www.kuehne-nagel.com

Kuehne + Nagel, a leader in transportation and logistics worldwide, is North America’s premiere third-party logistics (3PL) service provider. Our superior service, integrated supply chain management, including sea- and air-freight, warehouse, and distribution solutions, will turn your logistics challenges into a competitive advantage. A global leader in international forwarding, Kuehne + Nagel also ranks among the top three worldwide contract logistics players. The company, founded in 1890, has more than 54,000 employees, 850 locations, and 100 countries.
NFI • www.nfiindustries.com

Founded in 1932, NFI offers a variety of integrated supply chain services to help businesses manage, grow, and succeed in today’s marketplace. The company is one of the largest privately held third-party logistics providers in North America. NFI divisions include NFI Distribution, NFI Logistics, NFI Transportation (Dedicated and OTR), NFI Intermodal, NFI Real Estate and Development, NFI Global, NFI Contract Packaging & Decorating, and NFI Consulting.

TranSolutions Inc. • www.transolutionsinc.com

TranSolutions Inc. is a leading supplier of freight claim management, logistics, claim recovery, loss and damage software, freight claim overcharge, loss prevention database, and Web-based applications. Our clients include Global 5000 companies in the specialty chemicals, pharmaceuticals, consumer packaged goods, and food and beverage industries. Since 1997, TranSolutions Inc. has helped companies decrease freight claim-generation cycle time and increase claim documentation organization, while reducing data input errors, accelerating carrier claim payment, increasing efficiency, improving quality, and directly influencing the freight claims management process.

TranzAct Technologies, Inc. • www.tranzact.com

TranzAct Technologies, Inc. helps shippers reduce their transportation spend while providing the tools necessary to remain in control and focus on business development, not task management. You can make better business decisions on an ongoing basis with our solutions, which include accurate and timely freight audit and payment; flexible, Web-based reporting and TMS applications; and carrier contract negotiation and consulting that deliver sustainable results.

New Breed • www.newbreed.com

To meet today’s challenges in transportation management, New Breed has invested in world-class technologies and intellectual resources to offer unsurpassed performance levels. Our job is more than optimizing your transportation service levels, our job is helping you outpace your competitors.
IN THIS SECTION:
Transportation/Freight Mgmt. – Trucking

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CRST • www.crst.com
When it comes to today’s complicated supply chain environment, it’s important to look at the big picture. Through its five divisions, CRST provides a broad array of transportation solutions, including van and flatbed as well as brokerage and transportation management services. CRST’s operating divisions are made up of CRST Logistics and CRST’s asset-based Carrier Group, which consists of CRST Van Expedited, CRST Malone, CRST Dedicated Services, and CRST Capacity Solutions. For more information, visit www.crst.com.

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

The Triangle Network • www.thetrianglenetwork.com
The Triangle Network is a group of closely-aligned logistics companies providing clients with an end-to-end solution for their supply chain needs. From the moment product leaves the factory, right up to the moment the goods are delivered to your retailers or individual consumers, The Triangle Network is with you all the way. Freight forwarding, customs brokerage, LTL and FTL trucking, warehousing, EDI fulfillment, assembly and distribution: The Triangle Network has what you need to succeed.
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Werner Enterprises, Inc. • www.werner.com

Werner Enterprises, Inc. is a premier transportation and logistics company, with coverage throughout the United States, Canada, Mexico and China. Werner maintains its global headquarters in Omaha, Neb., offering 24/7 service 365 days a year. Werner is among the five largest truckload carriers in the United States, with a portfolio of services that includes long-haul, regional and local van capacity, temperature-controlled, flatbed, dedicated, and expedited. Werner’s value-added services portfolio includes import and export freight management, PO and vendor management, truck brokerage, intermodal, load/mode and network optimization, and global visibility. Internationally Werner provides freight forwarding and customs brokerage services, and is a licensed NVOCC.

West Brother’s Transportation Services • www.westbros.com

West Brother’s brings a unique commitment to dedicated transportation services and to its clients across the continental United States. Through our Productivity in Motion™ culture we align and optimize our dedicated resources with the continuous productivity improvement goals of each client. West Brother’s affiliated companies go beyond transportation services to include commercial truck leasing and contract maintenance, distribution and warehousing, transportation brokerage, and trailer storage and rental.

Acme Truck Line • www.acmetruck.com

Acme is an oil field and general commodity carrier established in 1960. It specializes in expedited service with a fleet of 1,900 trucks serving over 6,000 customers throughout the United States and Canada. The company has more than 90 offices, most of them open 24/7. Acme Truck Line attributes its ongoing success to the company’s devotion to customer service and safety.
Kalmar Industries • www.kalmarind-northamerica.com

Worldwide Reach – World-class Moves. Kalmar is a global provider of heavy-duty materials handling equipment and services to ports, terminals, and industrial customers. With its market-leading lines of Ottawa terminal tractors and industrial forklift trucks, Kalmar helps customers operate with a higher level of efficiency. For more information, call 1-888-229-6300 or visit www.kalmarind-northamerica.com.

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Exel Transportation • www.exeltransportation.com

Exel Transportation understands the difficulties involved in managing the numerous carriers it takes to meet your customers’ transportation demands. That’s why it combines the benefits of having multiple LTL carriers with the ease and simplicity of utilizing a single provider. Exel’s focus is on customer service, and its team of experienced professionals will tailor a program that fulfills all your LTL needs. These specialists will analyze your freight flows, leverage Exel’s managed spend to negotiate aggressive pricing, customize a comprehensive routing guide specific to your lanes, and coordinate startup to ensure a smooth transition.
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Pitt Ohio Express strives to be people driven, customer driven, and quality driven. Pitt Ohio is an LTL carrier that delivers 9,500-plus shipments each day, with 98-percent on-time delivery and next-day service throughout the entire Mid-Atlantic region as well as Chicago, Indiana, and Michigan. Pitt Ohio Express is an innovator in the industry. Let Pitt Ohio be your transportation solutions provider. We’re Always There For You!

NFI • www.nfiindustries.com

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ClearTrack Information Network • www.cleartrack.com

ClearTrack is the leading provider to the retail industry of global end-to-end supply chain visibility and Supply Chain Event Management (SCEM) technology. ClearTrack offers a hosted, online supply chain event management service electronically connecting silos of information with all trading partners while offering users access via an easy-to-use tracking, reporting, and alert notification tool.
D&D Distribution Services • www.dd-dist.com

Full-service public warehousing and distribution services provider D&D Distribution Services is centrally located in York, Pa., near the mid-Atlantic region's major metropolitan areas and seaports. Our prime location and Foreign Trade Zone enhance our ability to provide local and global warehouse service. We serve customers around the globe, developing customized logistics and customer service solutions. Handling raw materials at the front end of the supply chain, and finished goods at the back, D&D Distribution Services develops flexible programs to accomplish customers' goals.

Delta Logistics • www.deltalogistics.com

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At Sunrise Logistics, we specialize in delivering supply chain solutions customized to fit your needs. Let our team of experts help you plan for long-term success, while responding to the daily challenges of business. Services include: temperature-controlled freight; competitive just-in-time deliveries; third-party storage and forward logistics; intermodal and backhaul opportunities; state-of-the-art storage facilities; value-added logistics services; and leading communication technologies. Check out our Web site or call us today at 888-518-8502.

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Wagner Industries • www.wagnerindustries.com

Wagner Industries is not just a trucking company, warehousing company, or any other narrowly defined organization. We’re a third-party logistical services company with multiple competencies to provide diverse services for our many customers across the United States. We provide contract trucking and transportation management, distribution centers, warehousing centers, packaging and assembly operations, and fulfillment. Plus, all services are provided with the highest standards of quality and the most technologically advanced information management systems. With our many areas of expertise, we can tailor a supply chain solution for your company to provide you with superb service while lowering your net cost.

WOW Logistics • www.wowlogistics.com

Headquartered in Appleton, Wisc., WOW is a nationally recognized leader in the third-party logistics industry. During the past 30 years, WOW has grown from a single 108,000-square-foot warehouse to over seven million square feet encompassing 26 warehouse locations in three states. In addition to public and contract warehousing, WOW offers a vast array of value-added services including transportation services, 3PL consulting, and cheese financing programs. WOW distribution centers offer multi-temperature, AIB-certified ambient, refrigerated, and freezer storage.
**WMS**

**Andlor Logistics Systems, Inc. • www.andlor.com**

Andlor staff has partnered with the logistics industry for more than 30 years. The software is a fully integrated 3PL WMS called E-Track. The WMS Internet front end provides access throughout the supply chain. Users enter orders and appointments, and access the status of receipts, shipments, invoices, client and VMI inventories with scheduled reporting and Excel output. Andlor also offers BacTracs for supply chain reverse logistics. Excellent functionality and support are Andlor’s trademarks.

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Westfalia Technologies is a leader in providing logistics solutions for plants, warehouses, and distribution centers. Our expertise combining software (WMS) development with automated equipment manufacturing reveals Westfalia’s ability to deliver turn-key solutions to meet each client’s specific needs with unsurpassed quality and control. To learn more about Westfalia’s products, including Automated Storage and Retrieval Systems (AS/RS), and Savanna.NET® Warehouse Management Systems, visit www.westfaliausa.com.

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ClearTrack is the leading provider to the retail industry of global end-to-end supply chain visibility and Supply Chain Event Management (SCEM) technology. ClearTrack offers a hosted, online supply chain event management service electronically connecting silos of information with all trading partners while offering users access via an easy-to-use tracking, reporting, and alert notification tool.

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YardTrac™, the next generation Web-based yard management software by Exotrac, is a comprehensive real-time yard management system (YMS) delivering high functionality and speed at an economical price point. YardTrac provides real-time trailer pool, inventory, and process management tools for storage yards, container freight stations, proprietary and third-party distribution centers, LTL carriers, and consolidators. The YMS gives you freedom from clipboards and walkie-talkies, and provides automated yard activity data capture with enterprise-wide visibility.
May 3–6, 2009, **International Supply Management Conference and Educational Exhibit**, Charlotte, N.C. The Institute for Supply Management’s conference covers eight educational tracks: doing business in China; talent management; headwinds and trends; supply management best practices; sustainability; project management; business continuity; and services procurement.

800-888-6276
www.ism.ws

May 13–15, 2009, **Council of Supply Chain Management Professionals Europe 2009 Conference**, Copenhagen, Denmark. Leading companies including LEGO, Siemens AG, CEVA, and Maersk Logistics present case studies, demonstrating their approaches for effectively turning supply chain barriers into competitive advantages. In addition to the traditional sessions, moderator-led discussion forums prompt peers to share their experiences in dealing with supply chain barrier issues.

630-574-0985
www.cscmp.org

May 27 and June 4, 2009, **C-TPAT and Worldwide Cargo Security Programs; Boston, Mass., and Anaheim, Calif.** The Customs-Trade Partnership Against Terrorism (C-TPAT), initiated by Customs and Border Protection in 2002, has become the basis of cargo security programs around the world. Attend this course, presented by the Global Trade Academy, for a review of cargo security requirements and how to complete a C-TPAT application. An overview of similar cargo security programs includes the European AEO program, FAST, StairSec, PIP, and Frontline. This course is for anyone seeking to gain the benefits of C-TPAT membership.

609-896-2020
www.learnatqta.com

May 27–28, 2009, **Managing Import Supply Chains**, Newark, N.J. This course, presented by the World Academy, covers topics such as importing from Asia, Europe, and Latin America; NAFTA issues; developing compliance programs for inbound supply chains; negotiating carrier pricing; and utilizing import supply chain technologies.

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If you’re as passionate about transportation and logistics as we are, you’ll appreciate the rhythms and rigs, anthems and gigs, sails, rails, and gales that have inspired musicians, songwriters, and listeners alike. These are the songs that make ships shake, tracks rattle, and trailers roll.

From a semi wheeling down the New Jersey Turnpike to a locomotive bellowing past Kankakee, a haunting dirge about a Great Lakes freighter, or a droll ditty that pushes the imagination and the pedal with Pig Pen, Rubber Duck, and Spider Mike, these songs are autobiographical and tug at the heartstrings; or observational about tugs pushing barge strings.

Classic rockers, singer songwriters, country troubadours, one-hit wonders, and The Boss have broken the mold or cast their unique versions of songs that celebrate what you do. Join us at inboundlogistics.com/tunes as we shuffle through our archives and roll down the road with a tribute to modal music. Rock on.

You can sample these tunes or add them to your playlist by logging on to www.inboundlogistics.com/tunes. Let us know what transportation-related tunes we’ve missed; we’ll add them!

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