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THE MAGAZINE FOR DEMAND-DRIVEN LOGISTICS • APRIL 2011

ANNUAL TECHNOLOGY ISSUE

# TOP

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April 2011 • Vol. 31 • No. 4

## INSIGHT

### 4 CHECKING IN

*The future ain't what it used to be.*

### 6 DIALOG

*Readers talk back.*

### 8 10 TIPS

*Reducing ocean freight costs.*

### 10 IN PERSPECTIVE

*Associate Editor Perry A. Trunick discusses shifting attitudes about U.S. trade.*

### 28 RISKS & REWARDS

*Avoid big losses when shipping big machinery.*

### 30 VIEWPOINT

*Gaining control over parcel transportation costs.*

### 32 IT MATTERS

*Optimizing inventory management with mobile devices.*

### 160 LAST MILE: PLAYING THE SPONSOR GAME

## IN PRACTICE

### 12 READER PROFILE Cooking Up World-Class Service

As corporate director of supply chain for food product producer MGP Ingredients Inc., Cheryl Harrity whets her appetite for improving sales and operations planning, optimizing inventory, and developing transportation programs.

## IN DEPTH

### 42 High Tech: The Rise Of SaaS and the Cloud

Cloud-based, multi-tenant solutions help organizations, including the Department of Defense, achieve better execution, visibility, cost savings, and collaboration with partners across the supply chain.

### 53 Top 100 Logistics IT Providers

IL's exclusive research on logistics technology trends and our picks for this year's leading logistics IT vendors (page 58).





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THE MAGAZINE FOR DEMAND DRIVEN LOGISTICS



**SHOW ME THE  
MONEY: FINANCE AND  
THE SUPPLY CHAIN**  
page 83

April 2011 • Vol. 31 • No. 4

## INFO

- 90 WHITEPAPER DIGEST**
- 93 IN BRIEF**
- 154 CALENDAR**
- 155 CLASSIFIED**
- 156 RESOURCE CENTER**

## INFOCUS

- 14 NOTED**
- 17 TRENDS**

*Japan's crisis creates supply chain aftershocks... Truckers face weighty issue... Manufacturers grapple with green.*

- 23 GLOBAL**

*Nike's new Chinese logistics center... Global disasters trigger air charter boom... UK tracks India's infrastructure growth.*



## INDEPTH

### 69 **SPONSORED EDITORIAL** **IT Thought Leaders**

One key step to finding answers to any logistics problem is knowing the right questions to ask. *Inbound Logistics* asked a team of supply chain technology leaders for their perspectives on the logistics challenges and opportunities impacting your business.



### 83 **Show Me the Money: Finance and the Supply Chain** Innovative supply chain management delivers financial benefits to your bottom line.

### 103 **SPECIAL ANNUAL WEB DIRECTORY** **WEB\_CITE CITY**

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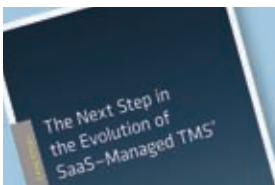
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# CHECKING IN



by Keith Biondo | **Publisher**



## The Future Ain't What It Used to Be

**A**s baseball's Bard of Brooklyn, Yogi Berra, once said, "It is tough making predictions, especially about the future." Those who orchestrate supply networks and supporting transportation and logistics operations in volatile economic times face stark reminders of how difficult predicting future product flow requirements can be.

As if that weren't true enough, Yogi also said, "The future ain't what it used to be." Beyond the day-to-day logistics and supply unknowns you face in this economic environment, earthquakes, tidal waves, civil unrest, revolution, piracy and drug wars, terrorism, rising fuel costs, currency fluctuations, bail-outs, and other disruptions are now the norm.

In the past, those types of disruptions were more isolated, more manageable. Today, however—even with good supply visibility and the best logistics technology—globally interconnected supply lines and markets cause those discordant ripples to range far and wide.

Is Yogi right about the future we live in? Japan's earthquake, tsunami, and nuclear emergency significantly cut global car production estimates even though demand is growing, say analysts. For example, 60 percent of Japan's engine and transmission plants halted production temporarily; rolling power restrictions impacted other plants. Component shortages are also reported.

It's not just the automotive sector taking the hit. Boeing, Sony, Nokia, Caterpillar—and perhaps your company, too—report disruptions at the point of product origin affecting the point of demand.

Then there's the 800-pound gorilla in our future: inflation. "Cost increases are starting to come through at a rapid rate," Walmart CEO Bill Simon warned recently, adding that U.S. consumers face "serious" inflation on most products.

It is impossible to completely solve issues like these as we struggle to manage our own supply networks. We can attack these challenges, however, using some effective tools: the best and latest logistics technology. For many, logistics technology's fundamental mission has been to improve internal-facing enterprise operations, such as warehouse throughput, yard management, and TMS. Its other mission, and perhaps more important one given the future we live in, is externally facing—solutions designed to foster vendor/customer integration, gain the visibility to make value chain operations quickly scalable, and better link marketing to production and supply chain management.

Your mission to keep your enterprise globally competitive likely includes a blend of both. That is why our annual Logistics Technology issue assembles the latest information on solutions offering the visibility and vision to help you tame thousands of variables and master your business logistics demands as efficiently as possible.

Like the man said, "The future we live in ain't what it used to be." ■

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**logistics**

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# DIALOG



## LETTERS TO THE EDITOR

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### Up to the Challenge

**Editor's Note:** In the February 2011 issue, we assigned readers a task: Summarize their jobs in only five words. Inspired by a similar contest by Canadian supply chain management technology firm Kinaxis, our challenge gave readers a chance to flex their creative muscles. Here are a few of our favorite submissions:

Use technology to avoid apology.

— David Jones

Inventory: 1-2-3-Plenty.

— Heather Sheehan

Sorry, cannot do it in five words, but here's my entry: Manifesting the energy of goodness by the spreading of good cheer with milk-run reliability.

— Steve Browning

### The Cost of Ownership?

First, I wanted to compliment you on your magazine. Many trade magazines eventually turn into nothing more than 150 pages of ads stapled together, but *IL* has been able to avoid that while still maintaining excellent

publication quality.

I am trying to find information on truck ownership costs, and I was wondering if *IL* has ever done an article on this. We are considering adding a fleet, and we wanted to get some numbers before we get too deep into this.

Thank you very much for any help you may be able to provide.

— Ralph Ware, EET Corporation, LT&S

**Editor's Response:** We haven't yet published an article on truck ownership costs, but perhaps our readers can contribute some insights. Contact me at editor@inboundlogistics.com, and look for feedback in an upcoming issue.

### Virginia's Chassis Solution

I just saw your article on the chassis scenario in our ports (*Weathering a Chassis Crisis, February 2011*). The Port of Virginia has a chassis program that other ports are modeling and has been a great success for many years. A profile might be a good follow-up to your article.

— Warren Hammer, Global Logistics, Business Development, Virginia Economic Development Partnership

### Of Ports and Panamax

I read your article on the ports in New Jersey (*On the Waterfront, January 2010*) with great interest. I am a commercial real estate broker in New Jersey, handling the sale and leasing of large warehouses along the New Jersey Turnpike. The containers that arrive at the port are filled with goods that may make their way to a New Jersey warehouse. The ability of the port to attract post-Panamax ships has a direct impact on my business.

I have been following the Port Authority's position on the Bayonne Bridge, and it has committed money to raising the bridge. However, it looks as though this project will not be complete until after the Panama Canal expansion is finished.

I understand shippers will not instantaneously switch to look for a deeper port. However, I am concerned at the speed with which a quasi-governmental agency such as the Port Authority can complete this all-important project.

Thanks for writing on the subject.

— Scott K. Perkins, Managing Director, Corporate Services, NAI James E. Hanson



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# 10TIPS

## STEP-BY-STEP SOLUTIONS

by Deborah Catalano Ruriani



## Reducing Ocean Freight Costs

**T**he best way to maximize ocean freight purchasing efficiencies is effective planning. Get a clear understanding of your shipments' scope, frequency, and quantity, then cement relationships with carriers to better plan your containers, advises Mark Malambri, senior vice president, global ocean products for Houston-based CEVA Logistics. Malambri offers the following tips to help shippers reduce costs and increase efficiencies when purchasing ocean freight services.

### 1 Minimize less-than-containerload (LCL) and 20-foot container use.

Costs decrease drastically when you use larger equipment.

### 2 Consolidate LCL freight to full 40-foot and high-cube containers.

When multiple shippers send freight to the same destination, combining the shipments can create savings.

### 3 Bypass U.S. distribution centers (DCs) and ship directly to stores.

When buying from several vendors in Asia, for example, don't ship the containers to a U.S. distribution center to

be stored as inventory until orders are picked and packed. Avoid warehousing and DC costs by consolidating shipments in Asia with other shippers and delivering directly to retail outlets.

### 4 Transload operations to inland U.S. destinations.

Once shipments arrive in the United States, send them to a transload facility to be repacked and loaded on trucks for delivery to inland destinations. This helps reduce costs and expedite shipments.

### 5 Forecast to the volumes by lane for your carrier base.

Forecasting starts at a high level, usually annually, but should be fine-tuned to a monthly or weekly forecast so carriers can update their allocation models. Providing lane and equipment information helps carriers align on a finite level and builds your credibility and reliability.

### 6 Make round-trip opportunities available.

Balance is key to maximizing efficiency. Providing inbound and outbound flows from a location allows carriers to make optimal use of equipment. If a carrier has to reposition

empty equipment back to its destination, it could lose revenue. Providing round-trip opportunities is a strategic way to increase efficiency.

### 7 Build strong, long-term relationships with your carrier base.

To strengthen your relationships, develop annual commitments, provide forecasting accuracy, and offer volume guarantees and import/export opportunities.

### 8 Review your carriers.

Maintaining good communication pays off. Hold quarterly or semi-annual review meetings with your carriers to discuss performance and market trends.

### 9 Know the market.

Assess current market prices, fuel costs, capacity, and demand. Your company will achieve best pricing by setting reasonable targets. Plenty of data is available to help build your knowledge of how the market is moving.

### 10 Pay carriers on time according to agreed terms.

Fulfilling your carrier commitments influences factors such as pricing and service. ■



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# [ INPERSPECTIVE ]

BY PERRY A. TRUNICK

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## Mad About Trade

Can Americans stop being angry about trade and instead get excited about the value it creates?

I just finished reading Daniel Griswold's new book, *Mad About Trade: Why Main Street America Should Embrace Globalization*. For those of us who find reasons to be angry about U.S. trade policy, it's refreshing to have someone declare he is over-the-top in favor of trade.

President Barack Obama and Mexico President Felipe Calderón's joint announcement of progress on the issue of cross-border long-haul truck access signaled a possible end to one of the most bitterly debated provisions of the North American Free Trade Agreement (NAFTA). But the matter is not resolved, and there could still be some hurdles to jump before trucks move freely across the border.

The language of the White House announcement offers a clue that the debate may not be over: "This path will allow for the establishment of a reciprocal, phased-in program built on the highest safety standards that will authorize both Mexican and U.S. long-haul carriers to engage in cross-border operations under NAFTA." So, we're only on a path to establishment of a program. We aren't there yet.

Further proof comes from the fact that Mexico is holding on to the retaliatory tariffs it put in place when the issue escalated a few years ago. "Once a final agreement is reached, Mexico will suspend its retaliatory tariffs

in stages," according to the White House. Clearly, Mexico doesn't trust the United States to put an agreement in place, then stick to it. History supports that view. An even-more-partisan Congress could create obstacles to cross-border flows.

Truck volumes moving across the border have been improving, according to the Bureau of Transportation Statistics. January 2011 saw a 20.5-percent increase in imports hauled by truck, and a 23.4-percent increase in exports, when compared with January 2010. Total trade for the month amounted to \$27.5 billion. At nearly \$800 billion in 2010, U.S.-Mexico bilateral surface trade was up 24.3 percent and shows early signs of continuing to rise in 2011.

That's only one indicator. As Daniel Griswold, director of trade policy studies at the Cato Institute, points out, "We have never exported more than we do now." Exports, as a share of the economy, have tripled since the 1960s. During that same time, the landscape of the global economy has changed

dramatically, and 75 percent of purchasing power now falls outside the United States. That certainly makes the current focus on increasing U.S. exports welcome news. Improving relations with one of the United States' largest trading partners is also a step in the right direction.

Griswold also defends imports as valuable, noting that most U.S. imports are not consumer goods but raw materials, intermediates, and components. Imports are at least as important as exports in bringing lower-cost, higher-quality products to lower earners, he says, adding "Protectionism is the enemy of the poor."

A dynamic economy creates and destroys jobs every year, says Griswold, but only about three percent of that is due to trade. The fact is, we are making more and better products with fewer workers. "We need to design policies that help people address transitions," he says, "but if you hold onto high trade barriers, you pay for it."

One vital transition we need is a shift in attitude from being angry about trade to being excited about the value it creates. Enthusiastic supporters can help apply the appropriate pressures to encourage free trade, with the stipulation that it is also fair trade. Like the Mexico truck crossings, it's a two-way flow. ■



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READER  
PROFILE

by Merrill Douglas

Cooking Up World-Class Service

**C**heryl Harrity caught the logistics bug from Penn State professor John Coyle. An accounting major when she entered Coyle's Business Logistics 101 course, Harrity soon changed her focus, choosing logistics as her major and her career.



What made the pull of logistics so strong? "I could make things move and happen," Harrity says. "I could make an impact."

Harrity has held a variety of supply chain positions, working for manufacturers, service providers, and consulting firms. Since December 2010, she has been making things move and happen at MGP Ingredients (MGPI) in Atchison, Kansas.

From manufacturing facilities in Atchison; Pekin, Ill.; and Onaga, Kansas, MGPI produces three kinds of products: food ingredients, food-grade alcohol, and biopolymers. The latter are used to make eco-friendly utensils, toys, decking, and other items. The primary raw materials for all these products are wheat, sourced from ConAgra Mills, and corn, sourced from Bunge Corp.

Harrity first came to MGPI as a consultant, tasked with assessing the supply chain and recommending initiatives to make the company a world-class customer service organization. "We benchmarked the whole supply chain on the

The Big Questions

What do you do when you're not at work?

I read and play golf. I'm an officer of the Council of Supply Chain Management Professionals, and the American Logistics Aid Network, an association that helps nonprofits such as the Red Cross provide disaster relief.

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KEY INGREDIENTS

NAME:	Cheryl Harrity
TITLE:	Corporate director of supply chain
COMPANY:	MGP Ingredients, Inc., Atchison, Kansas, since 2010
PREVIOUS EXPERIENCE INCLUDES:	Traffic specialist, fleet supervisor, warehouse supervisor, Acme Markets; consultant, logistics practice, KPMG Peat Marwick; vice president of transportation, CS Integrated; professor, Letter of Appointment, University of Nevada, Reno; practice lead, supply chain, APQC; partner, NaviChain Consulting.
EDUCATION:	The Pennsylvania State University, BS, business logistics, 1985; Temple University, MBA, physical distribution, 1991.



qualitative side, using the Council of Supply Chain Management Professionals' Supply Chain Management Process Standards, and all the quantitative benchmarks developed at APQC [where Harrity once served as lead in the supply chain practice]." MGPI then hired her to implement those improvements.

Harrity's domain at MGPI encompasses customer service, procurement, logistics, transportation, and inventory management. Her current focus includes programs to improve sales and operations planning, optimize inventory, and develop a better transportation program, both in North America and worldwide.

One of Harrity's main projects has been choosing a lead logistics partner and establishing that relationship. After a nearly five-month evaluation, MGPI selected Ryan Transportation, Lenexa, Kansas.

Ryan started managing MGPI's dry transportation in January 2011 and took over the liquid moves in March. The two companies recently finished linking their information systems, and are preparing to start communicating via file transfers.

"We've also implemented SAP in the organization," Harrity says. Thanks to that software and the integration with

the Ryan system, MGPI now can respond to customer orders much more quickly than in the past.

"We're moving orders instantaneously to Ryan's transportation management system," she says. "We've also improved timeliness, error prevention, and cost efficiencies in serving our customers."

Since logistics first caught her imagination, Harrity has enjoyed countless opportunities to make things move and happen. But what has been happening in Atchison might be the most enjoyable of all. "I've always loved my job," she says, "but this is definitely the best place I've ever been." ■

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# NOTED

THE SUPPLY CHAIN IN BRIEF

## UP THE CHAIN

A&P appointed **Marie Robinson** senior vice president of supply and logistics, responsible for streamlining and enhancing the organization's supply chain. Robinson, who has more than 20 years of logistics experience, began her career as a U.S. Army Logistics Officer before moving into supply and logistics roles at Walmart and Toys R Us.

Barco Uniforms promoted **Andrew Akiyoshi** to senior vice president, supply chain and operations. Since joining Barco, Akiyoshi has refined the company's operations across Asia, Africa, Central America, and Mexico, overseeing the entire supply chain from product development and sourcing to production and logistics.



**SolFocus**, a developer and manufacturer of solar energy systems, promoted **Bob Legendre** to president and chief operating officer. In his new position, Legendre oversees a broad range of activities including supply chain, manufacturing, engineering, deployment, field support, and product quality. Legendre has 25 years of experience in all aspects of operations management.

## soundbyte

"We have a Department of Transportation that is way too involved in state matters. Fifteen percent of the money is going toward enhancements to make things look nice, when 250,000 bridges are falling down in America."

— Senator Tom Coburn (R-Okla.) on the DOT's straying bureaucracy

## SEALED DEALS

Canada's **Hudson's Bay Company**, the oldest commercial corporation in North America, selected **Manhattan Associates'** warehouse management solution to help raise productivity within its distribution centers. The merchandiser is also using Manhattan's Transportation

Lifecycle Management suite to streamline processes across Canada, as well as U.S. transportation with its partner, New York-based upscale retailer Lord & Taylor.

Specialty boutique **The Shirt by Rochelle Behrens** has gone live with **Quiet Logistics'** robotic fulfillment services to help manage rapid growth. Appreciably increasing sales and expectations pressed the company to find a 3PL partner

that could help it deliver order and inventory accuracy at a competitive price.

**Land 'N Sea**, a private-label women's and children's apparel manufacturer, selected **NGC's** product lifecycle management and global sourcing software to respond faster to fashion trends, improve collaboration and efficiency throughout the product development and production process, and deliver better service to retailers such as Walmart, J.C. Penney, T.J.Maxx, and Kmart.

**Transplace** has extended its relationship with **Anna's Linens**. The specialty retailer of value-priced home furnishings will continue to leverage the 3PL's managed services solution and logistics technology for all domestic transportation management activities. Since 2008, Anna's Linens has contracted with Transplace to manage all inbound shipments to its distribution centers in Texas, California, and North and South Carolina, as well as all outbound freight to its 271 stores in 19 states.



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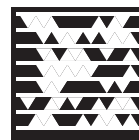
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# TRENDS

SHAPING THE FUTURE OF LOGISTICS

## Japan Crisis Creates SC Aftershocks

**T**he devastation and tragedy unleashed on Japan by a trio of domino-like forces—an earthquake, then a tsunami, and finally a nuclear meltdown—is now beginning to topple global supply chains. The immediate effect on U.S. companies with operations in Japan was muted, according to sources *Inbound Logistics* spoke with soon after the tsunami hit land. But supply chain aftershocks are emerging.

For Ecolab, a St. Paul, Minn., sanitation supply company with a manufacturing footprint in Japan, disruptions have been minimal. “Our workforce is safe and the plants are running,” says Mike Monahan, vice president of external relations, Ecolab. “One facility had minor damage that did not impact production. We are being affected by the disorder in infrastructure and logistics around Japan, however, which is making shipping and receiving a challenge.”

While some companies have been

successful executing short-term contingency plans, there is concern that Japan’s infrastructure losses, economic vulnerability, and disruptions to high-tech and complex manufacturing operations—the country’s strength—will be lingering problems.

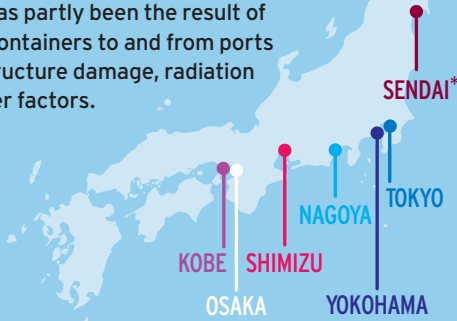
Japan’s vaunted automotive sector has the most to lose. If transportation is a source of concern for companies such as Ecolab, Japan’s carmakers and suppliers are cautious about the long-term effect of production shutdowns and supply shortages

by Joseph O’Reilly

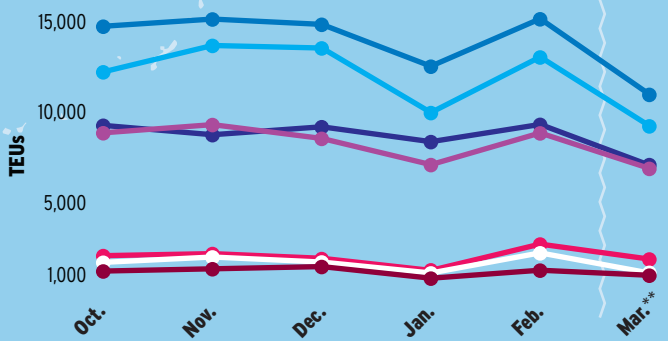


## Japan's Ports: Impact Indicator

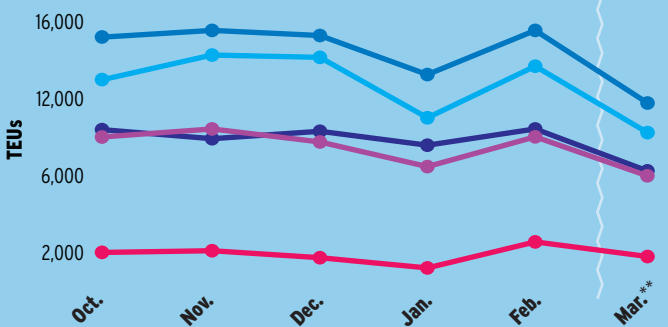
Import and export container volumes at Japan's ports dropped in the aftermath of the March 11, 2011, earthquake and subsequent tsunami. The dip has partly been the result of difficulty getting containers to and from ports because of infrastructure damage, radiation concerns, and other factors.



### Container Exports to U.S. (by Port) Oct. 2010-March 2011



### Imports to U.S. (by Port)-Oct. 2010-March 2011



\*Closest to Earthquake  
\*\*Shipments as of March 23, 2011  
Source: Zepol Corporation

on just-in-time manufacturing and lean inventory models across the world.

Toyota Motor North America is still assessing its network to ensure there is enough supply to build vehicles in the United States. Most of its Japanese plants are centrally located and nowhere near the disaster zone. Only four plants—subsidiaries supplying parts—were compromised following the earthquake and tsunami.

Production facilities closed immediately after the disaster, says Toyota spokesperson Javier Moreno. The company expected to begin production again on March 17, 2011. Getting spare parts facilities back online was top priority to ensure replenishment for vehicle repairs in the United States.

"There has been no lapse in taking care of U.S. customers," says Moreno. "There has been some build-up in the United States to manufacture products for overseas consumption. No scale-up has occurred at other production facilities, apart from extending overtime at U.S. plants. Toyota will continue to assess the situation."

### Lean Leads to Delays

To say the situation in Japan is still fluid is an understatement. Shortly after *IL* spoke with Toyota, the company announced it would stop manufacturing activities at all of its Japanese plants and subsidiaries for another week. The carmaker didn't resume production of its popular Prius model until March 28.

Other carmakers such as Ford, General Motors, and Honda are also idling production and leveling demand at facilities across the world to counter immediate supply constraints. Rolling blackouts have forced some Japanese facilities to take turns running assembly lines to conserve power. As lean as automotive supply chains are, shortages have already begun to materialize in the United States as factories feather the brakes on assembly lines.

General Motors halted production at its Louisiana truck plant. Toyota and Subaru followed suit to stockpile parts. Ford had to stop taking new orders for cars in Tuxedo Black, and is limiting orders in three shades of red due to a pigment shortage. The hard-to-get pigment is made at a single German-owned factory near a coastal town hard-hit by the tsunami and close to the damaged Fukushima Daiichi nuclear facility.

For industries where supply lines are more flush and lead times longer, shortages likely won't manifest for a few months. Apple, for example, predicts possible difficulty sourcing parts for its new iPad2.



Sony Ericsson faces a dearth of components for its mobile phones, and it won't be alone. Sources estimate that Japan produces one-fifth of the world's semiconductors, which are commonly found in computers and cellular devices.

Such shortages affect suppliers as well. The Philippines semiconductor industry association expressed concern that the disaster in Japan could disrupt the supply of raw materials from the country and affect the export of Philippines-made components back.

For now, shippers are generally concerned with supply chain implications rather than tactical transportation and logistics adjustments. Japan has always had great infrastructure density, especially at its ports. Industry observers expect a negligible impact in the ocean container trade (*see chart, page 18*). Getting product from manufacturing facilities to the coast, however, could

present some problems, especially where roads have been damaged and recovery efforts are ongoing.

#### Readying to Rebuild

While the rest of the world copes with supply chain contingencies, Japan faces its greatest reconstruction effort since World War II. Apart from the human toll and the material impact on transportation assets, Japan's economy will be under the microscope.

The country is two decades removed from its economic bubble burst, when out-of-control stock and real estate prices precipitated over-investment and collapsed the financial sector and countless industries. Government and private sector interests have been ultra-conservative over the past decade regarding fiscal practices, economic stimulus, and trade liberalization.

An outpouring of humanitarian aid

and assistance from trade partners will also expose an insular island culture. Japan's enduring keiretsu—"management by consensus"—approach to business has always placed great value on collaboration among Japanese multinationals. It has also created uneasiness about outsourcing. It will be interesting to see how Japanese industry responds, and to what degree it embraces outside help in its recovery.

For a small country, Japan's impact on global supply chains is remarkable. Many countries and businesses are stakeholders in Japan's economy. The United States contributed \$104 billion in foreign direct investment in 2009, by far the most in Asia.

The real impact of the earthquake and tsunami will likely take months to fully materialize, but in the meantime Japan will receive ample support in getting its economy back on the assembly line.

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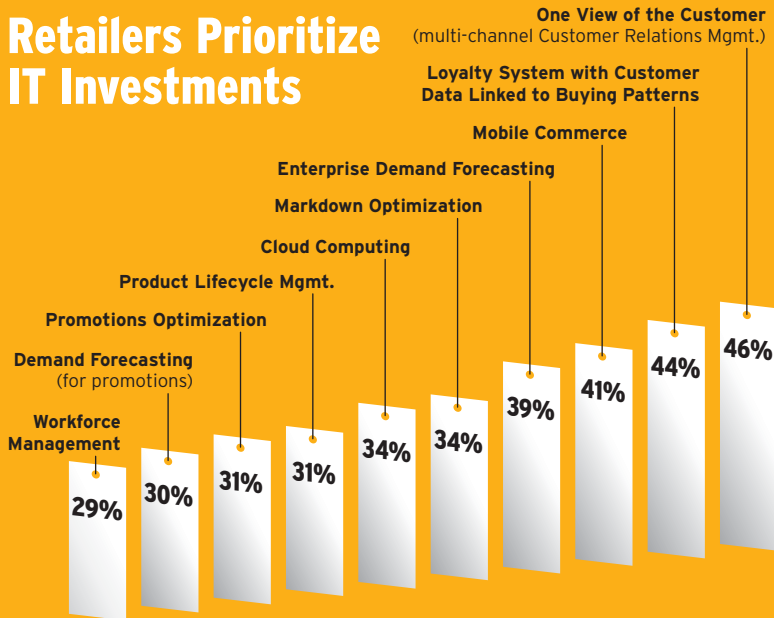


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## Retailers Prioritize IT Investments



Retailers are placing greater emphasis on investing in technology to address external challenges such as customer relations management, according to Aldata's 2011 Global Retail CIO Survey. Forty-six percent of the retailers surveyed plan to use IT to gain "one view of the customer" to better understand buying patterns and improve margins. The survey, which was conducted by Martec on behalf of Aldata, includes more than 130 retailers from 26 countries.

Source: Global Retail CIO Survey 2011

## Truckers Face Weighty Issue

Many shippers and motor freight carriers have been lobbying state and federal transportation authorities to lighten up restrictions on trailer weight capacities—an effort that would allow for more long combination vehicles (LCVs) and contribute fewer carbon emissions.

Opponents such as the Coalition Against Bigger Trucks (CABT) argue that heavier trucks divert volumes from the railroads—which some say are a greener and cheaper solution.

Allowing heavier trucks on interstates would add seven to 18 million more trucks on U.S. highways and subtract a big chunk from Class I traffic, according to a recent study by independent transportation consultant Carl Martland.

An increase in maximum truck weight from the current 80,000-pound limit to 97,000 pounds could reduce overall rail traffic by 19 percent, while an increase in LCVs would divert as



**Allowing heavier trucks on U.S. interstates could divert freight from rail and increase the burden on highway infrastructure.**

much as 36 percent of Class I traffic to truck, according to the study. If more states allow 97,000-pound, six-axle trucks, 7.8 million truck trips worth of freight would be added to highways. Longer LCVs could add 17.4 million truck trips worth of freight.

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"Allowing heavier or longer trucks takes us in the wrong direction," says Curtis Sloan, policy director for CABT, which opposes efforts to increase truck weight and size, including the recently reintroduced Safe & Efficient Transportation Act. "Raising the maximum truck weight will divert freight from railroads, add millions of heavy trucks onto our roads, and add more strain on budgets at all levels."

## Manufacturers Grapple With Green

A majority of mid-sized to large manufacturers are grappling with market pressures to measure and report on their environmental footprint and regularly change their business models, according to an IFS North America research study.

More than 80 percent of respondents report that green supply chains—in which companies make purchasing decisions based on non-financial criteria, including the environmental impact of vendors and their products—will become more important in the next three years. The study surveyed more than 200 executives who have manufacturing operations with revenue greater than \$100 million.

However, respondents indicate that their IT infrastructure, including enterprise resources planning (ERP) software, is not keeping up with changing green supply chain needs. Eighty-seven percent report that this data is handled at least in part through hard copy.

Meanwhile, more than 80 percent of respondents say their companies are running multiple business models or manufacturing modes; 74 percent have added modes in the past five years; 54 percent have added modes—engineer-to-order, engineer, procure, and construct, for example—at least twice during that period; and 28 percent have added modes three or more times. ■



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# GLOBAL

THE WORLD AT A GLANCE

by Joseph O'Reilly



## The Swoosh Swoops in on China

As a sign of China's booming consumerism, Nike recently debuted its largest Asian logistics center in Jiangsu province. The U.S. sportswear and equipment maker is preparing for rapid growth in its second-biggest global market.

The 2.2-million-square-foot logistics center in the city of Taicang

is the company's first mega facility in China and sixth worldwide. It handles all inbound and outbound products—including clothing, shoes, and sports equipment—for Chinese consumption. Nike expects the center to reduce distribution time and optimize the overall logistics process, ensuring faster delivery of products to

customers all over the country.

The opening of the facility fits the company's goal to expand revenues in China. Nike says it plans to broaden distribution of lower-priced products in a move to target consumers in smaller cities—all in an effort to boost market share and revenue as competition in big cities intensifies.

April 2011 • Inbound Logistics **23**



## Japan Upheaval Shakes Air Cargo

The International Air Transport Association (IATA) assessed the potential impact of Japan's crisis on global air transport and is coordinating actions with airlines to maximize existing fuel supplies, including voluntary tankering of jet fuel and industry-agreed rationing regimes should supply shortages arise. It is also tracking regulatory measures imposed by governments around the world for flights arriving from Japan.

IATA expects a major slowdown in Japan in the short term. The fortunes of the industry will likely not improve until it feels the effect of a reconstruction rebound in the second half of 2011. The \$62.5-billion Japanese aviation market represents 6.5 percent of worldwide scheduled traffic and 10 percent of the industry's revenues.

Charter airlines provide a lifeline when air cargo schedules are disrupted.



## Global Disaster Triggers Charter Boom

After Iceland's volcano eruption in 2010 snarled air traffic, charter businesses soared as supply chains looked to circumvent bottlenecks. In the wake of the disasters in Japan, mission-critical shipments have found a similar lifeline.

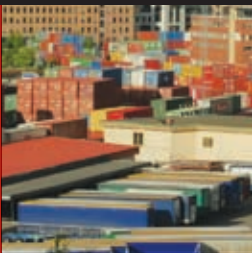
Russian air charter conglomerate Volga-Dnepr Group has been working with carrier partners and shippers to provide a "cargo supermarket" of solutions to help move critical and oversized cargo.

For example, on behalf of Damco, Volga-Dnepr arranged for an AirBridgeCargo Airlines' Boeing 747 charter flight to deliver oil rig pipes from Narita Airport in Tokyo to Billund, Denmark.

The flight schedule was affected by the devastation that hit the eastern side of Japan, but all parties worked closely to ensure timely delivery.



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## UK Tracking India Progress

As India plans to spend \$1 trillion on infrastructure development over the next five years, United Kingdom Minister for Trade and Investment Lord Stephen Green recently visited Delhi on a "rail mission"—with the goal of helping British companies seek out new business opportunities.

Rail transport is an important modal link for India's 1.2 billion people, especially given the meager state of road infrastructure and an impoverished majority. The country's busiest railway stations handle more passengers than all its airports combined.

The Indian government plans to spend \$81 billion developing its nascent rail network into world-class facilities, with specific emphasis on metro and high-speed rail projects. A comparatively paltry \$9 billion is earmarked to construct dedicated freight corridors along the eastern and western sides of the country, where hinterland port connectivity and throughput remain a concern.

Lord Green's effort is largely directed toward providing UK companies the opportunity to sell their expertise and capabilities to help India transform and build out its infrastructure capacity, which is key to driving future

economic growth. In July 2010, the UK and Indian Prime Ministers established the Britain-India Infrastructure Group to develop business interests in India's large-scale infrastructure development program.

Lord Green has also called for greater economic liberalization in India to further the enhanced partnership between India and the United Kingdom. **[ ]**



Britain's Lord Stephen Green (right) meets with Indian Minister for Urban Development Kamal Nath as part of his "rail mission" to give UK companies the chance to help build India's infrastructure.

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Barry Tarnef is an assistant vice president, Chubb & Son, and a senior loss control specialist for Chubb Marine Underwriters. 908-903-2000 • [btarnef@chubb.com](mailto:btarnef@chubb.com)

# RISKS & REWARDS

ISSUES AFFECTING  
LIABILITY MANAGEMENT

by Barry Tarnef



## Avoid Big Losses When Shipping Big Machinery

In their journey from manufacturer to customer, large pieces of sophisticated machinery often sustain costly damage due to lack of care and attention in packaging and handling. The losses, however, often go beyond the machinery's value. Businesses can also suffer significant production shortfalls if their facilities grind to a halt as they wait for replacement machinery.

Some examples of recent transit losses include:

■ Textile machinery shipping from Germany to the United States was damaged when a driver transporting it in a container at an East Coast port attempted a quick U-turn. The machinery fell, resulting in a \$1.8-million loss.

■ During bad weather in Asia, steel-forming machinery being transported from the United States to Korea broke loose in stow, causing a \$900,000 loss.

■ Paper-making machinery fell from a truck during transit between Canada and the United States. The cargo was reportedly secured at the loading site, but the driver was supposed to add more chains shortly after leaving. The loss exceeded \$200,000.

As these examples show, damage can occur at any point during shipment.

Insurance underwriters and marine loss control specialists often focus on traditional marine perils when considering international machinery shipments, but this cargo is also at risk when being transferred from pier side to a staging area within the marine terminal.

Modern machinery can also be easily damaged. In the past, machines were virtually indestructible, but today's machinery often contains sophisticated electronic components. Even apparently minor damage can result in a total loss if the original equipment manufacturers are unwilling to grant a warranty.

### PREPARING FOR THE WORST

Heavy machinery shippers can take the following steps to reduce handling and transportation risks:

■ **Assign surveyors to assess risk.** Many shippers do not use surveyors because the machinery's value falls within the company's insurance policy limits, and they can ship the cargo without notifying the underwriter. When the machinery's value is greater than the policy limits, however, businesses are required to notify the underwriter, who will typically arrange for a surveyor to supervise the shipment. Survey costs

average about \$1,000 per day plus travel and expenses, but this expense can pay off by significantly reducing the risk.

■ **Use military specifications as benchmarks.** Military specifications are considered the gold standard in the shipping industry because they were designed to ensure all types of cargo arrive at their final destination in good condition and ready for use. Commercial standards are adequate for most shipments, but it may be worthwhile to upgrade for very sensitive or mission-critical equipment.

■ **Outsource shipping services.** Instead of attempting to handle machinery shipments themselves, companies should consider hiring experienced logistics professionals. Experience in packaging, handling, and shipping can make a significant difference in whether cargo is damaged in transit or arrives safely. Ask a prospective logistics partner if it has experience not only with the type of cargo you plan to ship, but also with the cargo's destination.

Shipping large equipment to far-off locations takes skill and experience. While accidents may still happen, strategic planning can help ensure cargo arrives at its destination safely. ■





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# VIEWPOINT

by Harold Friedman

## 10 Ways to Gain Control Over Parcel Transportation Costs

**T**he amount of effort shippers put into carrier management directly correlates to their success at controlling transportation costs. Incumbent carriers often know more about their client's shipments than the shipper does. But shippers can tilt the actionable information scales in their favor to achieve lower parcel transportation costs.

Here are 10 points shippers should consider when seeking to gain control over parcel transportation costs:

**1.** Recognize that all discounts do not have the same value. For example, a next-day air base rate for Carrier A could be as much as seven percent higher than for Carrier B. Depending on your shipping patterns, a 45-percent discount from the carrier with the lower base rate can be more beneficial than a 50-percent discount from the other carrier.

**2.** Before selecting a carrier, consider the total impact of any proposal based on historical data, factoring in known changes you expect in future shipping patterns.

**3.** Know and understand all carrier accessororial charges, which can

easily represent 20 percent of the amount you are billed. You must recognize the services you are being charged for, including how frequently they will be used and the financial impact they will have. This knowledge allows you to identify which accessororial charges are significant and need to be negotiated with your carrier.

**4.** Carriers have different fuel surcharges. Level the playing field by proposing a single fuel surcharge that you develop to create an apples-to-apples comparison of these charges. This will eliminate one variable you have to analyze when comparing carrier costs.

**5.** Address-correction charges represent controllable costs. Most carriers will provide the correct address that should have been used. Pass that information on to the business unit that originated the shipment to prevent these fees from becoming repetitive charges. Larger organizations should consider implementing address-hygiene software to eliminate these costs.

**6.** General rate increases should be considered a negotiable item in multi-

year contracts or contracts signed in the second half of the year.

**7.** Know your volume distribution by weight and zone, service type, and package type. Focus on the areas that will provide the best value. Ensure that discounts are negotiated and applied to each category.

**8.** When negotiating with carriers, invest the time to provide all request-for-proposal (RFP) participants with as much detail as possible about your business and shipping patterns. Be sure to include any distribution pattern and volume changes you expect will take place during the contract period.

**9.** Leverage your volume. Give the carrier the ability to provide global service. Today, integrated carriers offer a broad array of services. You may also want to consider using parcel carriers' less-than-truckload services to improve pricing.

**10.** Standardize the format for the RFP response you want to receive from the carrier. Provide a locked template that formats information so like services are compared and pricing does not stray from the areas you want to focus on. ■





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# IT MATTERS

by Rick Pontin

## Going Mobile: Optimizing Inventory Management

**O**ne of the easiest ways to save money in your organization is by operating efficiently and productively, with no wasted resources. Central to this strategy is having the right amount of product at the right time—no more, no less. By optimizing inventory, organizations are able to improve customer service levels up to 25 percent, according to technology research firm Gartner.

Achieving optimal inventory management requires a delicate balance. An inventory surplus is a drain on a company's budget because it ties up cash that could be invested elsewhere. An inventory shortage can lead to missed sales opportunities, poor customer service, and even penalties if the business fails to meet service-level agreements.

Inventory managers need sufficient real-time data to eliminate excess inventory levels while increasing their ability to meet customer demand. Mobile supply chain solutions deliver the information managers need to predict their inventory requirements and avoid shortages.

If a store does not have a part on hand, for example, the inventory manager can quickly create cross-coverage to ensure

the item is sent from another store. With real-time visibility into their entire inventory, managers can make strategic decisions that enhance their businesses' efficiency.

### THE RIGHT TOOLS FOR THE JOB

Investing in mobile supply chain management technologies that provide detailed inventory visibility—where the product is, how much there is, and when and how to move the product from Point A to Point B in the supply chain—helps companies easily and effectively optimize their inventory. Through visibility to the movement of goods, businesses can avoid the pitfall of keeping product on the shelves for too long—and delaying cash liquidity.

On the other hand, cutting inventory levels can result in missed sales opportunities and lost customers. The data captured by mobile supply chain management solutions, however, can offer detailed information on which products are in demand and which are not.

Given the complicated nature of inventory management, it is key to find the right mobile software provider who understands all aspects of your business and your specific supply chain needs.

When evaluating mobile software providers, look for these features:

- Experience working with organizations similar to yours.

- A Software-as-a-Service delivery model, which is scalable and cost-effective.

- Strategic partnerships with carriers and integrators that can link mission-critical supply chain applications.

- A platform- and device-inclusive solution. These products can work on any mobile phone or computer and seamlessly integrate into your existing business environment.

- Accelerated implementation that has the system running in fewer than 30 days.

- Superior training and support, which results in faster employee adoption.

- Rapid return on investment, which will please your upper management.

Investments in mobile supply chain solutions are a vital step in achieving optimized inventory management. When inventory is optimized through the application of better technology and advanced processes, businesses can drive down costs, leverage market opportunities, and improve customer loyalty. ■





**In April 1946,** Milo Carlton opened the first Milo's Hamburger Shop on 31st Street and 12th Avenue North in Birmingham, Alabama. The restaurant was an instant success. Over the years, Carlton's business grew to multiple locations, and became famous for something else besides hamburgers – Milo's sweet tea. Customers, it seemed, couldn't get enough of it.

# A Refreshing Approach

To Transportation



# Milo's Sw



Bowing to popular demand, in April 1989 Milo's began manufacturing and distributing its Famous Sweet Tea in gallon jugs to grocery stores in Birmingham. By 2002, the tea business had grown so much that Milo's sold the hamburger chain in order to focus on its famous tea exclusively. Using the capital from the restaurant sale, Milo's Tea Company built a state-of-the-art production plant, and bought a fleet of 12 small refrigerated delivery trucks to handle direct-to-store distribution (DSD) within a 100-mile radius of the plant. Milo's also established business relationships with wholesale dairy distributors to handle distribution beyond the local area. By 2008, the company had expanded across the southeastern United States with distribution in 13 states.

Milo's rapid growth didn't come without headaches, however. Its private fleet was struggling under the burden of delivering to more than 330 locations within the DSD network, and meeting the stringent service requirements of large customers such as Wal-Mart and other major grocery chains.

"We do very well at brewing, packaging, and selling our tea," says Milo's vice president and chief operating officer Jay Evers, "but we'd outgrown our aging company-owned fleet, our routing system was pencil and paper, and truck maintenance and driver issues were becoming a big problem. Customer service was suffering and our distribution costs kept going up. We got to the point where Mitch Wolfe, manager of sales and marketing, and I were spending a third of our day on logistics, broken-down trucks, and angry store managers. During our options assessment, Mitch shared the positive experience he had with Ryder in a previous job. I was definitely interested in hearing

more given the fact, that our strained distribution system was in fact, limiting our ability to grow," Evers continues. "We realized that, although logistics is a vital component of our business, it was time to let professionals run that part of the business."

In October 2008, Milo's outsourced its fleet to Ryder under a dedicated contract carriage arrangement. The decision "was one of the best things we ever did," Evers says emphatically. It eliminated DSD service failures, cut weekly fleet miles by more than 25 percent, and reduced DSD costs by nearly 20 percent. More importantly, the arrangement freed up management to concentrate on the Milo's core business – growing the company.



# eet Tea

**MILO'S**  
FAMOUS TEA

## AT A GLANCE

### Designing a Solution

During the proposal development stage, Ryder and Milo's held numerous discovery meetings where Ryder learned about Milo's business, including the requirements of distributing refrigerated, perishable beverages. "Our tea has a 27-day shelf life, so it's handled just like milk," notes Wolfe.

"We went in, gathered Milo's order and distribution data, and developed a baseline profile of their operation," explains Mark Valenziano, director of operations for Ryder. "We were pretty sure we could reduce the size of the fleet by optimizing deliveries."

Ryder ran Milo's DSD data through its Integrated Logistics Planning System (ILPS) to optimize customer routes. The ILPS found that, by upgrading from straight trucks and vans to tractor trailers, Milo's could trim fleet size and weekly mileage significantly. "We developed a solution based on one or two deliveries per week per store, depending on the demand profile," Valenziano reports.

Given these parameters, Ryder's optimization engine initially recommended six 28-foot tractor trailer units and seven drivers. Milo's own fleet was operating with 12 trucks and 13 drivers.

### The Transition

At 3:00 p.m. on a Wednesday afternoon, Ryder drove six tractor



### CHALLENGE

Improve direct-to-store delivery (DSD) operations to enhance customer service and reduce distribution costs.

### SOLUTION

Replace an aging , unreliable delivery fleet with a state-of-the-art dedicated fleet management solution, complete with routing and dunnage support.

### BENEFITS

Enable new market entry and increased market share in core areas by:

- Eliminating DSD service failures
- 25% reduction in weekly fleet miles
- 20% reduction in overall distribution costs



trailers ready for service into Milo's yard and began loading tea for the next day's deliveries. "These larger vehicles required that drivers carry a commercial driver license (CDL)," says Jimmy Mann, Ryder's logistics manager at Milo's. "Since this had not been the case at Milo's, none of their drivers were equipped with the right license." Ryder provided all new drivers and by 4:00 a.m. the next day, Milo's new fleet hit the ground running.

The transition to an outsourced fleet was unannounced, so Milo's and Ryder were unable to conduct "dry runs" to work out any operational kinks. "This was about as cold a start as you can get," Mann acknowledges. As a result, we had to be sensitive to the new way of doing business, while making changes and modifications on-the-go.

"When the new drivers arrived at a retail store for the first time, they handed our customers a memo from Milo's explaining the change," Mann says. "Some customers didn't react positively because they had longstanding relationships with Milo's drivers. Once we figured out the little service adjustments that needed to be made, the relationships got better and the customer's initial concerns went away," Mann emphasizes.

### Every Crate Counts

When Ryder took over the fleet, Milo's didn't have an effective dunnage returns management process in place. "The effort it takes to manage milk crate returns was one of our biggest surprises," Valenziano remembers. "We thought that if you take 24 containers to Wal-mart, you'd automatically get 24 back. We didn't understand that everyone wants milk crates, so unless you have a good system in place to ensure equal returns, you end up losing a lot of crates. At a purchase price of \$3



each, the cost quickly adds up."

"It would be nothing for us to have \$4,000 worth of crates on a 53 foot trailer," observes Evers. "Overall, in a given day, we send \$100,000 worth of dunnage out there that has to come back. That's a lot of responsibility for the drivers."

Jimmy Mann worked with Ryder's drivers to develop an effective crate return process, educate drivers as to the importance of this issue, and train them to make this part of their delivery routine.

"Prior to our program, Milo's bought lots of milk crates," Valenziano recalls. "Now, with our new dunnage tracking, they only buy crates to replace damaged crates or support new growth."

### The Daily Routine

Each day by 11:00 a.m., orders automatically drop from Milo's information system to Ryder's ILPS. The ILPS maps out the next day's destinations, and assigns orders to routes. The delivery schedule is handed off to Milo's warehouse for order staging on the loading dock.

"If there's too much product allotted to a truck due to weight limitations, the system automatically flags the problem," Mann explains. "We shift or add routes as necessary to accommodate the day's order profile."

Drivers dispatch around 4:00 a.m., with each driver making eight to ten stops a day. When drivers arrive at the store, they unload the tea, check expiration dates, and move it to the cooler. "We keep our







refrigerated unit temperature between 34 and 35 degrees Fahrenheit to make sure the tea remains fresh for consumers,” Mann says. “Customers like Wal-Mart check the product temperature upon arrival. They stick a thermometer in between two gallons. If the temperature is above 40 degrees, they reject the load and we have to bring them a new batch of tea.”

Drivers rotate older Milo’s product to the forefront of the customer’s cooler so merchandisers stock that tea first. They pick up empty Milo’s tea crates and pallets and head to the next stop. During their stops, drivers take note of what’s selling, and report that frontline market intelligence back to Milo’s.

“Our drivers are more than just drivers – they’re route managers,” says Valenziano. “They provide field intelligence to Milo’s, and act as a frontline inventory management resource. This is an important part of the service they perform.”

Upon their return to home base, drivers offload the pallets and crates, which are washed and stored for re-use, and load their trailers for the next day’s delivery. Loaded trailers are positioned in the yard and plugged



into external power supplies to run the refrigeration units. This cuts diesel fuel consumption and frees up valuable space in Milo’s refrigerated warehouse to accommodate production coming off the line.

#### Lower Costs, Happier Customers

By outsourcing its DSD fleet, Milo’s accomplished exactly what it had hoped – freeing up management to focus on growth. “We take away the headaches involved with transportation,” notes Mann. “Because we’re there to manage it, Milo’s can focus on its core business.

Milo’s has realized a number of benefits in the two years since partnering with Ryder:

#### Reduced Operating Costs

With the old fleet, because trucks were under-sized for the overall customer volume, Milo’s drivers frequently had to deliver their route, return empty to home base, reload their trucks and head out for a

ABOVE CENTER, JIMMY MANN, LOGISTICS MANAGER, RYDER, WORKED CLOSELY WITH A NEW DRIVER TEAM IN MEETING CUSTOMER EXPECTATIONS AS THEY TRANSITIONED TO A NEW FLEET OPERATION.

“OUR STRAINED DISTRIBUTION SYSTEM WAS IN FACT, LIMITING OUR ABILITY TO GROW. WE REALIZED THAT, ALTHOUGH LOGISTICS IS A VITAL COMPONENT OF OUR BUSINESS, IT WAS TIME TO LET PROFESSIONALS RUN THAT PART OF THE BUSINESS.”

JAY EVERS – Vice President and Chief Operating Officer, Milo’s Tea Company





ABOVE (L TO R) JIM PARNELL, GROUP MANAGER LOGISTICS, RYDER; MITCH WOLFE, MANAGER SALES AND MARKETING, MILO'S; JAY EVERS, VICE PRESIDENT AND CHIEF OPERATING OFFICER, MILO'S; JIMMY MANN, LOGISTICS MANAGER, RYDER; IDENTIFIED DRIVERS AS A CRITICAL LINK IN BUILDING CUSTOMER SATISFACTION AND DELIVERING TRANSPORTATION EFFICIENCY.

second run. Unproductive mileage and costs quickly added up.

By sizing the equipment and fleet appropriately, Ryder cut weekly mileage from 7,000 miles to about 5,250 miles. That savings in fuel, manpower and mileage reduced overall DSD fleet operating costs by nearly 20 percent.

#### Increased Efficiency In Managing Seasonal Surges

"We have certain holidays – like Thanksgiving and Christmas – where we have a 20 percent spike in volume," Evers reports. "In the past, things were crazy when we tried to deal with those spikes. So we kept two to three drivers on staff all year round just to deal with those seasonal events. During our non-peak times, those drivers didn't have a lot to do. That gets expensive."

Under the dedicated contract, Ryder maintains a core fleet of equipment and drivers, and supplements that core with resources as necessary to cover a surge. The supplemental drivers are fully trained on Milo's delivery procedures and routes. Once the demand spike ends, the additional drivers and equipment return to other Ryder operations.

"Having this on-call capacity when we need it is of tremendous value to us," observes Evers. "It gets us the service and capacity we need without the ongoing cost burden."



#### Improved Reliability

Milo's aging in-house truck fleet had become a significant issue for the company. Wolfe notes, "We found ourselves dealing with breakdowns more and more frequently, resulting in missed delivery windows. Our trucks would get turned away, and we'd need to reschedule. That meant two things: a customer service disruption along with the added cost of repairs and spoiled product."

Today, fleet reliability is a given. Milo's fleet is new and well maintained. Should a truck break down, Ryder resolves the issue immediately with little or no service disruption. The same capability applies to drivers. If someone calls in sick, Ryder immediately finds a replacement.

#### Better Information For Better Management

Because Milo's in-house fleet operation was managed manually, the company had trouble capturing true cost and performance data. As a result, it was difficult to gauge total distribution costs and identify opportunities for improvement.

Ryder's on-board computers gather information on every aspect of the fleet operation. "With that data, we develop a weekly key performance indicator (KPI) report for Milo's which tracks mileage, cost per case, cost per delivery, on-time performance,





cases per delivery, fuel efficiency and dunnage returns,” says Valenziano. “These KPIs help Milo’s understand its unit costs. In the past, it took a lot of people working multiple spreadsheets to put this same information together.”

As one of its metrics, Ryder tracks delivery delay hours. “Tracking delay hours is very important,” insists Evers. “It goes back to knowing where trucks are and managing their time efficiently. We can use this information to eliminate bottlenecks or anything else that would slow us down.”

#### **Tapping Best Practices**

On a broader level, Milo’s benefits from Ryder’s longstanding experience running dedicated fleets. “We gain the valuable lessons Ryder has learned from other clients, and Ryder has the resources to act on those lessons,” Evers says.

“If they see an opportunity for improvement, they develop a recommendation, present it to us, so we can act on it immediately,” Wolfe adds. “Historically, we couldn’t do that. We didn’t have the time, were too involved in putting out fires, and didn’t have the





resources to change our configuration or processes.”

For example, Ryder initially designed the fleet as all 28-foot trailers. “Because of our growth,” Wolfe says, “Ryder suggested we change one of our 28-foot trailers to a 53-foot unit. The 53-footer would allow us to serve outlying cities like Tuscaloosa with one truck rather than two. If we were doing that as a private fleet, that would be pretty difficult. That’s not our core business - to buy, sell and trade vehicles. Ryder made it seamless.”

#### Thirst Quenching Growth

Customers have noticed the difference in Milo’s service. “We didn’t have many times where we were late,” says Wolfe, “but now we’ve completely eliminated them. We don’t have to scramble to get product to customers. Our on-time delivery performance is 99.8%.”

Better service is helping Milo’s grow its business, even in the company’s mature DSD market. “Ryder is employed in our oldest market, where we were stagnant,” remarks Evers. “We picked up sales because of the new fleet. It’s nothing for sales to be up 1,000 percent in a new market like Arkansas, where we’ve only been for a few months. But we’ve increased share in

our DSD market by about 4 percent. In a mature, flat market, that is very significant.”

Looking to the future, Milo’s and Ryder are exploring alternative delivery options for routes beyond the DSD 100-mile radius. “We’re exploring ideas like one-way hauls using a shared-asset model,” Evers notes. Ryder has real-time visibility into multiple customer operations, so they could orchestrate this kind of shared-asset solution.”

“Milo’s has an exciting vision about where they want to take the business,” concludes Valenziano. “We’re here to provide an efficient and flexible transportation solution to help them realize that vision.”

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The background is a vibrant yellow-green gradient. Overlaid on this are several stylized, overlapping cloud-like shapes in shades of light green and red. Within these shapes, there are patterns of binary code (0s and 1s) in white and yellow. A large, bold, white sans-serif font spells out the words "high tech" across the center of the image.

# high tech

**Supply chain technology is going to the cloud – yet the forecast is anything but gray. Cloud-based multi-tenant solutions help companies achieve better execution, visibility, cost savings, and collaboration with trading partners across the supply chain.**





# The Rise of SaaS and the Cloud

by Amy Roach  
Partridge

**R**emember when clouds were just white puffy shapes in the sky? Not so today. A whole new type of “cloud” has emerged that has nothing to do with the weather. Cloud computing—in which technology services and functionalities are provided via an online computer network—is taking center stage as the next big innovation in supply chain technology.

Because cloud-based supply chain technology solutions are deployed over the Web and offer access through an on-demand, pay-as-you-go model, they offer users the promise of great value and flexibility. And the variety of cloud providers, solutions, and networks available help make cloud computing an increasingly popular choice. Supply chain execution software spending will total \$2.3 billion in 2013, and 18 percent of that spending will be on cloud-type solutions, according to forecasts from technology research firm Gartner Research.





But what exactly is cloud computing? How does it differ from the also-popular software-as-a-service (SaaS) model? And does the difference really make a difference to the end user? Yes, no, and maybe so seem to be the most concrete conclusions one can draw. Providers, analysts, and users hold varying opinions as to exactly what comprises cloud computing and how it compares to SaaS applications.

"Philosophically, cloud and SaaS are the same thing," says Haluk Demirkan, professor of information systems and supply chain management for the W. P. Carey School of Business at Arizona State University. "Instead of buying and setting up software solutions internally, companies can rent them from an outside provider that hosts the applications on its own servers."

But the cloud functions on a larger scale than SaaS, Demirkan says, because in addition to offering software as a service, a cloud network may also offer service-oriented architecture, platform, infrastructure, database, or other capabilities as a service.

### Architected for Success

When it comes to the architecture behind cloud and SaaS-based solutions, the differences become apparent. SaaS solutions generally support multiple customers running on one single instance of the software (the multi-tenant model), while technically, any application that is hosted outside the four walls of an organization could be considered part of a cloud, regardless of the way it is architected. Many technologies that were originally built to function in a traditional installed-base environment are now available through a cloud, but they remain solutions that were developed for a single tenant.

"Any company can move its existing warehouse management system or enterprise resource planning solution to the cloud; that is just outsourced IT," says Trevor Read, president of Agistix, a

## Forecast: Increasingly Cloudy

Of the \$2.3 billion in supply chain execution software spending projected for 2013, an estimated 18 percent will be on cloud-type solutions, according to Gartner Research forecasts.



Source: Gartner Research

Redwood City, Calif.-based provider of SaaS-based logistics and transportation software solutions. "SaaS architecture, by contrast, uses the cloud to support multiple companies running on the same instance of the software."

"Any SaaS solution is necessarily cloud-based, but there is a difference between a hosted single-tenant application and a single instance, multi-tenant product that is inherently built to support multiple users' logistics networks," adds Greg Aimi, research director with Gartner Research.

### More Than Just a Buzzword

To some, getting mired in a debate over cloud versus SaaS misses the point. "Using the latest buzzword doesn't add value to an IT user; it's just a marketing message," says Martin Hubert, president and CEO of Freightgate, a Huntington

Beach, Calif.-based online, on-demand freight and logistics portal. "What an IT company labels its application may get attention, but what really counts is the value the solution generates."

The real debate, then, may be how cloud and/or SaaS-based solutions stack up against their more traditional, single-user architecture, installed-based rivals. For many companies, the benefits of cloud and SaaS solutions have made them a no-brainer choice for managing functions such as transportation, global trade management, procurement, purchasing, and warehouse management. Here is a closer look at some benefits of the cloud and SaaS-based model:

■ **Cost structure.** Because they lack the large up-front investment required by installed solutions, and offer companies the ability to pay for only what they need or use, cloud-based SaaS solutions carry an ideal cost structure for many organizations. In addition, this model can help companies achieve a faster return on investment.

"Because of the way the SaaS model is deployed, and the speed to implementation associated with it, return on investment comes significantly quicker than upfront investment in technology," explains Chris Timmer, CEO of LeanLogistics, a Holland, Mich.-based provider of cloud-based supply chain technologies. "Returns for SaaS solutions can come as early as four to nine months after deployment."

■ **Simplification.** By nature, the supply chain is a complex beast, with transactions occurring across multiple parties, at multiple times—and usually occurring outside an organization's four walls. Using technology to connect to these trading partners is a must, but those connections are not always efficient or easy to orchestrate.

Take a company such as Intel, for example. "Intel works with more than 2,000 suppliers," says Demirkan. "Consider the complexity of connecting with these suppliers when





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each has its own supply chain tool.”

If they were all using the same tool—such as SAP or Oracle—it would be easy, but that is unlikely to happen because not all suppliers are large or sophisticated enough to implement a major enterprise resource planning (ERP) solution. “Instead, through a relatively simple process, those suppliers can connect in the cloud to collaborate on logistics planning, forecasting, and procurement management,” Demirkan says.

“With installed single-tenant software options—either on-premise or

quickly. Cloud computing provides that ability; traditional approaches don’t,” says Rhishi Pethe, director, product marketing, for One Network, a Dallas, Texas-based technology provider offering supply chain and business intelligence solutions via the cloud.

This scalability comes from the ease and agility of deploying SaaS and cloud solutions. Adding or subtracting users and functionalities can be done on the fly to adjust the solution for changing business needs.

“If a retailer needs more computing power during the holiday season, for

how the logistics process ties into those aspects.”

The cloud model also allows users to connect those processes more completely than an amalgam of different software products. The end result? An efficient and cohesive supply chain.

“If disparate systems can’t work well together, why bother using them? What is the point of placing an order on a certain date if you don’t have capacity to fill it?” Pethe asks. “Using a cloud solution, where information is integrated on the same platform and is easily accessible to all users, makes more sense.”

“Having control of the logistics process lifecycle in one platform makes personnel more efficient, and offers the potential to react swiftly to shifts in the supply chain,” adds Hubert.

For example, in the aftermath of the March 2011 Japanese earthquake and tsunami, companies sourcing computer chips from Japan may need to quickly shift to another region. “Owning your information and being able to access, shift, and mine it any way you want is a huge advantage,” Hubert notes.

■ **Visibility.** The primary benchmark for any supply chain technology is how well it provides visibility into logistics and transportation processes and data. In this realm, cloud and SaaS solutions are well touted. The connectivity across multiple partners that is an inherent part of the cloud and SaaS model makes visibility a natural outcome.

“Our SaaS solution offers 100-percent visibility to all shipments across all carriers, regardless of where the shipment was executed,” says Read. “Users need real-time visibility of inbound transportation and shipments in transit, with all data normalized on one platform.”

### **IT Takes a Community**

For many companies, the unique value that cloud and SaaS-based multi-tenant solutions generate is the benefit of the network, or community, that can

*(continues on page 49)*

## **When a shipper begins using a cloud network, bringing its carriers, 3PLs, and suppliers online is a seamless process – and many of them may already be using the cloud network on behalf of other customers.**

cloud-based—companies must develop one-off connections to all their trading partners, which can be complex and time-consuming,” adds Aimi.

In addition, cloud and SaaS-based solutions can help make trading partners’ lives a bit easier. When a shipper begins using a cloud network, bringing its carriers, 3PLs, and suppliers online is a seamless process—and many of them may already be using the cloud network on behalf of other customers.

“We don’t require carriers to do anything beyond what their shippers are already asking them to do—such as sending communications via EDI or providing Web tracking services,” says Read. “We try to lift some of the technology burden off the carriers and partners.”

■ **Scalability.** “Customer demand is so volatile today that companies have to be able to scale infrastructure

instance, it can make advance consideration for that capacity in the cloud,” Demirkan explains. “The retailer doesn’t have to buy infrastructure that will scarcely be used during the rest of the year.”

■ **Flexibility and efficiency.** With scalability comes flexibility. Being able to adapt technology to suit business needs as they ebb and flow is the very definition of flexibility. In addition, many cloud platforms offer a wide variety of applications to choose from, enabling users to build their own portfolio of tools using just one network.

“Because our cloud is built on a single platform, users get an intelligent solution that can look across their entire supply chain,” notes Pethe. “In addition to a logistics solution, cloud users can choose to manage demand forecasting, order fulfillment, and replenishment using the same platform, and can see



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# DoD Marches to the Cloud

Outfitting war fighters is serious business for the U.S. Department of Defense (DoD). That the DoD selected a logistics partner with a cloud-based transportation management solution (TMS) to ship goods to soldiers in the field signals the strength of these new software delivery platforms.

supply chain and business intelligence solutions via the cloud, to supply the software applications that would help manage large portions of the DoD's North American transportation spend under DTCL. Menlo and its team work with the DoD to manage the process of transporting large LTL, truckload, and

based solution to support its shippers and destinations," says J. Mark Gutman, senior manager of implementation and IT for Menlo's DTCL program. "It has a strong small business component, so it wanted small carriers who might not have robust technology capabilities to be able to participate, which made a Web-based cloud solution ideal."

One Network already had several thousand carriers using its network, and many of the DoD's carriers were included—a real bonus. The cloud solution supports the needs of five different service branches: Army, Navy, Air Force, Marines, and the Defense Logistics Agency. The branches use three different internal shipper systems to electronically send order requests—or "freight offers" in military lingo—to Menlo, which uses One Network's solution to optimize the entire freight pool and find the most efficient, low-cost way to ship that freight by the mandatory delivery date.

DTCL's approved carriers, lanes, and rates are stored on One Network's cloud, and Menlo's transportation planners determine which carrier to award the freight to.

"We electronically notify the DoD's shipper system which carrier will pick up the freight, then DoD uses its system to print the bill of lading," Gutman explains. "We receive electronic notification when the shipment leaves, and start tracking it to delivery."

One Network's cloud-based multi-echelon platform handles shipment status updates, electronic communications with carriers, track and trace functionality,

and on-time delivery performance management.

"We also use the tool to support freight-bill payment for the DTCL program and report back on key performance indicators," Gutman adds. "If a shipment is lost or damaged, DoD files a freight claim through One Network, then Menlo manages that claim with the carrier."

Though this partnership was Menlo's first experience with a SaaS-based cloud solution, the provider saw parallels between the system's easy-to-upgrade-and-maintain nature and its own culture of continuous improvement.

"One Network is always upgrading the system and bringing new capabilities to the DoD, which helps us continue to provide value," Gutman notes.

Since switching to the One Network solution, the DoD improved its on-time delivery rate, which now exceeds its mandated 97-percent metric. Menlo and One Network have also helped the agency reduce costs, while providing it with the coveted "single version of the truth."

"Because of the cloud-based nature of the system, everyone is looking at the same data at the same time," Gutman notes. "The shipper, the carrier, the Menlo load planner, and DoD managers—we can all see the same information, and know exactly what is going on."

Who knew military precision could be found in the clouds?



**The Department of Defense chose a logistics partner with a cloud-based TMS to manage its complex transportation network.**

About three years ago, the DoD selected San Mateo, Calif.-based logistics provider Menlo Worldwide Logistics as program manager for its Defense Transportation Coordination Initiative (DTCL). Menlo chose as its software partner One Network, a Dallas, Texas-based technology provider offering

heavy airfreight volumes from some 100 government shippers to nearly 5,000 destinations.

When Menlo began examining TMS options for its DTCL proposal about five years ago, the organization had a cloud-based solution in mind.

"DoD wanted a Web-





(continued from page 46)

help them improve supply chain management in new and unusual ways. As with social networks such as Facebook and LinkedIn, multi-tenant cloud-based supply chain solutions offer ways for application users to collaborate and communicate with each other.

"The cloud enables multiple parties to leverage technologies through a common platform," says Timmer. With the cloud, technologies that traditionally would only serve one purpose—say, optimizing transportation planning—can be used to create a transportation planning community, which allows other vendors and participants within the community to collaborate and share insights.

"This approach takes you from 'I manage my business in my environment with my information in my world,' to 'I manage my business in my environment with my information in my world as a component of a greater supply chain within a community,'" Timmer adds. "If you're not in the cloud, it is more difficult to share information or business processes with other shippers and providers."

### Shipper/Carrier Collaboration

Cloud-based transportation management systems (TMS) allow shippers to work collaboratively with their carriers—and with other shippers—to leverage each other's volumes and assets to make their supply chain more efficient and drive down costs.

Timmer cites the example of private fleets: Companies running private fleets have made an investment in their assets, so they need to utilize them to the fullest extent, which is not always easy to do. Through LeanLogistics' cloud community, private fleet operators can easily find backhaul opportunities without using a broker to fill their trucks.

For smaller shippers, being able to participate in LeanLogistics' cloud—which currently accounts for

some \$6 billion in annual transportation spend—provides access to carriers, information, best practices, and collaborative opportunities not available in non-cloud environments.

### The Data Access Advantage

Cloud-based, multi-tenant supply chain networks also boast a secondary information aspect, in addition to their execution capabilities. Gaining access to data through supply chain clouds is a distinct advantage of being part of a network.

"Because these networks are communities utilized by a wide range of shippers, carriers, and suppliers, their transactions generate valuable data," Aimi says. "That aspect is missing from a traditional one-off implementation."

A consumer packaged goods (CPG) manufacturer that ships to Walmart and manages its transportation in a

multi-tenant cloud-based solution, for example, could use the cloud's data to look at the performance of arrival to departure times at a given Walmart distribution center.

"The CPG company could see the metric of actual versus estimated arrival times in a particular lane over the past month and compare that data to its on-time delivery plan," Aimi explains.

For example, LeanLogistics' LeanDex Transportation Index makes transportation data that resides in its cloud available to individual users to help them gain greater intelligence about the marketplace. The self-serve application lets users compare rates and service performance indicators across the transportation market.

"We aggregate data from the billions of dollars in transportation spend that flows through our cloud, then provide a benchmark that companies can use



## Radical Efficiency

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within their daily operations to evaluate their business both tactically and strategically,” Timmer explains.

### The Cloud in Action

So who do these cloud-based solutions make sense for? While small and mid-size companies may seem to have the most to gain, companies of all sizes receive benefits from cloud and SaaS-based supply chain solutions. Companies that struggle to manage transportation and logistics operations with spreadsheets, as well as enterprises experienced in sophisticated software systems, are turning to the cloud.

“Our user base includes companies that have never used a TMS and those that utilize TMS very well,” says Timmer. “Those who have used TMS as an installed solution are eager to reap the benefits of the cloud. And companies that have never used TMS are drawn by the ease of use and implementation, as well as the new ability to optimize transportation.”

A SaaS solution’s appeal may not depend on the company’s size, but

rather on the sophistication of its needs and the benefits it seeks, says Read, who identifies three main categories of SaaS TMS users. First are companies that need basic functionality and want to use a cloud network to find and access the least-expensive shipping rates.

“These companies merely want to send their freight out to bid to find excess carrier capacity and minimize cost per single shipment,” Read says. “We recently began working with a \$3-billion company in this mode—it was up and running in less than one week, with 10 carriers and 15 users in two different locations.”

Second are companies seeking a SaaS-based TMS solution with additional functionality such as rating, load tendering, and routing guide enforcement.

“They know it’s not just about bidding, and they appreciate how important it is to execute and manage transportation holistically,” Read explains. These shippers are looking for the lowest total transportation costs across multiple shipments, based on factors such as carrier contracts,

routing guides, and carrier expertise.

Finally, some companies have single or multiple TMS solutions in place, and may also have multiple ERP and WMS solutions – but still are not capturing the visibility they need.

“These companies maintain a lot of infrastructure, and many of these enterprise systems cannot communicate with each other without a tremendous amount of customization,” Read says. “Our objective is to handle the data normalization and integration across all shipper and trading partner systems to provide holistic visibility from purchase order to invoice.”



By incorporating a multi-tenant cloud network, these shippers are able to integrate the data from all their transportation and logistics systems and create a complete visibility tool. They are looking for a robust system to automate workload, centralize communication, facilitate compliance, help reduce total freight spend, and provide scalability and flexibility without overburdening IT resources.

Read cites the example of a \$20-billion company that recently began using Agistix. Within three weeks of implementation, the company had visibility to data on 98,000 shipments. Agistix then used its visualization and dynamic filtering tools to determine information such as where its routing guides were being ignored and where costs were higher than they should have been. The added benefit of aggregate tracking data allows this user to drill down to specific locations, and suppliers to gain better control of its supply chains.

“We can provide this type of shipper with TMS execution capabilities plus 100-percent visibility to its cost accruals, as well as accurate forecasting and the tools to make proactive changes to its supply chain,” Read explains.

From basic to advanced, big to small, and everywhere in between, it seems there is something in the cloud for everyone. ■


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**FACING LOGISTICS CHALLENGES? USE IL'S 3PL EXPERTS AND**



A large, stylized graphic of the number '100' in white, set against a background of yellow and red wavy shapes and binary code. The background is a vibrant yellow with red and orange wavy patterns and scattered binary code (0s and 1s). The number '100' is rendered in a bold, sans-serif font, with the '1' and the first '0' being solid white, and the second '0' being white with a red outline. The overall design is modern and tech-oriented.

# THE TOP 100 LOGISTICS IT PROVIDERS 2011

*IL's* exclusive research on  
logistics technology trends and  
our picks for this year's leading  
logistics IT vendors.

by Joseph O'Reilly

April 2011 • Inbound Logistics 53



**W**hen JDA Software finalized its acquisition of i2 Technologies in January 2010, the agreement signaled open season for mergers and acquisition activity in the logistics solutions space. IBM and RedPrairie pursued new quarries soon after. Consolidation has run equally rampant among mid-tier players such as CDC Software and TradeBeam.

In terms of robust functionality and deployment, the pace of change in the logistics and supply chain technology market has spawned a wealth of IT companies with diverse solution suites. Now the industry is ripe for optimization.

*Inbound Logistics'* annual Top 100 Logistics IT Providers market research offers a broad-sweep perspective of where technology buyers are pulling solutions developers, and how industry at large is responding. The feedback

we received from more than 200 logistics technology companies demonstrates that demand sensitivity remains a two-way street.

#### Growing Demand for On-Demand

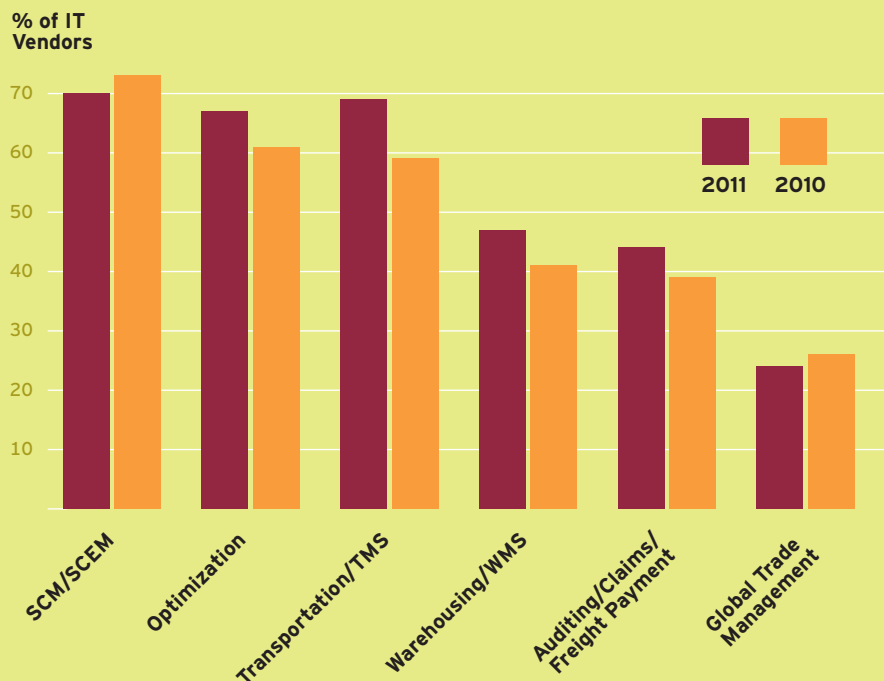
The maturation of Software-as-a-Service (SaaS) technology has unleashed boundless potential for both buyers and sellers. As flexibility increases and the cost to deploy drops, shippers are more willing to consider new solutions and modules that don't carry the risk of sinking significant capital. They are less resistant to using multiple best-of-breed solutions for specific functional improvements rather than sweeping all-in-one options that do more things less well. The return on investment and the time to install have both hastened.

While some companies still hesitate to follow the on-demand route for mission-critical technologies—largely for business intelligence

#### SOLUTIONS OFFERED

### Logistics IT Catches Fire

Source: Top 100 Logistics IT Providers Survey, 2010 and 2011



Compared to last year's data, the biggest change in logistics technology offerings is in the transportation management/TMS space, with a 10-percent jump in the number of vendors providing this solution type. Price pressures to streamline transportation processes and reduce costs, combined with on-demand flexibility, make the TMS space increasingly competitive.

Optimization technology is another hot IT commodity (67 percent), given persistent pressures to streamline logistics operations and squeeze out costs.

Shippers are also finding more auditing claims/freight payment solutions to help reconcile cash flows and gather molecular-level spend detail to identify areas for improvement.





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privacy and security reasons—deployment flexibility has become a primary consideration. Sixty percent of respondents to this year's Top 100 survey offer a choice between a Web/hosted platform or a local install, while 32 percent only provide on-demand technologies, and eight percent exclusively local solutions.

#### Focus on Transportation

Manufacturing and retail remain primary areas for logistics technology investment and execution, with 82 percent and 76 percent of respondents, respectively, selling to these customers. But the transportation sector is the top target this year, with 90 percent of vendors focused on those companies—a five-percent jump over 2010 data.

More third-party logistics providers and carriers are turning to logistics technology vendors for solutions, rather than investing in their own—a measure aimed at reducing capital expense, increasing flexibility, and augmenting utility.

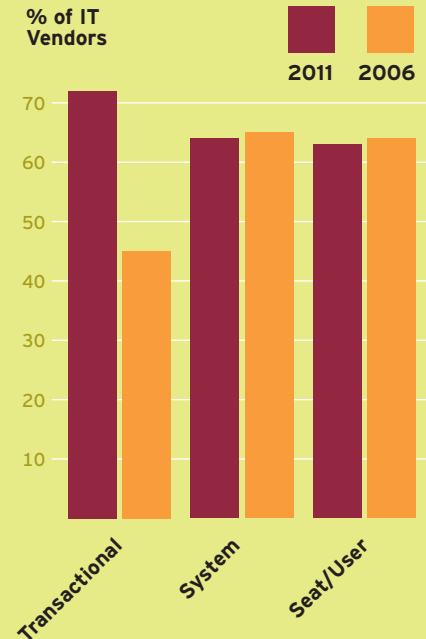
The sweet spot for IT investment still flows to the middle, with 67 percent of companies indicating the lion's share of capital allocation falls in the \$50,000-to-\$250,000 range, 65 percent in the less-than-\$50,000 category, and 39 percent spending more than \$250,000. Maturing SaaS software deployments continue to reduce the total cost of IT investment.

Across the board, these efforts are paying significant dividends to vendors. In spite of a sluggish economy, logistics IT sales far surpassed last year's figures, with 89 percent of technology vendors acknowledging increases of five percent or more (compared with 78 percent in 2010). Nearly 40 percent cite sales growth in excess of 20 percent.

The number of IT companies reporting profitability beyond five percent increased to 84 percent, from 74 percent last year. In general, losses were negligible. ■

#### COST BASIS

### Five Years Later, The Price Is Still Right



The changing cost basis for logistics information technology over the past five years reveals a clear progression. The number of vendors offering transactional, pay-for-play options (72 percent) has increased 27 percent since 2006, driven largely by the emergence of on-demand delivered solutions. By contrast, the popularity of per-user price structures and full-system installs remains fairly consistent.

Source: Top 100 Logistics IT Providers Survey, 2006 and 2011

## New Top 100 Trends

*Inbound Logistics'* 2011 Top 100 Logistics IT Providers list (page 58) reflects market flux, diverse solutions, functional specialization, and, most importantly, the demands of the shipper community. For every logistics and supply chain challenge, there is a corollary solution. From tactical, on-demand load and route planning solutions to homegrown TMS and WMS systems to end-to-end visibility technologies that tie everything together, IT vendors are helping shippers better respond to demand.

Choosing the Top 100 Logistics IT Providers requires a great measure of due diligence, understanding shippers' unique logistics and supply chain challenges, and pairing them with capable solution providers. *IL* looks for companies where logistics and supply chain solutions are core, and where customer successes are documented and publicized.

If you have any questions about our Top 100 list, please e-mail: [editor@inboundlogistics.com](mailto:editor@inboundlogistics.com)



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## THE TOP 100 LOGISTICS IT PROVIDERS 2011

Company Name & Phone Number	E-Mail & Web Addresses	Local	Web/	Trans	System	Seat/	Less	\$50k	\$250k	No Ch	Cust	Manu	Retail	Whol	Serv	Gov	Trans	Small	Comp	Large
Aankhen 408-387-0083	info@aankhen.com www.aankhen.com	●	●	●	●	●	●					●	●	●	●			●	●	
Accellos 719-433-7018	info@accellos.com www.accellos.com	●	●			●	●	●				●	●	●	●			●	●	
Agistix 888-AGISTIX	sales@agistix.com www.agistix.com		●	●	●	●	●	●				●	●		●			●	●	
AL Systems 800-548-3745	info@alsysinc.com www.alsystems.com	●	●		●	●		●	●			●	●				●			●
Aljex Software 732-357-8700	sales@aljex.com www.aljex.com	●	●	●	●	●	●	●	●	●							●	●		●
AndSoft +34 911 853 129	info@andorrasoft.com www.and-soft.com	●	●	●	●	●	●	●	●								●	●		●
Appian Logistics Software 800-893-1250	sales@appianlogistics.com www.appianlogistics.com	●	●	●	●	●	●					●	●				●	●		●
Apprise Software 610-991-3900	marketing@apprise.com www.apprise.com	●	●			●		●				●	●					●		●
Apriso 562-951-8000	sales@apriso.com www.apriso.com	●			●	●			●			●								●
Arigo 978-528-2222	sales@arigo.com www.arigo.com	●	●	●	●	●	●	●	●			●	●				●	●		●
ASC Software 937-429-1428	sales@ascsoftware.com www.ascsoftware.com	●	●		●	●		●				●	●				●	●		●
BestTransport 614-888-2378	ekeller@besttransport.com www.besttransport.com		●	●	●		●	●	●			●			●		●	●		●
Cadre Technologies 866-25-CADRE	info@cadretech.com www.cadretech.com	●	●	●	●	●		●				●	●				●	●		●
CargoSmart 408-325-7600	info@cargosmart.com www.cargosmart.com		●	●	●		●					●	●		●		●	●		●
Cass Information Systems 314-506-5500	cass@cassinfo.com www.cassinfo.com		●	●				●				●	●		●					●
Catapult International 913-232-2389	growth@gocatapult.com www.gocatapult.com	●	●			●	●	●				●					●	●		●
CDC Software Corporation 770-351-9600	info@cdcsoftware.com www.cdcsoftware.com	●	●	●		●	●	●	●	●		●	●		●		●	●		●
Cheetah Software Systems 888-CHEETAH	info@cheetah.com www.cheetah.com	●	●	●	●	●	●	●	●			●	●		●		●	●		●
ClearTrack 877-377-4400	info@cleartrack.com www.cleartrack.com		●	●					●				●					●		●
CombineNet 412-471-8200	info@combinenet.com www.combinenet.com		●	●				●				●	●				●	●		●



**\* COST BASIS**

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

**SYSTEM:** pricing for a complete install

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

SPECIALIZATION	SOLUTIONS OFFERED																							
	AUDITING/CLAIMS/ FREIGHT PAYMENT	CUSTOMER RELATIONSHIP MGMT	DEMAND MANAGEMENT	DRP/MRP**	E-BUSINESS FUNCTIONALITY	ERP	GLOBAL TRADE MGMT	INVENTORY MGMT	LOAD PLANNING	MODELING/ FORECASTING	OPTIMIZATION	PROCUREMENT	PRODUCT LIFECYCLE MANAGEMENT	REVERSE LOGISTICS	RFID	ROUTING/SCHEDULING	SECURITY	SUPPLIER/VENDOR MANAGEMENT	SUPPLY CHAIN MANAGEMENT	SUSTAINABILITY	TRANSPORTATION/ TMS	WAREHOUSING/WMS	WIRELESS/MOBILE TECHNOLOGY	YARD MANAGEMENT
Physical and financial supply chain visibility								●				●					●		●	●				
Warehouse management, 3PLs, carriers								●	●		●			●	●	●		●	●		●	●	●	
In-transit shipment visibility for all carriers and modes	●				●											●	●	●	●		●			
Warehouse control system, pick-to-light, voice picking, put-to-light, sortation control											●				●	●						●	●	
Freight brokerage, LTL, asset-based carriers, intermodal	●	●	●		●	●	●	●	●					●		●	●	●	●		●	●		
Web-based transportation management system	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●	●	●
Fleet routing optimization, GPS tracking, bid tools, territory planning, resource planning									●		●					●	●							
ERP for global consumer goods manufacturers, importers, and distributors		●	●	●	●	●		●	●	●	●	●	●		●	●	●	●	●		●	●	●	
Manufacturing execution software, WMS				●				●														●		
Vendor management, supplier risk management, trading partner collaboration	●				●		●		●			●	●				●	●	●	●			●	
Food/beverage, pharmaceutical, manufacturing, 3PL				●	●			●	●	●	●				●	●			●			●	●	
Flatbed, consumer products	●								●	●	●					●			●		●			
3PLs								●	●	●	●		●	●				●	●		●	●	●	●
Supply chain visibility and collaboration, shipment execution, trade compliance	●	●			●		●				●	●				●	●	●	●		●		●	
Freight bill rating, audit, payment, and business intelligence services	●																		●					
Global pricing system, international rate engines, ocean contract management		●					●				●	●									●			
Discrete & process manufacturing, consumer products, e-commerce	●	●	●		●	●	●	●	●	●	●	●	●	●	●	●		●	●		●	●		●
LTL, delivery									●	●	●					●					●		●	
Supply chain execution software and services	●						●						●				●	●	●		●			
Spend management											●	●												

\*\* DRP/MRP: Distribution Resource Planning/Material Resource Planning



# 100

## THE TOP 100 LOGISTICS IT PROVIDERS 2011

Company Name & Phone Number	E-Mail & Web Addresses	Local	Web/Hosted	Transactional	System	Seat/User	Less Than \$50K	\$50K To \$250K	\$250K +	No Charge To Customer	Manufacturing	Retail/E-Business/Wholesale	Services/Government	Transportation	Small/Medium Companies	Large Companies
Compliance Networks 877-267-3671	richard.wilhelm@compliancenetworks.com www.compliancenetworks.com	●	●		●					●	●	●			●	●
CT Logistics 216-267-2000	sales@ctlogistics.com www.ctlogistics.com	●	●	●	●			●			●	●	●	●	●	●
CTSI-Global 901-766-1500	solutions@ctsi-global.com www.ctsi-global.com	●	●	●	●		●	●			●	●	●	●	●	●
Data2Logistics 609-577-3756	harold.friedman@data2logistics.com www.data2logistics.com		●	●				●			●	●	●	●	●	●
Datex 727-571-4159	sales@datexcorp.com www.datexcorp.com	●	●			●		●			●	●		●	●	
Demand Solutions 800-886-3737	sales@demandsolutions.com www.demandsolutions.com	●	●			●		●			●	●	●		●	●
Deposco 877-770-1110	info@deposco.com www.deposco.com		●	●			●	●				●		●	●	●
Descartes Systems Group 800-419-8495	sales@descartes.com www.descartes.com	●	●	●	●	●	●	●			●	●	●	●	●	●
Elemica 610-786-1200	info@elemica.com www.elemica.com		●	●	●	●	●	●	●		●	●		●	●	●
Epicor Software 800-999-6995	info@epicor.com www.epicor.com	●	●	●	●	●	●	●	●		●	●	●	●	●	●
Fortigo 512-372-8884	sales@fortigo.com www.fortigo.com		●		●	●		●			●	●		●	●	●
Foxfire Software 864-868-5243	info@foxfiresoftware.com www.foxfiresoftware.com	●	●	●	●	●	●	●			●	●	●	●	●	●
Freightgate 714-799-2833	sales@freightgate.com www.freightgate.com		●	●	●	●	●	●	●	●	●	●	●	●	●	●
GT Nexus 510-808-2222	information@gtNexus.com www.gtNexus.com		●	●				●	●		●	●		●		●
HighJump Software 866-444-4586	sales@highjump.com www.highjump.com	●	●		●	●			●		●	●	●	●	●	●
IBM Corporation 800-426-4968	None www.ibm.com	●	●	●		●		●	●		●	●	●	●		●
IES 201-639-5000	sales@iesltd.com www.iesltd.com	●	●	●		●	●	●			●	●	●	●	●	●
Infor 800-260-2640	sales@infor.com www.infor.com	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
InMotion Global 727-822-9999	info@inmotionglobal.com www.inmotionglobal.com		●	●			●				●	●	●	●	●	●
INSIGHT 703-366-3061	kmyers@insightoutsmart.com www.insightoutsmart.com	●	●		●		●	●			●	●	●	●	●	●



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SPECIALIZATION	SOLUTIONS OFFERED																							
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Purchase order lifecycle vendor compliance and supplier management	●										●							●	●			●		
TMS, freight payment, logistics management solutions, SCM, trucking	●								●	●	●			●		●		●	●		●	●		●
3PLs, logistics service providers, manufacturing, technology	●				●		●		●	●	●			●		●			●		●		●	
Freight bill pre-audit, processing information, business intelligence, and visibility services	●									●	●					●		●	●		●			
3PL warehouse management software, WMS, TMS								●	●	●	●	●		●	●	●		●	●		●	●	●	●
Supply chain & inventory planning, forecast management, vendor-managed inventory			●					●		●									●					
Supply chain execution, WMS, inventory								●											●			●		
Compliance management, mobile resource management, supply chain execution							●				●					●	●		●		●			
Supply chain integration, sourcing management, customer management	●				●			●			●	●		●		●	●	●	●		●			
ERP solutions for manufacturing, distribution, retail, and service industries		●	●	●	●	●		●			●	●	●	●	●	●	●	●	●	●		●	●	
TMS and integration	●				●		●		●	●	●			●		●		●	●		●		●	
Apparel, consumer electronics, manufacturing, food distribution								●	●		●				●				●			●	●	
Scalable, customized, multi-modal supply chain solutions	●				●		●	●	●	●	●	●		●		●	●	●	●	●	●		●	
Global trade and logistics visibility, TMS, order management, supplier collaboration	●						●	●	●		●	●						●	●		●			
Food and beverage, 3PLs, retail	●				●			●	●		●				●	●		●	●		●	●	●	●
Supply chain planning, scheduling, execution; optimization-based decision support								●	●	●	●					●			●		●	●		●
Flexible, modular software products scalable to any size operation	●		●	●	●	●	●	●	●		●						●	●	●		●	●		
Manufacturing/distribution solutions with built-in best practices & specific capabilities	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Fully hosted, Web-based TMS and full suite of logistics/transportation services	●	●			●				●	●	●	●		●	●	●		●	●		●		●	
Supply chain network design & optimization, supply chain vulnerability, risk management			●					●		●	●	●		●		●	●		●	●	●	●		

\*\* DRP/MRP: Distribution Resource Planning/Material Resource Planning



# 100

## THE TOP 100 LOGISTICS IT PROVIDERS 2011

Company Name & Phone Number	E-Mail & Web Addresses	Local	Web/Hosted	Transactional	System	Seat/User	Less Than \$50K	\$50K To \$250K	\$250K +	No Charge To The Customer	Manufacturing	Retail/E-Business/Wholesale	Services/Government	Transportation	Small/Medium Companies	Large Companies
Integration Point 704-576-3678	sales@integrationpoint.com www.integrationpoint.com		●	●			●	●			●	●	●	●	●	●
Interlink Technologies 419-655-5465	info@thinkinterlink.com www.thinkinterlink.com	●				●		●	●		●	●	●	●	●	●
IQMS 866-FOR-ERP2	sales@iqms.com www.iqms.com	●			●	●					●				●	
JDA Software Group 480-308-3000	info@jda.com www.jda.com	●	●		●			●	●		●	●		●	●	●
Kewill 877-872-2379	info@kewill.com www.kewill.com	●	●	●	●	●	●				●		●	●	●	●
Knighted 973-746-9802	sales@knightedcs.com www.knightedcs.com	●	●	●	●	●		●	●		●	●			●	●
LeanLogistics 616-738-6400	sales@leanlogistics.com www.leanlogistics.com		●	●				●	●		●	●		●	●	●
LOG-NET 732-758-6800	sales@log-net.com www.log-net.com		●	●	●	●	●	●			●	●	●	●	●	●
LogFire 678-261-4001	thall@logfire.com www.logfire.com	●	●	●			●	●			●	●		●	●	●
Logility 800-762-5207	info@logility.com www.logility.com	●	●		●	●		●	●		●	●		●	●	●
Logistics Management Solutions 800-355-2153	info@lmslogistics.com www.lmslogistics.com		●	●	●	●		●			●	●			●	●
Logistix Solutions 703-796-0141	bcamozzo@cox.net www.logistixsolutions.com	●	●	●			●				●	●	●	●	●	●
Made4net 201-645-4345	sales@made4net.com www.made4net.com	●	●	●	●	●	●				●	●		●	●	●
Magaya Corporation 786-845-9150	info@magaya.com www.magaya.com	●	●	●	●	●						●		●	●	
MagicLogic Optimization 206-274-6248	sales@magiclogic.com www.magiclogic.com	●	●	●	●	●					●	●		●	●	●
Management Dynamics 201-623-9471	solutions@managementdynamics.com www.managementdynamics.com	●	●	●	●	●	●	●			●	●	●	●	●	●
Manhattan Associates 678-597-7091	info_americas@manh.com www.manh.com	●	●	●	●	●		●				●		●	●	●
McLeod Software 205-823-5100	sales@mcleodsoftware.com www.mcleodsoftware.com	●	●			●	●	●						●	●	●
MercuryGate International 919-469-8057	sales@mercurygate.com www.mercurygate.com	●	●	●	●		●	●	●		●	●	●	●	●	●
Mincron Software Systems 281-999-7010	pcuellar@mincron.com www.mincron.com	●			●	●		●				●			●	●



**\* COST BASIS**

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

**SYSTEM:** pricing for a complete install

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

SPECIALIZATION	SOLUTIONS OFFERED																							
	AUDITING/CLAIMS/ FREIGHT PAYMENT	CUSTOMER RELATIONSHIP MGMT	DEMAND MANAGEMENT	DRP/MRP**	E-BUSINESS FUNCTIONALITY	ERP	GLOBAL TRADE MGMT	INVENTORY MGMT	LOAD PLANNING	MODELING/ FORECASTING	OPTIMIZATION	PROCUREMENT	PRODUCT LIFECYCLE MANAGEMENT	REVERSE LOGISTICS	RFID	ROUTING/SCHEDULING	SECURITY	SUPPLIER/VENDOR MANAGEMENT	SUPPLY CHAIN MANAGEMENT	SUSTAINABILITY	TRANSPORTATION/ TMS	WAREHOUSING/WMS	WIRELESS/MOBILE TECHNOLOGY	YARD MANAGEMENT
Global trade compliance, regulatory content, connectivity							●	●									●							
WMS								●							●							●	●	●
Shop floor integration, single database with expanded ERP features		●	●	●	●	●		●					●				●	●	●			●	●	
Network design & optimization, transportation bid collaboration	●		●					●	●	●	●	●	●	●		●		●	●	●	●			
Parcel shipping, reverse logistics, global trade management							●	●			●			●					●		●			
Food, retail, e-commerce, manufacturing, wholesale distribution								●								●						●	●	●
Transportation technology and supply chain services												●				●					●			
Cloud-based end-to-end global logistics technology	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Retail, 3PLs				●	●			●	●					●		●		●	●		●	●		
Supply chain visibility, demand, inventory and replenishment planning	●		●	●				●	●	●	●	●							●		●	●		
Industrial manufacturing, chemicals	●								●	●	●			●		●		●	●		●			
Distribution network design, routing and scheduling, truckload scheduling								●		●	●			●		●			●		●			
WMS								●								●					●	●	●	●
WMS, cargo system, TMS, cargo tracking, system-to-system integration	●	●			●		●	●						●		●		●	●		●	●	●	
Load planning, palletization, cartonization									●															
Trade compliance, global trade content, supply chain visibility, trade portals							●	●									●	●	●		●			
Supply chain optimization	●		●	●			●	●	●	●	●	●	●	●		●		●	●	●	●	●		●
Freight management, brokerage management, trucking dispatch	●				●	●			●	●	●	●				●		●			●	●	●	●
Multi-enterprise, multi-modal end-to-end TMS	●				●						●					●			●		●			
Wholesale distribution						●																●		

\*\* DRP/MRP: Distribution Resource Planning/Material Resource Planning



# 100

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Company Name & Phone Number	E-Mail & Web Addresses	Local	Web/Hosted	Transactional	System	Seat/User	Less Than \$50K	\$50K To \$250K	\$250K +	No Charge To Customer	Manufacturing	Retail/Wholesale	Services/Government	Transportation	Small/Medium Companies	Large Companies
<b>Next View Software</b> 714-881-5105	sales@nextviewsoftware.com www.nextviewsoftware.com		●			●	●							●	●	●
<b>NTE</b> 888-607-9371	sales@nte.com www.nte.com	●	●	●	●		●	●	●		●	●	●	●	●	●
<b>nVision Global</b> 770-474-4122	sales@nvisionglobal.com www.nvisionglobal.com	●	●	●	●	●		●			●	●	●		●	●
<b>One Network Enterprises</b> 972-455-7769	inquiries@onenetwork.com www.onenetwork.com		●	●		●	●	●	●		●	●	●	●	●	●
<b>Oracle</b> 800-392-2999	oraclesales_us@oracle.com www.oracle.com	●	●	●	●	●	●	●			●	●	●	●	●	●
<b>PeopleNet</b> 888-346-3486	info@peoplenetonline.com www.peoplenetonline.com		●	●	●		●							●	●	●
<b>PINC Solutions</b> 510-845-4900	info@pincsolutions.com www.pincsolutions.com	●	●	●	●			●			●	●	●	●	●	●
<b>Prophecy Transportation Solutions</b> 800-776-6706	milesales@accellos.com www.mile.com	●	●	●	●	●	●							●	●	
<b>QuestaWeb</b> 908-233-2300	sales@questaweb.com www.questaweb.com	●	●		●	●		●	●		●	●		●	●	●
<b>Railinc Corporation</b> 877-724-5462	inquiries@railinc.com www.railinc.com		●	●	●		●							●	●	●
<b>RateLinx</b> 262-565-6150	sales@ratelinx.com www.ratelinx.com	●	●	●	●		●	●	●	●	●	●	●	●	●	●
<b>RedPrairie</b> 877-733-7724	info@redprairie.com www.redprairie.com	●	●	●	●		●	●	●		●	●	●	●	●	●
<b>Retalix</b> 469-241-8400	info@retalix.com www.retalix.com	●	●	●	●			●			●	●	●	●	●	●
<b>RMI</b> 404-443-4626	sales@rmiondemand.com www.rmiondemand.com	●	●	●	●	●	●	●			●			●	●	●
<b>Roadnet Technologies†</b> 410-847-1900	roadnet@roadnet.com www.roadnet.com	●	●	●	●	●	●	●			●	●	●	●	●	●
<b>Robocom Systems International</b> 718-948-6081	sales@robocom.com www.robocom.com	●				●		●			●	●	●		●	●
<b>Royal 4 Systems</b> 562-420-9594	sales@royal4.com www.royal4.com	●	●	●		●		●			●	●	●	●	●	●
<b>SAP</b> 800-872-1727	None www.sap.com	●	●	●	●	●	●	●			●	●	●	●	●	●
<b>ShipXpress</b> 904-241-5850	charith.perera@shipxpress.com www.shipxpress.com		●	●			●	●	●		●	●		●	●	●
<b>Smart Software</b> 800-762-7899	info@smartcorp.com www.smartcorp.com	●				●	●	●			●	●	●	●	●	●

† Formerly UPS Logistics Technologies



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SPECIALIZATION	SOLUTIONS OFFERED																							
	AUDITING/CLAIMS/ FREIGHT PAYMENT	CUSTOMER RELATIONSHIP MGMT	DEMAND MANAGEMENT	DRP/MRP**	E-BUSINESS FUNCTIONALITY	ERP	GLOBAL TRADE MGMT	INVENTORY MGMT	LOAD PLANNING	MODELING/ FORECASTING	OPTIMIZATION	PROCUREMENT	PRODUCT LIFECYCLE MANAGEMENT	REVERSE LOGISTICS	RFID	ROUTING/SCHEDULING	SECURITY	SUPPLIER/VENDOR MANAGEMENT	SUPPLY CHAIN MANAGEMENT	SUSTAINABILITY	TRANSPORTATION/ TMS	WAREHOUSING/WMS	WIRELESS/MOBILE TECHNOLOGY	YARD MANAGEMENT
Labor and warehouse management systems																								
TMS, WMS, optimization, freight bill audit/ payment, document imaging																								
Global freight audit, payment, and logistics information management services																								
Global optimization, transportation execution, and appointment scheduling																								
Transportation, warehousing, global trade & fleet management, mobile SC applications																								
Internet-based and integrated onboard computing & mobile communication systems																								
RFID, yard management system, supply chain visibility and collaboration																								
Dispatching, accounting, compliance, planning, mobile communications software																								
Global trade management for importers, exporters, FTZs, and brokers																								
IT for railroads and rail equipment owners																								
Vendor compliance, LTL, TL, small parcel, integration capabilities																								
Inventory, transportation, and workforce management, on-demand WMS/TMS																								
Supply chain and retail technology, WMS, TMS, and demand-based replenishment																								
Software, services, and solutions for the rail industry																								
Fleet management solutions																								
WMS, labor management, TMS, voice picking, order management																								
3PL/4PL, medical, food and beverage, tire and wheel, relocation																								
Suite provider																								
Collaborative supply chain solutions for commodities companies																								
Demand forecasting, inventory optimization																								

\*\* DRP/MRP: Distribution Resource Planning/Material Resource Planning



# 100

## THE TOP 100 LOGISTICS IT PROVIDERS 2011

COMPANY NAME & PHONE NUMBER	E-MAIL & WEB ADDRESSES	LOCAL	WEB/HOSTED	TRANSACTIONAL	SYSTEM	SEAT/USER	LESS THAN \$50K	\$50K TO \$250K	\$250K +	NO CHARGE TO THE CUSTOMER	MANUFACTURING	RETAIL/E-BUSINESS/WHOLESALE	SERVICES/GOVERNMENT	TRANSPORTATION	SMALL/MEDIUM COMPANIES	LARGE COMPANIES
<b>SMC<sup>3</sup></b> 800-845-8090	sales@smc3.com www.smc3.com	●	●	●			●				●	●	●	●	●	●
<b>SPS Commerce</b> 866-245-8100	info@spscommerce.com www.spscommerce.com		●	●			●	●			●	●	●	●	●	
<b>Sterling Commerce, an IBM Co.</b> 614-793-4041	saleshot@us.ibm.com www.sterlingcommerce.com	●	●	●	●	●			●		●	●	●	●	●	●
<b>Supply Chain Consultants</b> 302-738-9215	sales@supplychain.com www.supplychain.com	●	●	●	●				●		●				●	●
<b>Supply Vision</b> 847-388-0065	sales@supply-vision.com www.supply-vision.com		●	●		●	●							●	●	
<b>Syncada from Visa<sup>††</sup></b> 800-404-2744	info.requests@syncada.com www.syncada.com		●	●		●	●				●	●		●	●	●
<b>TCLogic</b> 317-464-5152	info@tclogic.com www.tclogic.com	●	●		●			●	●		●	●			●	●
<b>TECSYS</b> 514-866-0001	info@tecsys.com www.tecsys.com	●	●		●	●	●	●	●		●	●	●	●	●	●
<b>Telogis</b> 866-TELOGIS	sales@telogis.com www.telogis.com		●	●	●	●	●	●	●		●	●	●	●	●	●
<b>Terra Technology</b> 978-532-1012	joe.laro@terratechnology.com www.terratechnology.com	●			●	●			●		●	●				●
<b>TMW Systems</b> 800-401-6682	sales@tmwsystems.com www.tmwsystems.com	●	●	●	●	●	●	●	●		●		●	●	●	●
<b>ToolsGroup</b> 617-263-0080	us-info@toolsgroup.com www.toolsgroup.com	●	●	●	●	●		●	●		●	●		●	●	●
<b>Transite Technology</b> 919-862-1900	sales@transite.com www.transite.com	●	●	●	●		●	●	●		●	●		●	●	●
<b>TransportGistics</b> 631-567-4100	sales@transportgistics.com www.transportgistics.com	●	●	●	●	●	●	●			●	●	●	●	●	●
<b>TransWorks</b> 260-487-4450	sales_info@trnswrks.com www.trnswrks.com		●	●			●	●	●		●			●	●	●
<b>Trendset Information Systems</b> 864-527-4310	info@trendsetinc.com www.trendset.com		●	●	●	●	●	●	●		●	●		●	●	●
<b>Ultra Logistics</b> 866-580-3380	tmssales@ultrashiptms.com www.ultrashiptms.com		●	●			●	●	●		●	●		●	●	●
<b>USTC Live Logistics</b> 800-245-2839	fsigman@ustclive.com www.ustclive.com		●	●	●		●			●	●	●		●	●	
<b>Xata Corporation</b> 800-745-9282	info@xata.com www.xata.com		●	●			●	●	●		●	●	●	●	●	●
<b>Zepol Corporation</b> 612-435-2191	info@zepol.com www.zepol.com		●	●		●	●				●	●	●	●	●	●

†† Formerly PowerTrack



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SPECIALIZATION	SOLUTIONS OFFERED																							
	AUDITING/CLAIMS/ FREIGHT PAYMENT	CUSTOMER RELATIONSHIP MGMT	DEMAND MANAGEMENT	DRP/MRP**	E-BUSINESS FUNCTIONALITY	ERP	GLOBAL TRADE MGMT	INVENTORY MGMT	LOAD PLANNING	MODELING/ FORECASTING	OPTIMIZATION	PROCUREMENT	PRODUCT LIFECYCLE MANAGEMENT	REVERSE LOGISTICS	RFID	ROUTING/SCHEDULING	SECURITY	SUPPLIER/VENDOR MANAGEMENT	SUPPLY CHAIN MANAGEMENT	SUSTAINABILITY	TRANSPORTATION/ TMS	WAREHOUSING/WMS	WIRELESS/MOBILE TECHNOLOGY	YARD MANAGEMENT
Less-than-truckload, rating, transit	●				●					●	●	●				●			●		●	●		
Retail compliance, customer integration/EDI, supply chain intelligence			●		●			●										●	●			●		
B2B integration solutions and supply chain execution applications	●	●			●			●	●		●				●	●	●	●	●		●	●	●	●
Chemicals, food, glass, industrial fabrics, integrated circuits			●					●		●	●								●					
Freight forwarding, logistics providers, 3PLs		●						●							●	●					●	●	●	
Freight bill processing, electronic payment, trade finance, global, cloud-based network	●																							
Inventory optimization, inventory planning, business intelligence			●					●		●	●								●					
Supply chain execution			●	●				●		●	●				●				●		●	●	●	
Telematics, fleet management, driver compliance, fleet safety, transport logistics					●				●	●	●					●	●		●		●		●	
Demand sensing, inventory, transportation forecasting			●					●		●									●		●			
Domestic surface transportation management & execution		●						●	●	●	●					●					●	●		
Supply chain planning, inventory optimization				●				●			●								●					
Transportation management solutions, software & services to carriers and 3PLs											●	●		●				●	●		●			
Logistics strategy and execution, transportation management	●	●									●	●		●		●		●	●		●		●	
Supply chain execution	●	●			●	●			●		●	●	●			●	●	●	●	●	●		●	●
Freight audit and payment, TMS, logistics consulting, data mining	●				●	●			●	●	●	●	●				●	●	●	●	●		●	
Software-as-a-Service TMS, supply chain management, network optimization	●								●	●	●	●		●		●		●	●		●		●	
TMS and managing LTL transportation	●	●			●					●						●		●	●		●			
Intuitive, automated fleet management software solutions for the trucking industry											●					●	●				●		●	
Tools to analyze U.S. imports and exports							●			●		●							●	●		●	●	

\*\* DRP/MRP: Distribution Resource Planning/Material Resource Planning





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More importantly, these logistics IT thought leaders can give you guidance when considering applying technology innovations to your business processes.

# I.T. THOUGHT LEADERS

**70** **TOM HEINE**  
CEO, Aljex Software

**71** **J. KENNETH HAZEN**  
President & CEO, CTSI-Global

**72** **JIM O'LEARY**  
Vice President, Product Management,  
EXTOL International

**73** **GEORGE KONTORAVDIS, PhD**  
President, FORTIGO Inc.

**74** **SHAWN McCARRICK**  
COO/CIO, Freightquote.com

**75** **TOM ZINNER**  
Director, Supply Chain Software and  
Strategies, IES, Ltd.

**76** **CHRIS TIMMER**  
COO, LeanLogistics

**77** **JESUS DAVID RODRIGUEZ**  
President, Magaya Corporation  
Logistics Software

**78** **JIM PREUNINGER**  
CEO, Management Dynamics

**79** **TIM WILLS**  
Vice President, Marketing and Support,  
PEAK Technologies

**80** **TOM MADZY**  
CIO, SEKO Worldwide, LLC

**81** **DAVID SCHRADER**  
Senior Vice President, Operations,  
TransCore Freight Solutions



## Data in a Flash: Utilizing EDI

### Q: Where did EDI come from?

**HEINE:** Electronic Data Interchange (EDI) has been used in various forms since the 1960s. Today, all Fortune 1000 companies use EDI, as do millions of other businesses. In the transportation field, big retailers led the way in implementing EDI. In the mid-1980s, EDI standards emerged, and each



TOM

HEINE

CEO  
Aljex Software

type of transaction was given a standard format and identifying number. These standards allow all computers to talk to all other computers in a predictable way. Shipment information can be electronically sent to carriers, carriers can send back pickup and delivery information, and carriers can bill shippers electronically.

### Q: If all EDI formats are the same, why do my EDIs have to be customized for each trading partner?

**HEINE:** Each trading partner can utilize different variations of the same EDI formats. It's kind of like cars: all cars have four wheels, an engine, windows, windshield wipers, and other basic parts. After that, cars can be much different from one another. When integrating, having one basic format is a big head start.

### Q: If there are standards, why does EDI cost so much to set up?

**HEINE:** Each EDI partner needs to have protocols agreed upon, mailboxes created and set up, then test transmissions sent, received, and approved. Computer geeks usually want to get paid to do these things.

### Q: What about EDI transmission fees?

**HEINE:** Today, most companies use direct FTP to transmit EDI, which is free. If you use a value added network (VAN) like Kleinschmidt, they charge you fees based on the size of your transmissions.

### Q: What exactly does a VAN do?

**HEINE:** A VAN acts as a post office for EDI shipments. You send transmissions to them, and your partners pick up their transmissions there. Your partners send things to you, and you pick them up there. If you are a large company, such as Walmart, it's easier to have one place to send or pick up transmissions.

### Q: How can I benefit from EDI?

**HEINE:** EDI helps you in different ways. First by saving labor: Manual transactions take your employees' time for order entry, phone calls, and faxes. Compared to paying employee salaries to do repetitive tasks, EDI is cheap. EDI can reduce the amount of labor per shipment by 98 percent.

Also, EDI ties you to your customers and vendors, cementing your place in the supply chain. If you are a 3PL, you can lock yourself into position. If you are a shipper, you don't need to pay employees to contact your vendors for routine orders. EDI also reduces data-entry errors, which is valuable because in freight, little mistakes can sometimes become very costly.

Aljex Software | 732-357-8700  
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## Third-Party Services Can Simplify Global Trade Complexity

**Q: Why do companies have such a hard time embracing global trade management?**

**HAZEN:** Companies may not understand the complexity behind constantly changing regulations. The diversity of individual governments and cultures presents difficulties in embracing global trade management. Companies spend significant resources dealing with basic needs to ensure a successful, seamless process with each trading partner. With each new country, they must establish transaction visibility, control, goods security, currency conversions, and cultural/regulatory compliance. Ensuring these needs is a moving target because government regulations constantly change, and local politics and economic shifts alter transaction security, visibility, and profitability. This transforms international trade initiatives from a capital investment to a recurring expense, further impeding Global/Unified transaction management.

However, the expertise needed to properly and cost-effectively manage a complicated supply chain is too specialized to develop in-house. CTSI-Global's wide range of services and applications gives clients visibility and control to automate manual processes, manage transport spend, reduce regulatory compliance risks, and streamline shipment processes all within one global database, while accommodating key international requirements including units of measure, multi-currency conversion, and duty/tax payment.

**Q: What innovative sustainability initiatives also increase efficiencies?**

**HAZEN:** Most companies launch sustainability initiatives to satisfy regulatory compliance with minimal focus on driving profits. However, by consolidating loads, switching modes, and efficiently routing orders to reduce mileage, shippers can cut their carbon footprint, save fuel and energy, and reduce freight spend.

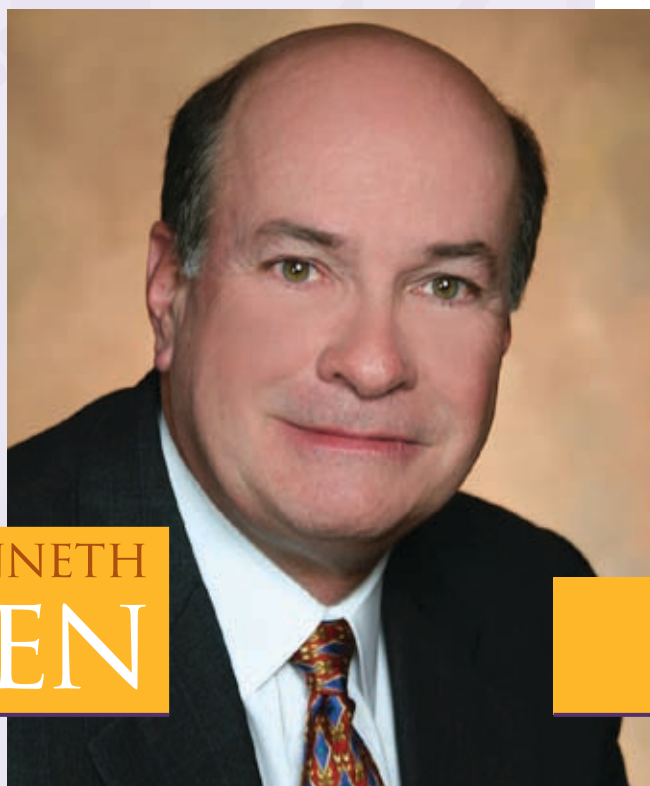
CTSI-Global increases clients' efficiencies by offering SaaS solutions for order management, freight audit and payment, and shipment tendering. Efficient routes also increase productivity.

**Q: How can Business Intelligence technology address current transportation regulation issues?**

**HAZEN:** Companies cannot manage regulation and control transport spend without timely, accurate, and complete visibility of shipping costs and activities. Investing in business intelligence tools will reduce these costs, ensuring a competitive position in the global marketplace.

CTSI-Global's BI applications easily allow users to evaluate cost and capacity conflicts by providing alternative distribution scenarios, addressing regulation issues such as changing trucking hours of service, and identifying where to add warehouses to ensure timely deliveries. These forecasting tools reveal factors that may impact supply chain decision-making and planning.

CTSI-Global | 901-766-1500  
solutions@ctsi-global.com | www.ctsi-global.com



President & CEO  
CTSI-Global

J. KENNETH  
**HAZEN**



## Choosing the Right Tools for the Job

**Q: What does the profusion of cloud-based value chain applications and services tell us about the future of supply chain automation?**

**O'LEARY:** We believe EXTOL and other technology vendors will continue to offer both cloud-based and on-premise delivery of supply chain automation products and services, for the foreseeable future. Cloud-based offerings bring new delivery options to technology consumers, but for many businesses, retaining supply chain automation on-premise can make more sense.

does occur on-premise, supplemental services, such as international logistics, small partner onboarding, and even traditional VAN services (such as mailboxing and gateways) are frequently good fits for cloud-based delivery.

What isn't always clear in this discussion is that cloud-based infrastructure and services delivery are decoupled models. For example, companies can now self-implement and manage supply chain automation using cloud-based infrastructure. And for companies that don't want to take an irrevocable step in one direction or the other, one popular "hedge" strategy is to retain automation infrastructure on-premise, but outsource implementation services to a remote provider.

**Q: For companies that make the decision to self-implement, what are some best practices for managing the cost of supply chain automation?**

**O'LEARY:** The biggest sources of unnecessary cost in supply chain automation are infrastructure redundancy and applying inadequate tools and skills. Redundant infrastructure is mostly the result of one-off, project-level technology choices and inadequate or poorly enforced standards. It not only has a multiplying effect on capital budget requirements, but also increases operations, maintenance, and training overhead.

Using tools and skills that are poorly matched to the problem at hand results in missed deadlines and project failures. But choosing



JIM  
O'LEARY

Vice President,  
Product Management  
EXTOL International

One obvious case is when a company's business model focuses on delivering supply chain automation services (e.g., a 3PL). But in many other cases—such as companies that deal in perishables and other fast-moving goods, participate in numerous value chains, or experience high levels of partner-driven changes—managing supply chain automation on-premise can reduce risk exposure, allow faster response to changes, and contain costs more effectively.

Of course, even when supply chain automation

“the right tool for the right job” can actually contribute to infrastructure redundancy, if not properly planned. Look for solutions that provide not just the capability you need for your project, but also offer the option to add capabilities to support future projects and requirements.

One last point—be sure to consider the cost of ongoing maintenance activities before choosing any solution. Over the lifespan of some supply chain applications, maintenance costs can exceed original project costs. So look closely at capabilities aimed at reducing maintenance time and effort.

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## The New Breed of Cloud-Based TMS

**Q: How can today's manufacturers deal with increasing regulations, demand volatility, and shifting global trade currents?**

**KONTORAVDIS:** We live in exciting and challenging times. The Internet is bringing new ways of collaborating, communicating, and transacting across borders. At the same time, globalization brings economies and supply chains closer than ever before. Recently, supply chain issues in Japan affected worldwide automotive sales, leaving manufacturers scrambling for information on whether their orders were processed, shipped, or delivered.

In the past few decades, corporations have invested significantly in enterprise resource planning (ERP) and supply chain IT systems that improve inventory management, order processing, financial reporting, and other internal functions. These IT systems are not taking advantage of the Internet's collaborative power, however.

A new breed of cloud-based transportation management systems (TMS) are empowering companies to connect in real-time with their worldwide supply chain partners by giving

them role-based access to the same system. Such systems are configurable to ensure compliance with import/export regulations, and provide shipping automation and real-time visibility across the global supply chain. They also enable multiple supply chain partners to collaborate in real time to resolve issues as they arise. These cloud-based solutions are pre-configured for their users, integrate quickly with existing ERP systems, and are easy on the budget because customers pay a low monthly fee.

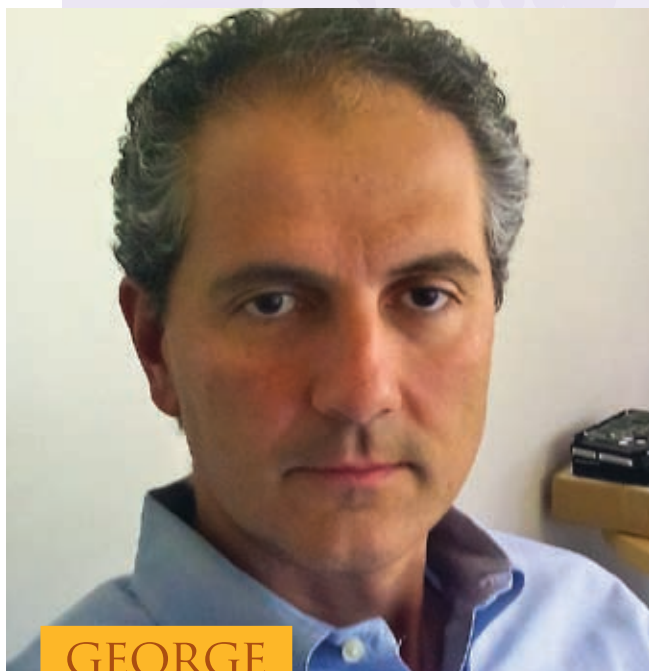
Manufacturers can now explore the true power of the Internet in their supply chain, and be better prepared for an ever-changing world.

**Q: How can value chain partners cooperate to create and share efficiencies?**

**KONTORAVDIS:** Supply chain leaders use the power of the Internet to collaborate and win. With a cloud-based TMS, supply chain managers connect in real-time with their worldwide partners, arrange shipments, achieve full order visibility, track shipment progress in numerous transportation lanes, identify delays, and take action.

Shippers can use next-generation TMS's power to view a map display of all vehicle movements in real time, including order information for each vehicle and its routing progress.

Advanced reporting capabilities provide data on parcel and freight shipment spending during any period and track carrier service level agreement performance. Role-based access for the various users in the supply chain and advanced security technology ensures data integrity. Users save time by performing functions through the system that today are handled manually via phone, fax, and email. This new way of operating through a TMS standardizes company processes, reinforces practices and rules across the organization and across the entire supply chain, and provides great savings. Today's cloud-based technology can help supply chain managers streamline their processes and save significant time, costs, and resources.



GEORGE

KONTORAVDIS, PHD

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## TMS Helps Shippers Rise Above the Status Quo

**Q: What supply chain technology challenges or issues do today's business leaders face?**

**McCARRICK:** One of the biggest challenges facing business leaders today is how to effectively and efficiently control cost. Freightquote.com works with shippers to find the optimal pricing solution to assist them in better controlling their transportation budget.

For example, many of our clients benefit from our ability to expose them to competitive spot market pricing, while others prefer to base their yearly transportation costs on a specific, set tariff. We also work with customers who have unique, seasonal needs to move a significant amount of freight, over a short amount of time, in the most cost-saving manner possible.

And we're always developing new products and technologies to give our clients even more opportunities to control their transportation budget, because we believe their challenge is ultimately our solution.

**Q: What prevents businesses from benefiting fully from logistics technology tools?**

**McCARRICK:** In a word: Inertia—the desire for businesses to remain working as they have been, even if that means they're not getting the full

value of having all their information in one place. Plus, they see cost savings almost immediately.

Not only do our clients benefit, but their entire business is more successful as well. Working with a transportation management system should not be intimidating. That's why Freightquote.com is



SHAWN

COO/CIO  
Freightquote.com

# McCARRICK

advantage of online technology. Working in a status quo environment may be a comfortable way to operate for a customer, but it's usually not the smartest.

We believe, in order to be a true business partner, we must help move our clients out of their comfort zone and into a multi-functional, cost-saving, online logistics system. It's simply not responsible for us to let their past limit what they can do now. Once there, they realize the

the ideal business partner—we offer easy-to-use products that also pack the punch of advanced technology. It's the perfect tool to evolve the way people do business.

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## Achieving Air and Ocean Freight Flexibility

**Q:** There has been a trend of airfreight traffic shifting to freight forwarding by sea. How can air freight compete?

**ZINNER:** The shift toward ocean freight is purely cost-driven. The real question is how to make air freight a less expensive and, therefore, a more competitive option. Both air and ocean shipments often have the added expense of processing at a distribution center (DC). If an air shipment can bypass the DC, however, this cost is eliminated.

Allocating the goods at origin allows the shipment to be routed directly to its final destination. In the case of air shipments, goods

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TOM  
ZINNER



can be flown directly to the dock closest to its final delivery point. Applying DC bypass technology results in a 50-percent faster turnaround and an up to 25-percent cost reduction per shipment. This flexibility effectively allows air freight to compete at a higher level when compared to ocean freight.

**Q:** How can shipments remain flexible with slower ocean transport?

**ZINNER:** Ocean shipments can remain flexible with an en-route allocation process. The shipment can be allocated and re-allocated in response to consumer demand while it is on the water.

The solution lies in serializing the cartons at the point of origin and shipping from the vendor. The cartons are stripped out of the container and scanned, and a final delivery label is applied in a one-to-one relationship—one carton is scanned, and one label is produced and placed on the carton. It can then be cross-docked and put into a truck for final delivery.

In a sense, the ocean shipment becomes a floating warehouse, assigning inventory while still on the water.

**Q:** What are some new ways forwarders are using technology to affect the bottom line?

**ZINNER:** Smart companies are looking to use technology to their advantage and to push it to its greatest potential. To be operationally flexible as a freight forwarder, it is essential to know what is in the shipment pipeline, and to have quick access to customer and shipment information.

Forwarders need one 'go-to' resource for visibility, regulatory compliance, supply chain management, and accounting. There is a strong payback when a business can instantly access, analyze, and react to operational changes.

It is just as vital to remain adaptable within day-to-day operations as it is to be adaptable to customer expectations. Forwarders require all of these options without losing focus when switching to an accounting program. This type of operational flexibility, added to compliance tools such as Automated Broker Interface and Importer Security Filing, is what forwarders are looking for in a technology offering.

IES, Ltd. | 201-639-5000  
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## Enhanced Visibility: The Future of TMS

**Q:** How does a SaaS transportation management system (TMS) encourage collaboration, and why is collaboration important in today's challenging economic environment?

**TIMMER:** In a SaaS multi-tenant TMS environment, all community members of the transportation network operate from the same instance of the TMS software, regardless of their point or date of entry into the network community. That means that all members—shippers, carriers, suppliers, and customers—view the same permission-based data to identify collaborative solutions and improvements to the community.

In an unbiased network, as is the case with LeanLogistics, the relations are on par; the software provider does not own any relationship or control any pricing. This free market is a natural driver of economy, and collaboration enables users to increase efficiencies across



CHRIS

TIMMER

Chief Operating Officer  
LeanLogistics

their supply chain. Information sharing and complete visibility allow shippers to easily collaborate on loads and lanes to reduce empty miles and carbon footprint. Private fleets, typically running below 50-percent capacity, are an excellent example of how visibility and access to loads within the network can increase asset utilization 200 or 300 percent—sometimes more.

**Q:** What's next in TMS technology?

**TIMMER:** We're seeing the use of 'meta intelligence,' leveraging TMS visibility and data in decisions that extend well beyond traditional functionality, with the capability to support and even redefine your marketing, sales and distribution, and customer service based on the business intelligence derived from your transportation network. For example, you'll know the environmental and financial cost for every load in every lane, and anticipate and adjust for capacity constraints. You'll achieve maximum utilization of your facilities by managing

inbound and scheduling appointments. This information and interpretation are only possible with an extensive SaaS network that draws on a vast repository of data to provide answers for critical supply chain issues.

There will also be a growing number of task-specific applications available. Case in point: LeanLogistics LeanDex™ Transportation Index provides real-time rate validation and scenario-based sourcing strategies. Users can identify lanes where rates are out of tolerance and negotiate services using better data, leading to new levels of transportation optimization. The index is a self-serve, Web-based application that provides shippers and carriers with timely snapshots and ongoing rate trends for any North American lane. Access to more business-intelligence tools and the use of data intelligence, such as LeanDex™, is the future for TMS technology.

LeanLogistics | 616-738-6400  
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## Ensuring Successful System Integration

**Q: What factors make software system integration necessary?**

**RODRIGUEZ:** Variety among parties is a fact in the supply chain. Because of that variety, there is no software system that covers the immensity of combinations and scenarios that can occur in today's supply chain. In the same way, there is no software right for every supply chain requirement specific to each business.

This leads to one conclusion: Supply chain software needs to integrate with other systems. As volumes increase and deadlines get shorter, the necessity of communication between systems in the supply chain is more evident.

**Q: How is technology today helping to solve this?**

**RODRIGUEZ:** A few decades ago, electronic data interchange (EDI) was created as the standard. In the early days of using EDI, trade documents were transferred over expensive private networks that only larger companies could afford. The Internet made EDI more affordable, but there was still a high toll on converting business transactions to EDI documents.

Today, XML technologies have bridged that barrier. A small company can set up system-to-system communications (including both the old EDI standard and new XML-based technologies) via XML with a small investment and the right software.

**Q: What are the benefits?**

**RODRIGUEZ:** The return on investment for this type of implementation can be seen within the first two months in data-entry labor savings alone. But the real improvement is in service quality. The number of errors, calls, and returns will be reduced significantly, and customers will be happier, which is the ultimate goal of any business.

This is excellent news in these tough times, when everyone is looking to cut expenses and keep service levels high. If you are a supply chain or logistics manager for a small or medium-sized company, and you have not currently established system-to-system communication with all your business partners, start discussing it with them. It's easier to get this done now than it used to be. As you gain experience, write your own implementation guidelines and make them a requirement for each new business partnership you establish.

When selecting a new software application to address any aspect of your supply chain, also keep in mind that one of the most important features of supply chain software is the ability to communicate with others. To keep up with today's demands, a good system should have out-of-the-box communication with other companies using the same system, and easy setup of communication with companies using other systems.

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JESUS DAVID

RODRIGUEZ

President  
Magaya Corporation  
Logistics Software



## Global Trade Management Software: International Trading Made Easier

**Q: What role does technology play in optimizing global supply chains?**

**PREUNINGER:** Many companies have seen the value in using global trade management (GTM) software to lower costs, ensure regulatory compliance, improve customer service, and automate facets of their supply chain operations. Two capabilities that leading companies are using today to weather the downturn are supply chain visibility and international trade compliance.

These tools provide an immediate and visible return on investment, enabling companies to reduce costs, improve operations, shrink manual data entry errors, facilitate cross-border movements, and improve customer service. In addition, reducing cycle times, eliminating bottlenecks, improving distribution networks, lowering out-of-stocks, and determining the best way to ship freight can also lower emissions, an ecological goal for many companies.

**Q: Import/export compliance can be daunting. What steps can shippers take to make the process easier?**

**PREUNINGER:** Combining a comprehensive global trade content database that covers multiple types of regulations and agencies with a system that automatically updates an organization's data provides accurate, real-time trade content that helps prevent penalties and delays, and reduces non-compliance risks.

There are six key components necessary to build an import/export compliance program: attaining management support; performing a company profile and risk assessment; ensuring cross-organization accountability; automating compliance process control; training the individuals and teams involved in the import and export processes; and scheduling and performing continuous audits and reassessments.

**Q: What is the best advice you can offer companies that have been afraid to take the next step toward globalization?**

**PREUNINGER:** Companies no longer have to take on all facets of international trading at once. And with the advent of cloud computing, otherwise known as Software as a Service (SaaS), companies can collaborate with trading partners around the globe with minimal start-up costs and headaches using a pay-as-you-go model.

GTM software via the cloud offers a number of benefits for companies of all sizes: integration of global suppliers and logistics providers with a shared network; connection to value-added services such as trade content from hundreds of countries; support for new workflows and collaborative processes; and configurable software solutions for rapid implementation. As a result, companies can expect to reduce operating costs by 20 percent or more, and eliminate the need for capital investment to support expansion or to handle demand surges.

**Management Dynamics** | 201-935-8588

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JIM

PREUNINGER

Chief Executive Officer  
Management Dynamics



## Voice Technology Frees The Warehouse Workforce

**Q:** The supply chain and logistics sector has been positively impacted by a wide variety of input and output technologies. What are the most exciting changes inside the warehouse today?

**WILLS:** Over the past few years, a lot of companies have integrated and benefited from voice technology, which frees the warehouse workforce to use their hands, eyes, ears, and voice to take productivity to new heights.

While still in fewer than one in 10 warehouses, voice-enabled logistics technology is not just for

Vice President, Marketing and Support  
PEAK Technologies

TIM  
WILLS



large enterprises. Warehouse and IT managers at companies of all sizes are embracing this technology, and the workers love it. Integrating voice-enabled logistics with host enterprise resource planning (ERP) solutions and warehouse management systems (WMS) has improved our customers' productivity by 20 percent or more, and helped achieve near 100-percent accuracy—all while creating safer, greener warehouse operations.

**Q:** What is the most common misconception about voice-enabled logistics?

**WILLS:** The most common misconception is that it's cost-prohibitive, both as a capital expenditure and operating expense. When voice technology first hit the market, it required a fairly considerable initial investment, and there remains a perception that voice is only for the large enterprise. Recent advances in technology, however, have made voice an affordable and cost-effective solution for organizations of all sizes. In fact, companies with as few as five to 10 warehouse pickers can recoup their initial investment in voice technology within the first year.

In regard to ongoing costs, warehouse and IT managers with legacy voice solutions are often frustrated by high maintenance, licensing, and training/retraining expenses—as well as by being strong-armed into limited hardware options. Fortunately, the newest technologies overcome these issues. For instance, phoneme-based voice engines are speaker-independent, as opposed to speaker-dependent, eliminating the need to 'train'

the system to each user – a significant cost/time saver for organizations with high turnover rates.

The system's open architecture allows customers to use whatever voice-capable hardware works best, whether it's Motorola, LXE, or another hardware option. For example, the customer might initially deploy voice in conjunction with existing mobile computers, then adopt a voice/barcode or voice-only approach as needs change.

**Q:** Where do you see voice technology going in the future?

**WILLS:** The benefits today are already pretty amazing: quick ROI, greater accuracy, and a safer, greener warehouse. Hardware improvements will continue to make headsets more comfortable, while offering better noise-cancelling capabilities. But the big changes will occur in software.

Universal translators and greater language understanding will continue to expand the computer's ability to actually converse and eventually collaborate (instruct, query, and understand) with the worker. From picking to put-away, shipping and receiving, inventory management and beyond, voice technology will continue to expand throughout all aspects of the supply chain, including applications that extend outside the four walls of the warehouse.

PEAK Technologies | 800-926-9212  
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# The Secrets to a Successful Global Trade Management Program

**Q: What are the elements of a successful global trade management program?**

**MADZY:** Global trade management is a dilemma for most organizations because it is an enterprise-wide discipline that needs to be developed. In today's decentralized and outsourced business climate, it is difficult to bring together all the resources and expertise required to develop and implement a global trade management program.

A comprehensive global trade management program must include sourcing, purchasing, transportation, sales, compliance, and accounting expertise. An exhaustive analysis of an organization's import and export procedures must be analyzed and documented. The documented procedures will require each department to develop practices around the goals to implement a comprehensive global trade management program.

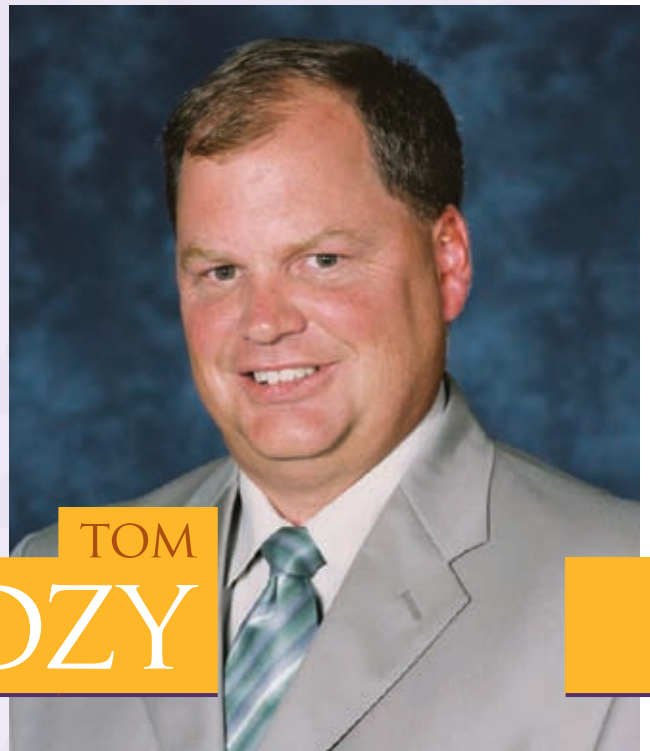
**Q: What goals should companies strive for when implementing global trade management programs?**

**MADZY:** The goals of a global trade management program should include: regulatory compliance for each commodity, cost efficiencies in product movement, high standards for on-time delivery, and meeting every customer expectation. In

chain partners analyze information and notify their customers of the potential effects they may have on their development and delivery.

**Q: What's the difference between data and information?**

**MADZY:** Data becomes information when it is used to create value. Some examples of sharing information include a forwarder posting



TOM

Chief Information Officer  
SEKO Worldwide, LLC

MADZY

addition, each step in the process must be traceable and verified to provide impeccable customer service, all from a company that adapts to the changing industry.

**Q: What's the best way to manage the constant change involved in global logistics?**

**MADZY:** Partnering with a proactive supply chain partner is essential to staying on top of change. A proactive partner will alert you to regulatory compliance, geo-economic, or geo-political changes that will disrupt the supply chain and cost variables that could have a significant impact on your budget. In today's world, there is no shortage of information that could affect your business. Likewise, it is imperative that supply

transport delays to a company's broker, exporting transportation calendars to Outlook for unified visibility, and turning data into phone calls or text messages during possible supply chain disruptions. Throughout the supply chain, customers should ensure their providers share information rather than just data, creating built-in efficiencies.

Any supply chain involves redundancy of effort. A highly efficient supply chain that has built-in value for each of its partners shares the burden of collecting and sharing information.

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## Benchmarking Data Supports Pricing Decisions

**Q: How can shippers and logistics service providers (LSPs) ensure that their business methods and metrics conform to best practices for the industry?**

**SCHRADER:** The best transportation companies identify and measure their key performance indicators and strive for continuous improvement. Most companies have done a good job using their transportation management system or enterprise resource planning software to measure performance versus prior years and against their current budget. However, most companies aren't taking the next step: measuring their performance against the market, and their peers and/or competitors. Measuring against industry benchmark data allows you to identify areas for improving transportation spend.

**Q: How can a shipper or LSP use industry benchmarks to improve internal decision-making?**

**SCHRADER:** Transportation companies and shippers are painfully aware of cost increases and capacity constraints at the macro level. The impact on the business can be very specific to a market or a region, however, and can change overnight. Suddenly, all your pricing assumptions are wrong.

Luckily, benchmarking data and tools are available now to support pricing decisions. For example, TransCore's Truckload Rate Index includes both contract and spot market rates. Contract rates are the rates shippers pay to the carrier, while spot rates are the broker "buy" rates. When the market is in equilibrium, spot market "buy" rates are typically 15 percent lower than contract rates for comparable lanes and equipment. Right now, the gap is narrower—about four percent in many markets. In February 2011, 20 percent of the top 7,000 lanes showed spot market rates for vans that exceeded contract rates, a further indication of capacity constraints in those markets.

Having both rates readily available offers the shipper and LSP the opportunity to determine the least-cost method of moving truckload freight, representing an arbitrage opportunity to

reduce transportation spend. Pricing analysts or dispatchers can research the prevailing rates and negotiate with confidence to secure trucks.

**Q: What trends do you see emerging in trucking freight in 2011?**

**SCHRADER:** Transcore's DAT Network showed a 131-percent increase in load availability in 2010, compared to 2009, followed by record-breaking freight volume in our spot market in January and February 2011. Intermediaries moved 10 percent more loads in 2010 than they did in 2009, according to our recent Broker Benchmark Survey. But the American Trucking Associations' Truck Tonnage Index reported only a five-percent increase, year on year. So truckload freight volume on the spot market appears to be growing faster than the overall industry.

All indications are that the economy will continue to recover, and freight volume will increase. Couple this with tightening capacity, and we expect rates to continue to rise in the second quarter and throughout 2011.

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DAVID

SCHRADER

Senior Vice President,  
Operations  
TransCore Freight Solutions

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# Show Me the Money

Innovative supply chain management delivers  
financial benefits to your bottom line.

By Perry A. Trunick

During the recent economic downturn, many companies stripped layers of cost from their supply chain operations. These cuts may not have been obvious to target or easy to accomplish. But moving forward, improving your supply chain's financial performance will mean focusing on risk and relationships. And this focus could transform your supply chain and your organization.

In the old days, businesses focused on logistics internally. "Companies assumed they had

to absorb and optimize every challenge thrown at them," says Jonathan Byrnes, senior lecturer at the MIT Center for Transportation and Logistics and author of *Islands of Profit in a Sea of Red Ink*.

Today, however, companies are looking at logistics processes externally through integrating suppliers and customers. That change positions supply chain professionals as the driving force behind opportunities that can result in better financial performance for their companies.





Between 30 and 40 percent of every company is unprofitable by any measure—accounts, products, lines, transactions, orders. And 20 to 30 percent of every company provides all the reported profit and subsidizes the losses.

While a common reaction is to eliminate the unprofitable elements, “You don’t want to fire customers; you want to turn around the unprofitable accounts,” cautions Byrnes. “At the same time, you want to identify and lock in the 20 to 30 percent of elements you can’t live without.”

The traditional view of logistics

customers and suppliers. “The few who do it well are making a fortune, even in this tough economy,” Byrnes notes.

What fewer companies understand or do well is recognizing the impact a supply chain can have on the customer value proposition. “Supply chain management can have a massive impact on cost, profitability, cash flow, and risk,” Byrnes says. “For many companies, it’s the leading untapped factor in not only tightening costs, but in increasing financial performance.”

One example of this impact is vendor-managed inventory (VMI), a business

ultimately, increased market share.

“If you select the right customers, figure out how to make them more profitable, and invest in systems, relationships, and resources, they make much more money selling your products,” Byrnes says. “That results in huge sales increases. At the same time, you gain control over your own order pattern variances and substitutions, and get more visibility and better forecasting, which drives down your own costs.

“VMI offers the best of both worlds: your revenues radically increase and your costs go down,” he adds.

This is one area where a supply chain professional can deliver more revenue than a salesperson ever could, Byrnes points out. VMI also delivers more cost savings than you can achieve by simply managing the orders coming at you. “VMI is a flow-through system that can be highly forecasted, which helps reduce inventory and improve cash flow,” he adds.

## GUESS AGAIN

The old approach of looking inward didn’t provide logistics and supply chain managers visibility to where sales were coming from. All they could do was look at the order pattern and guess—then carry enough safety stock.

Byrnes recommends supply chain and sales and marketing departments establish a strong partnership “by defining customer relationships, from arm’s length to highly integrated, with some notches in between,” he says.

He cites one company operating a warehouse where 40 percent of costs are wrapped up in one-off requests from minor customers. “It’s important to standardize customer relationships so you can run an efficient supply chain into each one,” Byrnes explains. “I call this multiple parallel supply chains.”

This requires close cooperation between supply chain management and



“Sometimes a supply chain professional can deliver more revenue than a salesperson ever could.”

— Jonathan Byrnes, senior lecturer,  
MIT Center for Transportation and Logistics

focused on carefully managing and optimizing functional areas such as warehousing, inventory, order fulfillment, and transportation using mathematical optimization tools. But this new world of externally focused supply chain management presents significant financial opportunities.

Companies are realizing the financial benefits of integrating more with

process where suppliers manage and own selected on-site inventory. Done right, VMI can increase revenues by as much as 30 to 40 percent in the highest penetrated accounts. Companies operating a VMI program design systems and procedures that increase the customer’s profitability, resulting in increased sales and profits. In sales terms, that translates to increased share of wallet and,



**If you directly purchased Air Cargo Shipping Services  
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by Proposed Settlements**

**What are the Settlements about?**

Plaintiffs claim that numerous air cargo carriers conspired to fix the prices of air cargo shipping services in violation of U.S. antitrust laws. Cargolux, Qantas, All Nippon Airways (ANA), and Thai Airways have settled these claims and have agreed to pay \$75.5 million to direct purchasers to, from, or within the United States. The Cargolux settlement provides \$35.1 million, the Qantas settlement provides \$26.5 million, the All Nippon Airways settlement provides \$10.4 million, and the Thai Airways settlement provides \$3.5 million. These are in addition to prior settlements with other air cargo carriers in the case of approximately \$203 million. The settling carriers deny liability but have settled to avoid the cost and risk of a trial. The case is continuing against non-settling defendants.

**Who is a Class Member?**

You are a class member if you purchased air cargo shipping services, directly from one or more defendants, for shipments to, from, or within the United States during the period from January 1, 2000 to September 11, 2006. All you need to know is in the full Notice, including information on who is or is not a class member.

**Will I get a payment?**

If you are a class member and do not opt out of these settlements, or if you are a class member and did not opt out of the prior settlements with Air France, KLM, Martinair, Japan Airlines, American Airlines, or SAS, you are eligible to file a claim and receive a payment. The amount of your payment will be determined by the Plan of Allocation, which is described in the full Notice. You may request a claim form online at [www.AirCargoSettlement2.com](http://www.AirCargoSettlement2.com), or by calling toll-free at 1-888-291-9655. Outside the U.S. and Canada, call 1-614-553-1296 (toll charges apply). You may also request a claim form by writing to Air Cargo Settlement 2, c/o The Garden City

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Completed claim forms must be postmarked no later than July 26, 2011.

**What are my rights?**

If you do not want to take part in the settlements, you have the right to opt out. To opt out of one or more of the settlements, you must do so by May 27, 2011. Class members have the right to object to the settlements, the Plan of Allocation, and the request for up to 25 percent of the settlement funds in attorneys' fees and up to \$5 million in expenses. If you object, you must do so by June 6, 2011. If you do not opt out of a particular settlement, you will be bound by the terms of that settlement and give up your rights to sue regarding the settled claims. You may speak to your own attorney at your own expense for help. For more information, visit [www.AirCargoSettlement2.com](http://www.AirCargoSettlement2.com) or call toll-free 1-888-291-9655. Outside the U.S. and Canada, call 1-614-553-1296 (toll charges apply).

A Final Approval Hearing to consider approval of the settlements, the Plan of Allocation, and the request for attorneys' fees and expenses will be held at the United States District Court for the Eastern District of New York on June 24, 2011. You may ask to appear at the hearing, but you don't have to attend. For more information, visit [www.AirCargoSettlement2.com](http://www.AirCargoSettlement2.com) or call toll-free 1-888-291-9655. Outside the U.S. and Canada, call 1-614-553-1296 (toll charges apply).

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sales and marketing in a process Byrnes labels “market mapping,” which matches customers to the level of relationship that is appropriate—not necessarily what they asked for. Highly integrated, close relationships are reserved for the best customers—not just the largest. And those customers with growth potential could garner a closer relationship than their business volume might suggest.

Traditionally, sales sets a goal for moving customers from where they started to where they should be. If you are a low-volume supplier to a customer who has high potential, what does it take to get more of that customer’s business?

Sales and marketing can identify customers with potential, but supply chain

management can determine which customers have the willingness and ability to manage change and become true partners.

For high-potential customers, get acquainted with their operations team early on. Only then should you start investing the resources that will build a closer relationship. It’s important to know whether the customer is open to the transformation before dedicating resources that could be invested in other customers.

Among the qualifying factors, Byrnes cites the operating fit. Some questions to ask are: What can be accomplished if the partnership does everything right? And, are the customer’s operations personnel

the type to partner or not?

This is the opposite of the traditional way sales would handle the operations connection—bringing in their own operations team at the end of the sales process for an introduction and a handshake. Using the new approach, operations personnel almost precede sales in building relationships and identifying strong candidates for the closest partnerships.

The benefits of this closer supply chain relationship include smoothing the order cycle, improving forecasting, and increasing profitability for both customer and supplier. The nitty-gritty operations details get ironed out in the process, but resources stay focused on the most productive and highest-potential partnerships.

“The market mapping approach provides tremendous value and strategic differentiation, and offers competitive advantage,” says Byrnes. “All the goals companies want to achieve today result from optimizing supply chain management.”

## A GLOBAL PERSPECTIVE

These concepts cross from the customer relationship to managing your supplier relationships. When customers are open to forming a closer relationship with key suppliers, they can work together to improve cost, service, and profitability. In a global supply chain, that can lead to lower risk, as well.

Place matters. Instability in the Middle East highlights just how quickly apparently stable governments can come under attack. With supply chains extending thousands of miles and sourcing that reaches into emerging economies, the stability of even long-term governments is coming under added scrutiny. Many risk managers are looking at low-cost sourcing countries and asking, “Can instability happen here?”

In Asia, for example, “Never underestimate the Chinese government,” says

## The Evolving Global Supply Chain

The traditional U.S.-based supply chain centers all functions in the United States. The evolving U.S.-based supply chain centers most functions in the United States, but sources and manufactures in Asia.

The Asia-based supply chain performs most functions in the low-cost geography, with marketing split and sales largely in the U.S. market.

Function	U.S.-Based Supply Chain		Asia-Based Supply Chain	
	U.S.	Asia	U.S.	Asia
Senior Management	●			●
Product Design	●			●
Engineering	●			●
Manufacturing		●		●
Sourcing	●	●		●
Marketing	●		●	●
Sales	●		●	
Logistics	●	●		●

Source: Tiger Medical Group



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Chris Holt, CEO of Tiger Medical Group, which sells hospital and medical supplies to institutional healthcare buyers worldwide. Based in Shanghai, Tiger also maintains administrative offices in Hong Kong, where most trading takes place.

“The Chinese government is incredibly savvy and organized, and they think 20 years ahead,” Holt says.

As a result, China focused on developing infrastructure to reach inland regions while it concentrated on making its coastal cities prosperous. The obvious value of developing near major ocean ports first was easy access to global trade. But as the country’s growth has continued, it has pushed economic development out to the hinterlands.

China can accomplish this because it spent years developing highways, bridges, canals, and railways to reach inland regions. Now, fewer people need to migrate to the coastal regions for employment as this economic engine drives more domestic growth.

If the government wasn’t taking these steps to develop the economy, says Holt, “you’d have the potential for one billion hungry people rallying to a cause.”

Tiger Medical Group’s management team—comprised of about half Chinese and half Westerners—also mirrors its supply chain. This mix helps build supply chain relationships among the company’s largely U.S. and European customer base and mostly Asian suppliers.

Tiger’s market in healthcare products faces some challenges related to its significant growth potential and extended supply chain. As an industry, the medical surgical supply segment has increased the volume of product it sources from Asia to nearly 10 percent, says Holt. That’s a result of many U.S. and European networks that are Tiger’s customers shifting more of their U.S., Mexican, and European factories to facilities or sourcing in Asia.

The move allows suppliers to increase



“If you  
neutralize  
the riskiest  
variables,  
you can  
withstand  
more noise  
in the  
others.”

— **Chris Holt**, CEO,  
Tiger Medical Group

the margin on products that are now sourced in Asia and supplement lower-margin, domestically sourced products. The question then becomes, how do you manage an Asia-based supply chain?

#### SHIFTING ROLES

The traditional supply chain had senior management, product design, engineering, manufacturing, sourcing, marketing, sales, and logistics all located in the domestic market (*see chart, previous page*). The evolving U.S. supply chain may have all manufacturing in Asia, some sourcing, and some logistics

in both the United States and Asia. The Asia-based supply chain serving a U.S. market maintains most of its functions in Asia, but splits marketing between Asia and the United States, while keeping the sales function in the United States.

The conventional supply chain managed from the United States with heavy sourcing in Asia faces challenges from the number of intermediaries in that supply chain, a problem Holt says is common to the healthcare industry. In addition, culture, language, time zones, and distance add to lead time and risk.

An Asia-based supply chain has the advantage of putting the management function in a similar low-cost geography to the supply chain it manages.

But, Holt notes, much of the existing management team is not likely to jump at this type of opportunity. Most team members will have been born and raised in the same area where they have spent their entire career. Few will have even short-term experience in overseas positions and, with family and other ties, it won’t be easy to move them.

#### HEDGING RISKS

Political risk is certainly a factor in any sourcing/supply chain decision, but currency, taxes, duties, and other factors increasingly come into play. Some larger companies hedge currency in their finance department, but, suggests Holt, there’s probably little awareness or involvement at the supply chain management level.

Another type of “hedge” might hit closer to home: forward contracts for raw materials can help guarantee supply and price. This is one way to take some control over a risk and avoid a sudden increase in supplier costs if raw materials prices rise.

Another strategy is to take a portfolio approach. “Companies with a wide portfolio of products coming from numerous countries and going to a



variety of markets will realize more profit on some products and less on others because of all that variability,” Holt says. The goal is to manage the overall performance of that portfolio of products.

The trap that many companies fall into is creating a supply chain heavily based on one or two currencies and one or two products. “They try to forecast out 14 months in one category, and if any of the variables rise or fall, the process becomes erratic,” says Holt. “They celebrate if the variables move in their favor or blame currencies if the variables go against them.

“Know the variables that are in play, which ones you can manage, and how to handle the rest,” he suggests.

That’s the point behind the currency hedge and forward contracts for raw materials. It also comes into play with capacity and the relationship you maintain with your suppliers. Locating in a tax-friendly geography helps, but you must monitor tax policy changes.

#### GOING INTO LABOR

Labor is another significant variable. Holt offers an example of wage increases in China. For Honda, which was already paying a higher wage, the increase amounted to 24 percent. But for Chinese technology manufacturer Foxconn, wages rose 70 percent in the same period.

“If you neutralize the riskiest variables a bit, you can withstand more noise in the others,” says Holt. If you allow all the different elements to be risk factors and don’t do anything to control any of them, you face significant risk if they all go against you at the same time.

Holt cites one electronics company that experienced a 100-percent increase in labor costs to assemble its product in China. Its margin on the product was very high. “But where margins are low, you can’t withstand that financial shock,” he says. “You need to employ supply chain techniques to manage risk.”

While sourcing in Asia can be risky, it is still the trend. Managing that global supply chain well could have another payoff as India and China’s domestic markets continue to evolve a strong middle class. About 50 percent of the world’s population is located in the region, and it accounts for 75 percent of world economic growth.

Supply chain management today is about much more than finding a low-cost source. The financial contribution of a well-positioned and well-managed supply chain extends to all key players. While cost controls, optimization, efficiencies, and operational excellence are important to a successful supply chain, relationships and risk management will differentiate the big winners. ■

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## Management Dynamics

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**LENGTH:** 24 pages

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**SUMMARY:** A survey of import and export compliance managers from 200 firms uncovered best practices for implementing and optimizing NAFTA. The insight provided in this benchmark study will open the door to understanding how firms operate NAFTA qualifying programs, where the expertise exists within their firms, and the savings and struggles associated with maintaining the program from year to year.

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**TITLE:** *Inventory in Motion: A Direct Alternative to Global Fulfillment*

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**TITLE:** *2011 Cross-Docking Trends Report*

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**SUMMARY:** Cross-docking has increased significantly in recent years, according to a new study sponsored by Saddle Creek Corporation. The practice serves as a viable strategy for companies challenged by today's unpredictable economy – helping to improve service levels, reduce transportation costs, and consolidate shipments to destination. The *2011 Cross-Docking Trends Report* explores the latest cross-docking practices, benefits and challenges, outsourcing trends, and more.



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## SAS

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**TITLE:** *Demand Planning Maturity Model: Strategies for Demand-Driven Forecasting and Planning*

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**SUMMARY:** In today's unstable economy, many organizations are finding out that they have inadequate processes to handle demand planning, and traditional methods of predicting demand aren't efficient in a fluctuating market. The paper makes specific recommendations for organizations striving to move up the demand forecasting maturity curve by providing them an assessment framework to evaluate their current stage, and highlighting the characteristics common to best-in-class companies.

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A collaborative online Supply Chain Forum encourages understanding, participation, and discussion about important supply chain and infrastructure issues in the

United States. The site features a video outlining the benefits of a strong supply chain, how it works, and the challenges the country faces to maintain and improve its supply chain advantages. BNSF launched the blog to attract attention and discussion

on public policy solutions to supply chain issues, and encourages other organizations and individuals to join the discussion.

[www.keepamericainmotion.org](http://www.keepamericainmotion.org) 800-795-2673

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◀ CONTINUED FROM PAGE 96

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TAGSYS, an item-level RFID infrastructure provider, and supply chain traceability solutions company Neopost ID, formed an alliance to offer RFID-based, end-to-end supply chain and retail tracking solutions



#### ▲ 3PLs: Kerry Logistics

Two new logistics centers in China expand Kerry Logistics' national network and service range. The 220,660-square-foot Chongqing logistics center (*above*) offers storage and value-added services, including vendor-managed inventory, pick-and-pack, reverse logistics, labeling, packing, JIT service, and regional distribution throughout southwest China. The Kunshan logistics center provides many of the same services from a 202,360-square-foot facility on the southeastern tip of Kunshan City, 28 miles from downtown Shanghai and Suzhou.

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

877-357-0070

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### PRODUCT SHOWCASE



Interlink Technologies is consistently ranked in the Top 100 Technology Providers. In 2011 Interlink Technologies proudly celebrates **25 years of WMS Solutions!**

WHSe-LINK® (Warehouse Link), Interlink's WMS software, is a business system designed to support all distribution activities. From the moment the product arrives, until the product leaves, you have complete auditing and tracking information.

While Interlink's core focus is software, Interlink provides a turn-key solution: WHSe-LINK® Software, Hardware, Project Management, System Integration, Training and Support. If your warehouse deserves a WMS with powerful performance and a professional partner to help you achieve your goals - Think Interlink!



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Product News

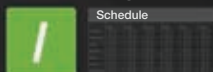
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◀ CONTINUED FROM PAGE 98

to the fashion and apparel market. Neopost ID will market and install TAGSYS' new *Fashion Item Tracking Store System* for the fashion supply chain in France and other European markets.

<a href="http://www.tagsysrfid.com">www.tagsysrfid.com</a>	267-882-4800
<a href="http://www.neopost-id.com">www.neopost-id.com</a>	+33-(0)1-55 69 62 35

### Port Jersey Logistics and Brauner International

Third-party logistics service provider Port Jersey Logistics and Brauner International, a licensed customs broker and international freight forwarder, have partnered to expand each company's service portfolio and provide current and prospective customers with comprehensive logistics solutions.

<a href="http://www.portjersey.com">www.portjersey.com</a>	609-860-1010
<a href="http://www.braunerintl.com">www.braunerintl.com</a>	201-333-5400

### FREIGHT FORWARDING International Transport Services

International Transport Services expanded into a larger facility, increasing its long- and short-term warehousing space. The new facility offers 30 percent more space for bonded goods and an upgraded Certified Cargo Screening Facility for air cargo.

[www.internationaltransport.com](http://www.internationaltransport.com) 440-826-4400

### EXPEDITED FedEx Express

A new dedicated 777F route connects the FedEx World Hub in Memphis, Tenn., to South Korea with four weekly nonstop flights. The new route combines faster service with larger cargo capacity, allowing FedEx to deliver documents and packages from the United States, Canada, and

select Latin American markets to Seoul, South Korea, in two to three business days. FedEx now also offers priority freight delivery to Seoul from the United States, Canada, and select markets in Latin America.

[www.fedex.com](http://www.fedex.com) 800-GO-FEDEX

### UPS

Four new weekly direct flights from Hong Kong to Europe provide next-day delivery coverage for both small packages and heavy freight. Using B747-400 aircraft, the new flights link Hong Kong with Cologne, Germany, Monday to Thursday. They operate in addition to the seven weekly flights UPS already offers each week between Hong Kong and Cologne via Dubai.

[www.ups.com](http://www.ups.com) 800-PICK-UPS

## ADVERTISEMENT PRODUCT SHOWCASE

### THE BIG RED FLEXITANK™

Offers a safe and cost-effective bulk liquid packaging solution for raw materials, ingredients, lubricants and a variety of non-hazardous chemicals.

EPT's BIG Red Flexitank safely converts a standard 20' container into a 24 ton bulk liquid hauler. Their PP/PE construction is food-grade and Kosher to handle sensitive chemicals, yet robust enough for thousands of other non-hazardous chemicals. BIG Red Flexitanks are single-use and require no leases, cleaning or repositioning costs and their low tare weight means an increase in payload.

BIG Red Flexitanks include a total packaging system that has been designed to minimize the effects of liquid dynamics in order to protect the product as well as the shipping container. EPT's flexitank has passed rigorous American Association of Railroad (AAR) tests and meets all the Container Owners Association (COA) flexitank requirements. BIG Red Flexitanks are the only flexitanks with authorization from several North American Class I Railroads, as well as approvals from both the Russia and China railroads.

EPT's flexitanks are made in the U.S.A. and backed by \$50 million in product liability & pollution insurance. BIG Red Flexitanks provide an economical, safe and environmentally friendly alternative for shipping bulk chemicals via road, ocean or rail.



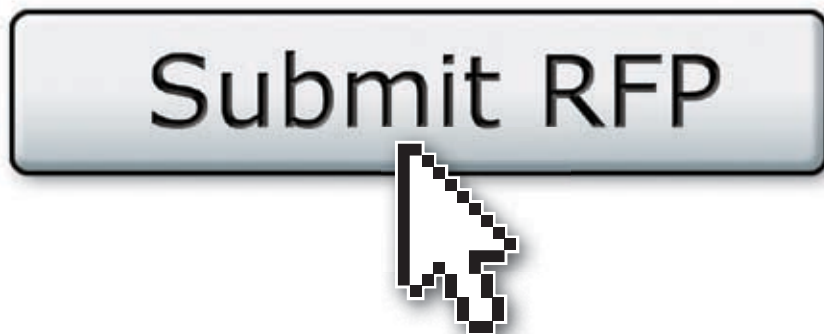
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# Choosing a 3PL Partner Just Got Easier.



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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.

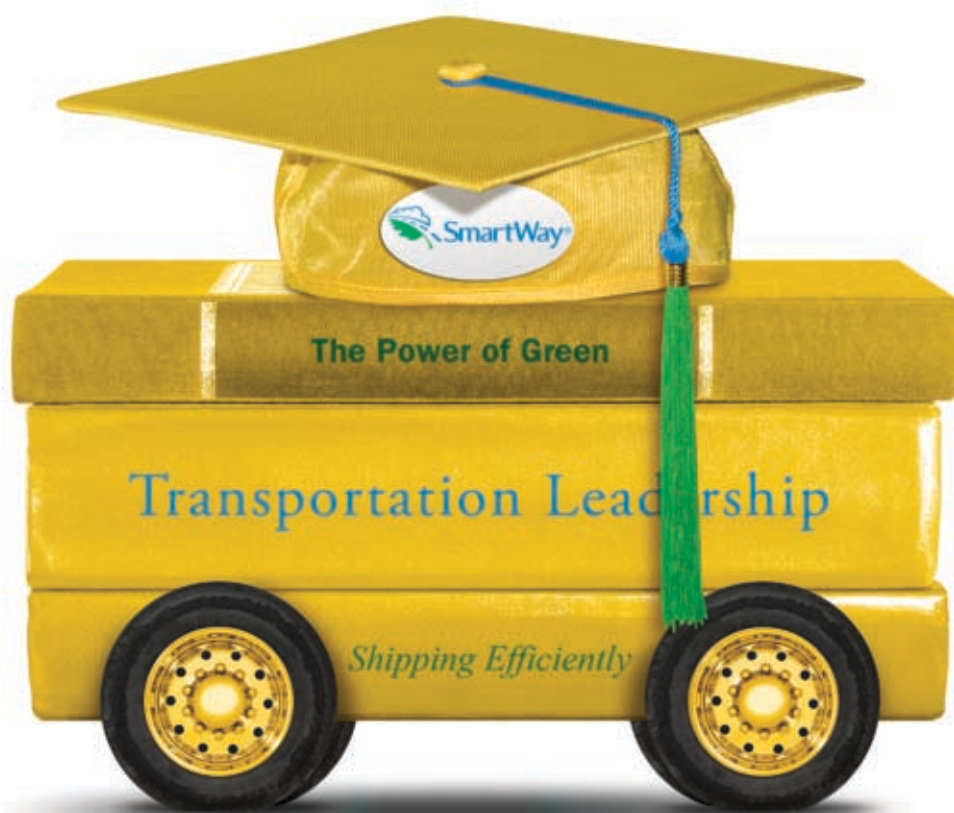
Whether you need to outsource your entire logistics operation, or just one segment of it, choosing the right third-party logistics partner can be a complex challenge. In response to reader requests, *Inbound Logistics* offers an online 3PL RFP tool to help simplify your selection process.

Get started now at [inboundlogistics.com/rfp](http://inboundlogistics.com/rfp)





# REDUCING MORE THAN YOUR CARBON FOOTPRINT... NOW THAT'S SMART.



As the nation's leading program in freight emissions reduction, EPA's [SmartWay® Transport Partnership](#) can help you decrease carbon dioxide plus other greenhouse gases and harmful pollutants from your supply chain. SmartWay now offers more enhanced tools to help shippers reduce their environmental impact while improving freight operations efficiencies. Join the many SmartWay Partners that are winning appreciation for their sustainability efforts with shareholders and the public alike.

To find out how SmartWay is setting the standard for freight sustainability excellence, please call [1-734-214-4767](tel:1-734-214-4767) or visit [www.epa.gov/smartway](http://www.epa.gov/smartway)



Check our website to see the new SmartWay advancements  
AN INNOVATIVE PROGRAM FROM THE U.S. ENVIRONMENTAL PROTECTION AGENCY



Did you ever search online for a logistics solution without having a specific company name? Search engines spit back thousands of unusable responses. But *Inbound Logistics* is here to help, by compiling 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 new industry players.
- 2 Go to the online version of Web\_Cite City – fast and searchable by keyword – at [inboundlogistics.com/web\\_cite](http://inboundlogistics.com/web_cite)

CATEGORY	PAGE
3PLs	104
4PLs	111
Associations	112
Bulk: Liquid-Dry	113
Chemical Logistics	113
Consultants	114
Customs Brokers	115
Customs Compliance/Duty Drawback	115
Dedicated Contract Carriage	116
Distance Learning	117
Distribution Center Management	117
Education	118
Fleet Management	121
Freight Forwarders/Brokers	122
Freight Payment/Audit Services	123
Fulfillment	125
Global Logistics	126
Global Trade	128
Intermodal	129
Job Boards	129
Logistics IT	129
Materials Handling	133
Ocean/Intermodal	133

CATEGORY	PAGE
Pallets	134
Ports	134
Rail/Intermodal	134
Rapid Response Logistics	135
Real Estate	136
Recruiting	136
Reverse Logistics	137
Security: Cargo/Freight & Supply Chain	138
Shipping Software	138
Site Selection	139
SmartWay	139
Supply Chain Mgmt./Optimization	139
Temporary Staffing	141
TMS	141
Transportation	143
Transportation/Freight Management	144
Trucking	146
Trucking-LTL	147
Trucking-TL	148
Vendor Compliance	149
Warehousing	149
Windpower Logistics	152
WMS	153



COMPANY	PAGE	COMPANY	PAGE	COMPANY	PAGE	COMPANY	PAGE
3PL Central	153	Data2Logistics	114	Lily Transportation Corp.	116	Red Arrow Logistics	127
3PLFinder.com	104	Datatrac Corporation	130, 140, 141, 144	Logistics Insight Corporation (LINC)	108	Retrotech	133, 151
A&R Logistics	104, 113, 139	Deringer	105, 115, 122, 147, 148, 149	LTD Management	114	ROAR Logistics	110
a2b Fulfillment, Inc.	125, 137	Distribution Design, Inc.	114	Magaya Logistics Software Solutions	132	Romark Logistics	110
Aankhen, Inc.	138	Dutycalc Data Systems	131	MagicLogic Optimization	132	Ryder	111
ABF	146	Echo Global Logistics	106	Mallory Alexander Int'l. Logistics	108, 127	Saia	146
ALG Worldwide Logistics	105	Elmhurst College	119	Management Dynamics	128	Service By Air, Inc. (SBA)	128
Aljex Software, Inc.	129, 141	Enaptive, Inc.	131	McLeod Software	142	Shey-Harding Associates, Inc.	136
Alliance Shippers, Inc.	105	Establish, Inc.	114	Mericle Commercial Real Estate Services	136	Specialized Transportation, Inc.	143
Ambiance Personnel	136, 141	Exel Transportation	107, 122, 133, 135, 147, 148	Metro Park Warehouses	109, 150	SPS Commerce	141
Amer. Society Transportation & Logistics	112	Exotrac	153	MidAmerica Industrial Park	139	Syracuse University - Whitman School	120
Andlor Logistics Systems	105	FFE Transportation Services, Inc.	146	Nebraska Public Power District	152	TDM Transport, Inc.	123
Arizona State University - W. P. Carey	118	FW Warehousing	113, 150	Nebraska Warehouse	151	TMSi Logistics	152
Associated Global Systems	111, 116	GENCO	144	Network Global Logistics	109, 112, 151	TMW Systems	121, 132, 139, 142, 145
Baruch College	128	Georgia Tech SC & Logistics Institute	119	New Breed	115, 125, 132, 135, 137, 140, 144	TrakLok Corporation	138
BNSF Logistics	134	Georgia Tech, EMIL-SCS Program	119	New England Motor Freight	147	Transervice Logistics, Inc.	117
C3 Solutions	153	GMS International	126, 131, 138	Nexxio	138	TransportGistics	124, 133, 143, 149
California State University - Long Beach	118	H&M Bay, Inc.	143	NFI	109, 112, 115, 116, 117, 121, 122, 124, 125, 135, 136, 137, 139, 140, 145, 149, 151	Transwide	143
Cardinal Logistics Management	106	Hanover Logistics	107	nVision Global Technology Solutions	124, 127	TranzAct Technologies	124, 145
Cass Information Systems, Inc.	130	ICS Logistics	107	PECO Pallet	134	Trinity Transport, Inc.	145
CDM Software Solutions	140	Infinity Software Solutions	142	Penn State World Campus	120	University of Alaska Anchorage	120
Cheetah Software Systems	121	Inmar	137	Penske Logistics	109, 117, 118, 142	University of Denver	120, 129
ChemLogix	106, 113	Institute of Logistical Management	117	Pilot Freight Services	110, 123, 127	Warehouse America	111, 125, 152
Choice Logistics	126	Integration Point	128	Pitt Ohio	148	Werner Enterprises	128, 146
ClearTrack Information Network, Inc.	130, 149	JobsInLogistics	129	Port of Stockton	134	WOW Logistics	152
Crowley	106, 111, 116, 122, 126, 133, 134, 144, 148, 150	Kellogg School of Mgmt. - Northwestern	119	Purolator International	110, 123	Wright State University	121
CT Logistics	123	Langham Logistics, Inc.	131	QuestaWeb, Inc.	129	Yardview	153
CTSI-Global	130	Laufer Group	107	Quick International Courier	112	YRC	147
D&D Distribution Services	150	Leading Edge Logistics	108	Railinc Corporation	135		
		LeSaint Logistics	108				

### 3PLs



#### 3PLFinder.com • www.3plfinder.com

3PLFinder.com is a free online directory of third-party warehouses that offers the most comprehensive and easy-to-find listings that include every major warehouse in North America as well as facilities worldwide. The site enables you to search by city and state, and includes enhanced listings with advanced search features that allow you to find the closest warehouse that provides the services you need.



#### A&R Logistics • www.artransport.com

A&R Logistics specializes in bulk transportation, packaging, distribution, and logistics. A&R provides dependable, quality services to meet your distribution and logistics needs. Through analytical reviews, A&R customizes timely, cost-effective solutions for your company. Put A&R's experienced staff and extensive affiliate network to work for you, and realize global solutions in a changing worldwide market.





## IN THIS SECTION:

## 3PLs



### Deringer • www.nderinger.com

Customer care, service excellence, and a firm commitment to customs compliance illustrate the differences that have led to Deringer's success as a leading logistics provider for more than 90 years. Deringer's turnkey logistics services include customs brokerage, international freight forwarding, warehousing and distribution, cargo insurance, and consulting. With over 30 offices and a strong network of international agents, Deringer helps companies optimize efficiencies in their supply chain.

### ALG Worldwide Logistics • www.algworldwide.com

Domestic and international forwarding services. Specializing in customer care, reverse logistics, time-definite delivery, and customized services. IATA authorized, also operating as an NVOCC, DOT Smartway partner, C-TPAT and additional certifications. ALG offers an easy-to-use customer interface with our suite of IT tools, ALG Logic, enabling customers to push, track, and report on shipments in our system.



### Alliance Shippers, Inc. • www.alliance.com

With operating facilities in the United States, Canada and Mexico, Alliance Shippers, Inc. takes a team approach to linking its high-quality customer service with state-of-the-art rail, highway, ocean, and air transportation solutions. With more than one dozen divisions, Alliance Shippers, Inc. has dedicated resources for warehousing, distribution, customs clearance, equipment/driver leasing, expedited transportation, government services, and more in one stop. Use its management and logistics expertise to ship your loads to the world's major markets in a cost-efficient and cost-effective manner. For a logistics solution tailored to your company's needs and help in implementing it, contact Alliance Shippers, Inc.

### Andlor Logistics Systems • www.andlor.com

The Andlor staff has partnered with the logistics industry for more than 30 years. The software is a fully integrated 3PL WMS. The Web front-end provides access for the total supply chain. Users enter orders and appointments, and access receipts, shipments, invoices, claims, EDI data, client and VMI inventories with scheduled reporting. Andlor offers BacTracs for reverse logistics processing and a yard management system (YMS). Excellent functionality and support are Andlor's trademarks.







### Cardinal Logistics Management • [www.cardlog.com](http://www.cardlog.com)

Cardinal Logistics Management is a fully integrated logistics and transportation solutions provider with industry-leading experience and hands-on involvement from our senior leadership team. Cardinal's logistics experts work directly with clients to optimize their supply chains by developing and implementing customized transportation solutions including specialized equipment and handling, and proven technology. Cardinal's services include dedicated contract carriage, home jobsite delivery, transportation management, supply chain consulting, SaaS solutions, warehousing and distribution to companies like CHEP, KraftMaid Cabinetry, Office Depot, and many more. Visit us at [www.cardlog.com](http://www.cardlog.com).



### ChemLogix, LLC • [www.chemlogix.com](http://www.chemlogix.com)

ChemLogix, LLC is the leading provider of comprehensive chemical industry logistics management outsourcing and technology services that, together with its supply chain consulting resources, enable its clients to improve performance and drive economic value. ChemLogix is dedicated to solving its customers' most vital logistics challenges by leveraging chemical industry expertise, best-of-breed technology, and a personalized, high-touch approach to deliver measurable, sustainable value. For more information, visit [www.chemlogix.com](http://www.chemlogix.com) or email [information@chemlogix.com](mailto:information@chemlogix.com).



### Crowley • [www.crowley.com](http://www.crowley.com)

If you think Crowley offers just ocean freight services, think again. Sure, it provides liner shipping and cargo carrier services throughout Latin America, Puerto Rico, and the Caribbean Basin, employing the latest vessels, equipment, and communication technologies. But Crowley is also one of the most diversified transportation companies in the world, developing innovative supply chain solutions backed by deep relationships throughout the region, far-reaching resources, and an impeccable reputation worldwide. With its extensive shipping capacity, as well as thousands of containers, trailers, and other intermodal components, Crowley ensures the reliability of every link in your supply chain.



### Echo Global Logistics • [www.echo.com](http://www.echo.com)

Echo Global Logistics is a leading provider of technology-enabled transportation and supply chain management services, delivered on a proprietary technology platform, serving the transportation and logistics needs of its clients. Echo's web-based technology platform compiles and analyzes data from its network of over 24,000 transportation providers to serve its clients' shipping and freight management needs. This year, Echo has procured transportation and provided logistics services for more than 22,700 clients across a wide range of industries, such as manufacturing, construction, consumer products and retail. For more information on Echo, visit: [www.echo.com](http://www.echo.com).



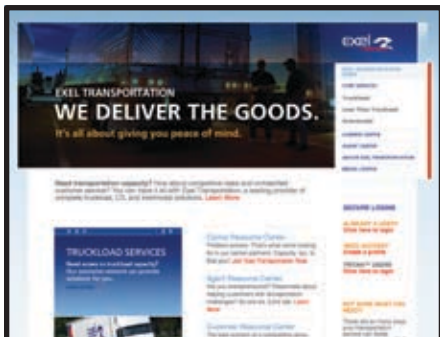


IN THIS SECTION:

# 3PLs

# WEB\_CITE CITY

www.inboundlogistics.com/web\_cite



## Exel Transportation • www.exeltransportation.com

Exel Transportation is a 3PL offering all modes of transportation: truckload, less-than-truckload, intermodal, rail, international air, and ocean. Our transportation services are tailored to fit your unique business needs. Exel draws on decades of experience and a carrier network of more than 14,000 providers to manage the efficient and timely transit of your goods. We find capacity when others can't. Our TMS, TRITAN™, offers our customers, carriers, and operations group visibility to your freight from start to finish. Let us tell you more about TRITAN and about us!

## Hanover Logistics • www.hanoverlogistics.com

Hanover Logistics is an asset-based logistics services company providing customers 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.



## ICS Logistics • www.coastalmaritime.com

ICS Logistics, headquartered in Jacksonville, Florida, is an asset-based logistics company, owning companies that operate in all points of the logistics network, including dry and temperature-controlled warehousing, transportation, and stevedoring. ICS Logistics-affiliated companies include: Pacorini Global Services, Coastal Maritime Stevedoring, Global Stevedoring, Industrial Cold Storage, JaxPort Refrigerated Services, Mobile Refrigerated Services, and ICS Logistics Transportation.



## Laufer Group • www.laufer.com

Laufer Group International was established in 1948 as a customs broker. 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.







### Leading Edge Logistics • [www.leadingedgelogistics.com](http://www.leadingedgelogistics.com)

Leading Edge Logistics (LEL) is a performance-based logistics management company with a 15-year track record that has successfully guaranteed cost savings to 100 percent of its customers, improved their service, provided real-time visibility to all their shipments, and improved their end-to-end supply chain management. LEL charges no fees, employs state-of-the-art technology, and provides a dedicated customer service team—a true one-stop solution for all customer supply chain requirements, domestic or international, and it's done with a personalized touch (no voice mail). LEL's service motto is: "Our Customers Should Never Need to Ask Us A Question."

### LeSaint Logistics • [www.lesaint.com](http://www.lesaint.com)

LeSaint Logistics' overall objective is to provide customers with the opportunity to focus on their core business by offering the full range of third-party logistics services: contract warehousing, public warehousing, hazardous materials management, common carriage, dedicated transportation, transportation management, information management, customer call centers, inventory management, and fulfillment. We provide value-added fulfillment services such as pick/pack and ship, repack, labeling, subassembly, kitting, and returns management, to name a few. We're flexible to our customers' requirements, providing them with the option of selecting from our menu of services, and choosing the capabilities that meet their specific needs.



### Logistics Insight Corporation (LINC) • [www.4linc.com](http://www.4linc.com)

Logistics Insight Corporation (LINC) is a leading provider of custom-developed third-party logistics solutions that allow customers and clients to reduce costs and manage their global supply chains more efficiently. We offer a comprehensive suite of supply chain logistics services including value-added, transportation, and specialized services. Our services include cross-docks, consolidations, sequencing, sub-assembly, kitting, repacking, returnable container management, and much more.

### Mallory Alexander International Logistics • [www.mallorygroup.com](http://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.





## 3PLs



Metro Park Warehouses is a full-service 3PL offering 2 million square feet in Kansas City of modern food-grade warehousing space, including medical temperature-controlled space, ATF and national pharmaceutical licensed distribution, AIB Superior ratings, and 5 rail facilities, all open to reciprocal switching. Our in-house value-added services include end-to-end call center, shipping, invoicing, credit card payment; retail display building; heat-tunnel packaging and shrink-wrapping; and a dedicated local and regional trucking fleet. We have been in business for more than 40 years, specializing in award-winning service for food and household products, medical supplies, pharmaceuticals, alcoholic beverages, appliances, roll paper, and packaging. Contact Metro Park to gain the competitive edge for your Midwest logistics and distribution requirements.

Network Global Logistics (NGL) was founded in 1971 and offers supply chain solutions including warehousing, service parts logistics, transportation management (TMS), retail and e-commerce fulfillment, next-flight-out, same-day ground courier for LTL and TL, and value-added manufacturing services. NGL uses best practices and standard operating procedures to achieve the highest service levels and key performance indicators in the industry. Our supply chain information systems provide real-time visibility to inventory and shipments. NGL is available 24/7/365.



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 Warehousing and Distribution, Logistics, Transportation, Intermodal, Canada, Real Estate, Contract Packaging, Transportation Brokerage, Trailer Leasing and Storage, Solar, Global and Consulting services. NFI is an EPA Smartway Transport and WasteWise Partner.

Penske Logistics is an award-winning logistics services provider with operations in North America, South America, Europe and Asia. Our products and services range from dedicated contract carriage and distribution center management to transportation management and fully customized solutions. No matter what your needs or industry, Penske Logistics engineers supply chain solutions that deliver business results like boosting productivity, improving service, and shrinking carbon footprints. Call us today at 1-800-529-6531 to learn more.



# WEB\_CITE CITY

www.inboundlogistics.com/web\_cite

IN THIS SECTION:

**3PLs**



## Pilot Freight Services • [www.pilotdelivers.com](http://www.pilotdelivers.com)

Pilot Freight Services is a full-service transportation and logistics company with more than 75 locations throughout North America and a worldwide network of overseas agents, offering global coverage in more than 190 countries. As your transportation and logistics experts, we equip you with everything you need to move your cargo, delivering your shipments by air, land, and sea, anywhere in the world. To learn more, contact our 24/7 Customer Service Center at 1-800-HI-PILOT.

## Purolator International • [www.purolatorinternational.com](http://www.purolatorinternational.com)

Purolator International is the U.S.-based freight forwarding subsidiary of Purolator Inc., Canada's leading overnight courier company. Purolator International specializes in air and surface forwarding of express, parcel, and freight shipments, with enhanced supply chain solutions to offer delivery to, from, and within Canada. Purolator International offers preferred access to an extensive distribution network in Canada, which includes 11,000 dedicated employees, the leading air fleet, and ground network with the most guaranteed Canadian delivery points in Canada.



## ROAR Logistics • [www.roarlogistics.com](http://www.roarlogistics.com)

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, import/export ocean, and global air cargo needs. Call 888-292-7627, e-mail: [info@roarlogistics.com](mailto:info@roarlogistics.com), or visit: [www.roarlogistics.com](http://www.roarlogistics.com).

## Romark Logistics • [www.romarklogistics.com](http://www.romarklogistics.com)

Make Romark Logistics your choice for nationwide warehousing, distribution, contract labor management, fulfillment, packaging, real estate development, and transportation solutions. Our commitment to continuous improvement, customer satisfaction, and the spirit of partnership has been the foundation of our growth and success for more than 50 years. Romark Logistics operates more than 3 million square feet of contract distribution and packaging centers, and can customize a supply chain solution for your most demanding challenges.





## IN THIS SECTION:

## 3PLs – Air/Expedited



### Ryder • www.ryderscs.com

Ryder provides a complete array of leading-edge supply chain, warehousing, and transportation solutions for multiple industry sectors in the United States, Canada, Mexico, the United Kingdom, and Asia. Services range from developing supply chain strategies to managing and executing day-to-day logistics operations. We have over seven decades of experience in successfully partnering with companies in a variety of industries, optimizing their operations and maximizing their bottom line.

### Warehouse America • www.whseusa.com

Strategically located in Philadelphia, Pa., minutes from major ports and interstates, Warehouse America's 200,000-square-foot facility gives you a distribution advantage. From custom inventory management, EDI, and order fulfillment to unparalleled warehousing services, including loading, unloading, and transloading; LTL or TL shipping; long- and short-term storage; and same-day order processing, Warehouse America offers everything you need from a third-party logistics partner.



## 4PLs



### Crowley • www.crowley.com

If you think Crowley offers just ocean freight services, think again. Sure, it provides liner shipping and cargo carrier services throughout Latin America, Puerto Rico, and the Caribbean Basin, employing the latest vessels, equipment, and communication technologies. But Crowley is also one of the most diversified transportation companies in the world, developing innovative supply chain solutions backed by deep relationships throughout the region, far-reaching resources, and an impeccable reputation worldwide. With its extensive shipping capacity, as well as thousands of containers, trailers, and other intermodal components, Crowley ensures the reliability of every link in your supply chain.

## AIR/EXPEDITED

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

Associated Global Systems (AGS) 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 125 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.







### Network Global Logistics • www.nglog.com

Network Global Logistics was founded in 1971 and is the preferred provider of next-flight-out (NFO) and same-day ground courier service to the medical, life science, financial, and technology industries. Using best practices and standard operating procedures, NGL is able to deliver unmatched service levels. Our goal is to develop partnerships with our customers by offering business solutions that are flexible, exceed expectations, provide value, and create peace of mind.



### 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 Warehousing and Distribution, Logistics, Transportation, Intermodal, Canada, Real Estate, Contract Packaging, Transportation Brokerage, Trailer Leasing and Storage, Solar, Global and Consulting services. NFI is an EPA Smartway Transport and WasteWise Partner.



### Quick International Courier • www.quickintl.com

Quick International Courier is a full-service global priority transportation and logistics company, shipping life-saving organs and blood for transplant and research, critical parts for the high-tech, medical, and manufacturing industries, as well as high-security, confidential, and valuable items for the legal and entertainment industries. Quick provides a wide range of priority services: next-flight-out, next-drive-out, secure handcarry, warehousing, third-party logistics, and aircraft charters. With a focus on providing global logistics, Quick is at the forefront of innovations, offering precision, individualized service, and dependability.



## ASSOCIATIONS



### American Society of Transportation & Logistics • www.astl.org

The American Society of Transportation and Logistics (ASTL) can help your career path through its long-standing certification program (CTL-Certified in Transportation and Logistics). With over 50 years of proven results in North America, and now recognized in the Pacific Rim, the ASTL can provide state-of-the-art knowledge for developing practical answers to today's logistics and supply chain challenges.





## IN THIS SECTION:

**Bulk: Liquid-Dry • Chemical Logistics****BULK: LIQUID-DRY****A&R Logistics • www.artransport.com**

A&R Logistics specializes in bulk transportation, packaging, distribution, and logistics. A&R provides dependable, quality services to meet your distribution and logistics needs. Through analytical reviews, A&R customizes timely, cost-effective solutions for your company. Put A&R's experienced staff and extensive affiliate network to work for you, and realize global solutions in a changing worldwide market.

**CHEMICAL LOGISTICS****A&R Logistics • www.artransport.com**

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**ChemLogix, LLC • www.chemlogix.com**

ChemLogix, LLC is the leading provider of comprehensive chemical industry logistics management outsourcing and technology services that, together with its supply chain consulting resources, enable its clients to improve performance and drive economic value. ChemLogix is dedicated to solving its customers' most vital logistics challenges by leveraging chemical industry expertise, best-of-breed technology, and a personalized, high-touch approach to deliver measurable, sustainable value. For more information, visit [www.chemlogix.com](http://www.chemlogix.com) or email [information@chemlogix.com](mailto:information@chemlogix.com).

**FW Warehousing • www.fwwarehousing.com**

The chemical warehouse designed and built by FW Warehousing, Centreville, Ill., uses the most current hazardous materials storage methods to provide a well-managed hazmat warehousing solution. FW Warehousing is certified by FedEx and UPS for small-package chemical shipping and fulfillment. Certified to handle flammables, corrosives, oxidizers, and other environmentally sensitive chemicals, FW Warehousing, located in the St. Louis Metropolitan area, has materials handling equipment for carloads, drums, pallets, ISO tanks, and totes.





### CONSULTANTS



#### Data2Logistics • www.data2logistics.com

Data2Logistics provides the business intelligence you need to reduce transportation expense by 7 percent to 15 percent, and improve control for your freight and parcel shipments. For more than four decades, clients have relied on Data2Logistics to provide accurate pre-audit, post-audit, freight cost allocation, and robust global information. These services are provided as part of our worldwide freight bill payment capabilities. We process bills for all modes of transportation, including less-than-truckload, truckload, air, ocean, and parcel. We are a recognized source for actionable information, not just access to data. Data2Logistics has the experienced staff and global presence to service your locations in North America and around the world.

#### Distribution Design Inc. • www.distdesign.com

Distribution Design provides consulting services for improving logistics operations, systems, and facilities. Services include operational assessment with recommendations, operational and process design, second opinion, facility longevity analysis, 3PL/WMS selection, and designs for WMS and material storage and handling systems. Projects have won national awards for Highest ROI and Productivity. Visit the Web site for case studies, knowledge base articles, and links to other helpful sites.



#### Establish, Inc. • www.establishinc.com

Establish, Inc. is a global management consulting firm specializing in the supply/demand chain. We have been in business for more than 35 years and completed more than 1,000 client assignments. We are comfortable working in all the supply chain functions: procurement provisioning, inventory planning/forecasting, manufacturing distribution, warehousing, transportation, and customer service, and we can work at both the strategic level and the tactical level. We also have implementation capabilities and frequently lead or guide the implementation of our recommendations.



#### LTD Management • www.ltdmgmt.com

LTD Management provides logistics and supply chain management consulting based on real-world experience—not as career consultants. That experience enables us to better understand a client's needs and to develop solutions that work. Clients are manufacturers, wholesalers, distributors, retailers, 3PLs and other logistics providers based in the United States and international. Whether the need is domestic or global, strategic or tactical, operations or cost improvement, startup or existing business, LTD provides solutions that work.





## IN THIS SECTION:

## Consultants – Customs Compliance



**New Breed • www.newbreed.com**

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.



**NFI • www.NFIindustries.com**

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## CUSTOMS BROKERS



**Deringer • www.nderinger.com**

For more than 90 years, Deringer has been one of the largest privately held customs brokers in the United States, with nearly 50 percent of staff licensed as customs brokers or holding other certifications. With more than 30 locations throughout the United States and holding the first national filing license, Deringer clears shipments at every port of entry. Additionally, Deringer offers a variety of innovative tools to facilitate entry processing, monitor shipment progress, and review history through reporting tools.

## CUSTOMS COMPLIANCE/DUTY DRAWBACK



**Deringer • www.nderinger.com**

Deringer Logistics Consulting Group provides companies with professional support and expertise through a full complement of regulatory consulting services. Our services are customized to meet your needs, bringing together specialized experts in customs compliance and auditing, duty drawback, reconciliation, and solutions to help secure the supply chain. By offering discerning regulatory compliance advice, we prepare clients to successfully compete in world markets.







### Crowley • [www.crowley.com](http://www.crowley.com)

If you think Crowley offers just ocean freight services, think again. Sure, it provides liner shipping and cargo carrier services throughout Latin America, Puerto Rico, and the Caribbean Basin, employing the latest vessels, equipment, and communication technologies. But Crowley is also one of the most diversified transportation companies in the world, developing innovative supply chain solutions backed by deep relationships throughout the region, far-reaching resources, and an impeccable reputation worldwide. With its extensive shipping capacity, as well as thousands of containers, trailers, and other intermodal components, Crowley ensures the reliability of every link in your supply chain.



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## DEDICATED CONTRACT CARRIAGE



### Lily Transportation Corp. • [www.lily.com](http://www.lily.com)

What Can We Do For You? Lily's Dedicated Logistics Systems are customized to meet our clients' unique needs, with focus on anticipating and responding to changes in supply chain demand. Because we are a dedicated contract carrier, we customize the fleet, operations team, and drivers to become your fleet, your team, and your drivers. All will look and operate to your specifications, all will be seamless to your customers. We are dedicated to your industry and to delivering your product on time, on budget, every time!



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## IN THIS SECTION:

# DCC – DC Management

# WEB\_CITE CITY

www.inboundlogistics.com/web\_cite



## Penske Logistics • www.penskelogistics.com

Penske Logistics is an award-winning logistics services provider with operations in North America, South America, Europe, and Asia. Our products and services range from dedicated contract carriage and distribution center management to transportation management and fully customized solutions. No matter what your needs or industry, Penske Logistics engineers supply chain solutions that deliver business results like boosting productivity, improving service, and shrinking carbon footprints. Call us today at 1-800-529-6531 to learn more.

## Transservice Logistics Inc. • www.transservice.com

Transservice provides cost-effective dedicated transportation solutions for fleets across North America. Whether your network is store delivery, inter-facility, plant to customer direct, or to distribution centers, Transservice delivers with total reliability, responsiveness, and flexibility. Our dedicated programs are based upon full disclosure to actual costs, plus we offer gain sharing and annual maximum rate guarantees. Contact us and see how our design team and modeling process can benefit your company.



## DISTANCE LEARNING



## Institute of Logistical Management (ILM) • www.mylogisticscareer.com

ILM offers quality, cost-effective, self-paced Professional Certifications in Transportation, Logistics, and Supply Chain for students to achieve competency in the logistics industry. ILM integrates transportation, logistics, and supply chain to certify professionals for real-world application. Now offering 8 Certifications. For further information, contact us at 888-456-4600 or info@logisticseducation.edu.

## DISTRIBUTION CENTER MANAGEMENT

## 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 Warehousing and Distribution, Logistics, Transportation, Intermodal, Canada, Real Estate, Contract Packaging, Transportation Brokerage, Trailer Leasing and Storage, Solar, Global and Consulting services. NFI is an EPA Smartway Transport and WasteWise Partner.







### Penske Logistics • www.penskelogistics.com

Penske Logistics is an award-winning logistics services provider with operations in North America, South America, Europe, and Asia. Our products and services range from dedicated contract carriage and distribution center management to transportation management and fully customized solutions. No matter what your needs or industry, Penske Logistics engineers supply chain solutions that deliver business results like boosting productivity, improving service, and shrinking carbon footprints. Call us today at 1-800-529-6531 to learn more.

## EDUCATION

### Arizona State University-W. P. Carey School of Business www.wpcarey.asu.edu/supplychain

The Supply Chain Management Department at W. P. Carey is regularly ranked in the top five by *U.S. News & World Report*. Earn a certificate or an MBA with an area of emphasis in supply chain management. Offered entirely online, these programs enable busy working professionals to balance the demands of work and school. Please call 480-965-8006 or visit the Web site today.



### Baruch College Division of Continuing and Professional Studies www.baruch.cuny.edu/caps

Trade globally...learn locally! At Baruch College's Weissman Center for International Business and Division of Continuing and Professional Studies (CAPS) you will find 45+ industry-driven courses and 7 certificate programs to develop and advance your international trade career. We offer a NASBITE-endorsed Certified Global Business Professional test preparation program, import and export operations, customs broker license test preparation, logistics, supply chain management, international entrepreneurship, and more. Taught by practitioners: on campus, onsite, and online.



### California State University-Long Beach • www.ccpe.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 a partner with METTRANS, a University Transportation Center funded by the U.S. DOT and Caltrans. The Global Logistics Specialist (GLS) and the Marine Terminal Operations Professional (MTO) are industry-driven training programs. The GLS serves both users and providers of global logistics services. Classes are offered on the CSULB campus and in an innovative online format. The MTO program addresses all aspects of terminal operations from container terminals, breakbulk, and RoRo to cruise terminals. For more information, visit this Web site.





## IN THIS SECTION:

# Education

# WEB\_CITE CITY

[www.inboundlogistics.com/web\\_cite](http://www.inboundlogistics.com/web_cite)



## Elmhurst College • [www.elmhurst.edu/scm](http://www.elmhurst.edu/scm)

Elmhurst College offers the Chicago area's only graduate program in supply chain management. In this program, you'll gain a sound technical foundation and hone skills that are absolutely critical for today's professional: communication, negotiation, team building, information technology, analytical thinking, working in diverse business environments, and sound business decision-making. All course work maintains a balance between current theory and its real-world application.

## Georgia Tech Supply Chain & Logistics Institute [www.scl.gatech.edu](http://www.scl.gatech.edu)

The Georgia Tech Supply Chain & Logistics Institute (SCL) offers a comprehensive curriculum of short courses and seminars in which participants can earn a professional certificate in Supply Chain and Logistics or a professional certificate in Lean Supply Chain. More than 18 open enrollment supply chain and 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 in International Logistics & Supply Chain Strategy Program • [www.emil.gatech.edu](http://www.emil.gatech.edu)



After 10 years in existence, Georgia Tech's Executive Masters in International Logistics & Supply Chain Strategy (EMIL-SCS) 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-SCS is the program of choice. We combine a strategic blend of people, places, and content that goes far beyond a workshop. EMIL-SCS 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.

## Kellogg School of Management - Northwestern [supplychain.kellogg.northwestern.edu](http://supplychain.kellogg.northwestern.edu)

Learn more about Operations Management Week at the Kellogg School of Management. This week-long executive education offering will help you develop a coordinated supply system to increase service levels and reduce costs affecting the bottom line. Combining ideas and tools from supply chain management and lean six sigma, you will leave with in-depth knowledge of the innovative approach to operations management used in the Kellogg MBA program.







### **Penn State World Campus-The Pennsylvania State University** **[www.worldcampus.psu.edu/mpsinscm](http://www.worldcampus.psu.edu/mpsinscm)**

Penn State World Campus, in partnership with Penn State's Smeal College of Business - ranked #1 in supply chain education - offers a 2-year, 30-credit online master's degree in supply chain management. As a student in this program, you will study proven theory, industry best practices, and new technologies in supply chain management. The program enables students to develop the knowledge, skills, and abilities for effective supply chain management across all areas of the supply chain.

### **Syracuse University, Whitman School of Management** **[www.whitman.syr.edu](http://www.whitman.syr.edu)**

The Whitman School of Management at Syracuse University, 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 gain professional experience as students and enjoy 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, MS, PhD, and executive programs in supply chain, as well as electives in Whitman's highly-regarded distance-learning MBA option.



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

The Department of Logistics at the University of Alaska Anchorage offers a Master of Science in Global Supply Chain Management (30 credits, 20 months, emphasis on strategy, leadership, knowledge management, and international business practices). Also offered are: a BBA in Global Logistics and Supply Chain Management (4 years); an Associate of Applied Science in Logistics and Supply Chain Operations (2 years); and a Certificate in Logistics and Supply Chain Operations (1 year).



### **University of Denver, Intermodal Transportation Institute** **[www.du.edu/transportation](http://www.du.edu/transportation)**

The Intermodal Transportation Institute at the University of Denver offers an Executive Masters Program that awards a Master of Science in Intermodal Transportation Management from the University of Denver. This program prepares transportation industry managers for the increasingly complex global business environment, where knowledge of finance, quantitative processes, supply chain, law, and public policy issues, as well as freight, passenger, and intermodal transportation operational strategies, are critical management tools for success. Call 303-871-4702 or visit [www.du.edu/transportation](http://www.du.edu/transportation).





## IN THIS SECTION:

## Education • Fleet Management



### Wright State University • [www.wright.edu/business/grad/lscm](http://www.wright.edu/business/grad/lscm)

The Master of Science in Logistics and Supply Chain Management will provide you with a graduate degree that will develop your ability to apply best practices and add financial value to your organization through a capstone supply chain transformation project. This one-year program combines online instruction with five residency weekends. The curriculum features case studies, simulations, webinars, talks by industry executives, tours of leading companies, and interactive online learning. Now enrolling for the July 2011 cohort. Details can be found at [www.wright.edu/business/grad/lscm](http://www.wright.edu/business/grad/lscm).

## FLEET MANAGEMENT

### Cheetah Software Systems • [www.cheetah.com](http://www.cheetah.com)

Cheetah Software Systems provides dynamic, intelligent wireless solutions to automate and optimize delivery route planning, pickup assignment, dispatch, and customer service. Providing unparalleled access to information, Cheetah solutions increase productivity and profitability for carriers of any size with minimal upfront costs. Cheetah's private fleet and LTL customers utilize GPS-enabled phones and PDAs to schedule, route, and track drivers and shipments. Today, Cheetah streamlines business and home delivery transactions for hundreds of firms across North America.

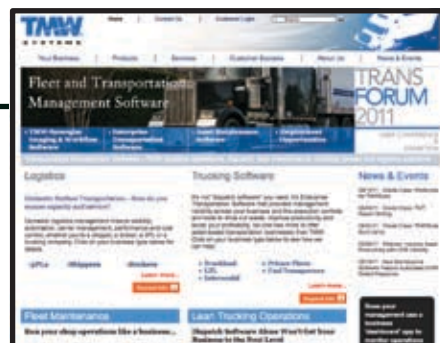


### NFI • [www.NFIindustries.com](http://www.NFIindustries.com)

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### TMW Systems • [www.tmwsystems.com](http://www.tmwsystems.com)

TMS solutions from the company that drives ground transportation in North America. Extensible, enterprise-ready software for companies that manage or provide transportation services - from shippers and logistics service providers to private and dedicated fleets to bulk carriers, LTLs, truckload carriers, and pure, non-asset-based freight brokerage. It's not dispatch software, it's Enterprise Transportation Software, from TMW Systems.





### FREIGHT FORWARDERS/BROKERS



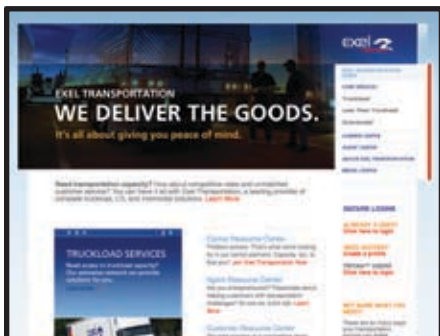
**Deringer • www.anderinger.com**

Are you trying to lower your international transportation costs? Deringer can arrange and manage the consolidation, deconsolidation, and distribution of your freight throughout its journey by any mode of transportation regardless of origin or destination. We have been facilitating the movement of goods throughout the world since 1919. As a licensed freight forwarder, NVOCC, and customs broker, Deringer can ensure your shipments reach their destination on time and in compliance.



**Crowley • www.crowley.com**

If you think Crowley offers just ocean freight services, think again. Sure, it provides liner shipping and cargo carrier services throughout Latin America, Puerto Rico, and the Caribbean Basin, employing the latest vessels, equipment, and communication technologies. But Crowley is also one of the most diversified transportation companies in the world, developing innovative supply chain solutions backed by deep relationships throughout the region, far-reaching resources, and an impeccable reputation worldwide. With its extensive shipping capacity, as well as thousands of containers, trailers, and other intermodal components, Crowley ensures the reliability of every link in your supply chain.



**Exel Transportation • www.exeltransportation.com**

Exel Transportation is a 3PL offering all modes of transportation: truckload, less-than-truckload, intermodal, rail, international air, and ocean. Our transportation services are tailored to fit your unique business needs. Exel draws on decades of experience and a carrier network of more than 14,000 providers to manage the efficient and timely transit of your goods. We find capacity when others can't. Our TMS, TRITAN™, offers our customers, carriers, and operations group visibility to your freight from start to finish. Let us tell you more about TRITAN and about us!



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## IN THIS SECTION:

## Forwarders • Freight Payment Services



### Pilot Freight Services • www.pilotdelivers.com

Pilot Freight Services is a full-service transportation and logistics company with more than 75 locations throughout North America and a worldwide network of overseas agents, offering global coverage in more than 190 countries. As your transportation and logistics experts, we equip you with everything you need to move your cargo, delivering your shipments by air, land, and sea, anywhere in the world. To learn more, contact our 24/7 Customer Service Center at 1-800-HI-PILOT.

### Purolator International • www.purolatorinternational.com

Purolator International is the U.S.-based freight forwarding subsidiary of Purolator Inc., Canada's leading overnight courier company. Purolator International specializes in air and surface forwarding of express, parcel, and freight shipments, with enhanced supply chain solutions to offer delivery to, from, and within Canada. Purolator International offers preferred access to an extensive distribution network in Canada, which includes 11,000 dedicated employees, the leading air fleet, and ground network with the most guaranteed Canadian delivery points in Canada.



### TDM Transport, Inc. • www.tdmtransport.com

As a professional service provider for over-the-road transportation across the United States and Canada for more than 26 years, TDM is dedicated to meeting your needs. We specialize in both truckload and less-than-truckload service, and can provide any type of trailer that best suits your needs, including vans, reefers, flatbeds, specialized, and oversized. We feel that communication is key to success and will always remain in contact with you about your shipments. Call us today!

## FREIGHT PAYMENT/AUDIT SERVICES

### 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 FreightRater 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.







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

nVision Global Technology Solutions, Inc. is a leading global 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.



### 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.



### 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.





## IN THIS SECTION: Fulfillment

# WEB\_CITE CITY

www.inboundlogistics.com/web\_cite

## FULFILLMENT



### a2b Fulfillment, Inc. • [www.a2bf.com](http://www.a2bf.com)

a2b Fulfillment, Inc. is an innovative and progressive 3PL provider of distribution support services including warehousing, order fulfillment, discounted shipping, logistics, and value-add services such as kitting, assembly, QC-rework, and reverse logistics. We leverage low-cost structure, state-of-the-art distribution systems, modern and expansive warehouse facilities, carrier relationships, and overall logistics expertise to deliver best-of-breed service to our customers.

### New Breed • [www.newbreed.com](http://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.



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### Warehouse America • [www.whseusa.com](http://www.whseusa.com)

Strategically located in Philadelphia, Pa., minutes from major ports and interstates, Warehouse America's 200,000-square-foot facility gives you a distribution advantage. From custom inventory management, EDI, and order fulfillment to unparalleled warehousing services, including loading, unloading, and transloading; LTL or TL shipping; long- and short-term storage; and same-day order processing, Warehouse America offers everything you need from a third-party logistics partner.





### GLOBAL LOGISTICS



#### Associated Global Systems • [www.agsystems.com](http://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 125 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.



#### Choice Logistics • [www.choicelogistics.com](http://www.choicelogistics.com)

Choice Logistics provides highly customized third-party service parts logistics solutions that meet the unique challenges of global high-tech OEMs and service organizations. With 400+ strategic stocking locations (SSLs) around the world, Choice provides 24/7 same-day solutions, and other value-added support options, for improved strategic inventory management.



#### Crowley • [www.crowley.com](http://www.crowley.com)

If you think Crowley offers just ocean freight services, think again. Sure, it provides liner shipping and cargo carrier services throughout Latin America, Puerto Rico, and the Caribbean Basin, employing the latest vessels, equipment, and communication technologies. But Crowley is also one of the most diversified transportation companies in the world, developing innovative supply chain solutions backed by deep relationships throughout the region, far-reaching resources, and an impeccable reputation worldwide. With its extensive shipping capacity, as well as thousands of containers, trailers, and other intermodal components, Crowley ensures the reliability of every link in your supply chain.



#### GMS International • [www.gtrac.com](http://www.gtrac.com)

Successful global transportation management hinges on the successful flow of data between trading partners. Since 1975, GMS International has kept that data moving through its on-site systems, including the Web-based G-TRAC software for shipment tracking. Customs brokers, forwarders, and importers rely on G-TRAC to integrate systems and provide visibility to merchandise as it moves through the shipment cycle. For more information on how GMS can keep you ahead of the competition, check out the Web site.



## IN THIS SECTION:

## Global Logistics



### 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.

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

nVision Global Technology Solutions, Inc. is a leading global 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.



### Pilot Freight Services • www.pilotdelivers.com

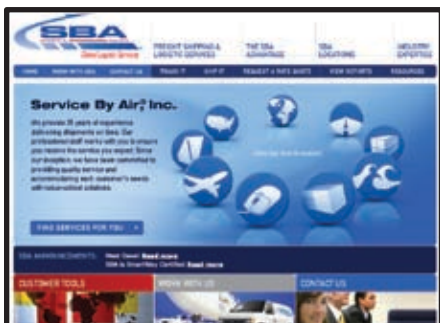
Pilot Freight Services is a full-service transportation and logistics company with more than 75 locations throughout North America, and a worldwide network of overseas agents offering global coverage in more than 190 countries. As your transportation and logistics experts, we equip you with everything you need to move your cargo, delivering your shipments by air, land, and sea, anywhere in the world. To learn more, contact our 24/7 Customer Service Center at 1-800-HI-PILOT.

### Red Arrow Logistics • www.redarrowlogistics.com

Red Arrow Logistics provides logistics and transportation services and expertise to Fortune 100 companies and others with fast-growing, complex, and high-value supply chains. Headquartered in Seattle, Wa., Red Arrow has deep experience and knowledge of the intricate and time-sensitive needs of the technology, military, food and beverage, consumer products, and renewable energy and public works sectors. A woman-owned business, Red Arrow works in both the international and domestic arenas.







### Service By Air, Inc. (SBA) • [www.servicebyair.com](http://www.servicebyair.com)

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](http://servicebyair.com), is easy to navigate and filled with useful information to help make your shipping experience as smooth as possible.

### Werner Enterprises, Inc. • [www.werner.com](http://www.werner.com)



Werner Enterprises, Inc. was founded in 1956 and is a premier transportation and logistics company, with coverage throughout North America, Asia, Europe, South America, Africa, and Australia. Werner maintains its global headquarters in Omaha, Neb., and maintains offices in the United States, Canada, Mexico, China, and Australia.

Werner is among the five largest truckload carriers in the United States, with a diversified portfolio of transportation services that includes dedicated; medium to long-haul, regional, and local van; expedited; temperature-controlled; and flatbed services. Werner's Value Added Services portfolio includes freight management, truck brokerage, intermodal, and international services. International services are provided through Werner's domestic and global subsidiary companies and include ocean, air, and ground transportation; freight forwarding; and customs brokerage.



## GLOBAL TRADE



### Integration Point • [www.integrationpoint.com](http://www.integrationpoint.com)

Integration Point provides import/export capabilities globally, up-to-date regulatory information, and connectivity to supply chain partners and government agencies around the world. Built on a single, Web-based platform, Integration Point allows organizations to secure their supply chain and comply with global regulatory requirements while improving visibility and realizing savings opportunities. The Integration Point Global Trade Management suite of products includes solutions for: import/export, supply chain security, classification, trade agreements, foreign-trade zones, and global duty deferral programs.

### Management Dynamics • [www.managementdynamics.com](http://www.managementdynamics.com)



Management Dynamics is a leading provider of global trade management solutions that transform the performance of global supply chains for importers, exporters, and logistics service providers. With more than 20 years of experience working with some of the world's largest and best-known companies, our solutions synchronize the flow of information among trading partners, optimize supply chain execution decisions, and streamline cross-border trade. Our solutions are currently deployed to over 14,000 users in 70 countries, and our customer base includes some of the world's leading retailers, manufacturers, and logistics providers.



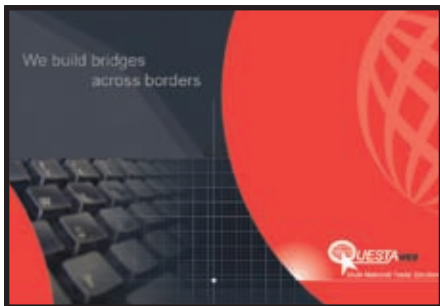


## IN THIS SECTION:

# Global Trade – Logistics IT

# WEB\_CITE CITY

www.inboundlogistics.com/web\_cite



**QuestaWeb, Inc. • www.questaweb.com**

QuestaWeb is a premier provider of integrated, Web-based global trade management software. QuestaWeb's applications unify import, export, logistics, compliance, and financial processes under one roof. The applications include U.S. Customs, self-entry, foreign trade zone, landed costs, HTS, PO management, export licensing, drawback, reconciliation, denied party screening, product catalog, tracking, and international document repository. The centralized global database maintains up-to-date trade content and currencies. QuestaWeb can also be efficiently integrated to your ERP system if designated.

## INTERMODAL

**University of Denver, Intermodal Transportation Institute**  
**www.du.edu/transportation**



The Intermodal Transportation Institute at the University of Denver offers an Executive Masters Program that awards a Master of Science in Intermodal Transportation Management from the University of Denver. This program prepares transportation industry managers for the increasingly complex, global business environment where knowledge of finance, quantitative processes, supply chain, law, and public policy issues, as well as freight, passenger, and intermodal transportation operational strategies, are critical management tools for success. Call 303-871-4702 or visit www.du.edu/transportation.

## JOB BOARDS



**JobsInLogistics • www.jobsinlogistics.com**

JobsInLogistics.com is the largest job board on the Internet that specializes in logistics, manufacturing, supply chain, transportation, purchasing, freight forwarding, distribution, warehousing, 3PL, and materials management. With nearly 30,000 registered employers and recruiters, and more than 550,000 logistics professionals' resumes, JobsInLogistics.com is the one and only place to find the top qualified candidates and the best logistics career opportunities.

## LOGISTICS IT

**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.





### Cass Information Systems, Inc. • [www.cassinfo.com](http://www.cassinfo.com)

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



### ClearTrack Information Network, Inc. [www.cleartrack.com/wcc.html](http://www.cleartrack.com/wcc.html)

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.



### CTSI-Global • [www.ctsi-global.com](http://www.ctsi-global.com)

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



### Datatrac Corporation • [www.datatrac.com](http://www.datatrac.com)

Datatrac® delivers the real-time business intelligence that shippers need to drive optimum performance in their last-mile logistics. Easy access to critical shipment information and centralized data collection offer unprecedented operational visibility. Our technology solutions empower shippers to become more efficient, provide an outstanding customer experience, and drive superior logistics performance. Visit [datatrac.com](http://datatrac.com) or call 800-827-2677 today. Let us show you how the right tools can actually change the way you look at transportation logistics.



## IN THIS SECTION: Logistics IT

# WEB\_CITE CITY

www.inboundlogistics.com/web\_cite



### Dutycalc Data Systems • www.dutycalc.com

Drawback software and services from a drawback company makes good sense. Dutycalc's Drawback.NET software package is recognized as the number-one Drawback Management System nationally. More than 300 system users benefit from our 30-plus years of drawback expertise. Additional services offered include application prep, rulings, claims prep, ABI drawback claim filing, audit assistance, compliance assessment, and more. Whether your needs are software or services, Dutycalc is the logical choice. For a free online system demo, email info@dutycalc.com, or call 530-637-1006 (PST).



### Enaptive, Inc. • www.enaptive.com

Enaptive, Inc. improves efficiency and profitability in the transportation and logistics industry with specialized software and technology products. The Synergy Transportation Suite's configurable components span territory planning, dispatch, automated and efficient route optimization, crossdock facilities, on-board systems, yard management, billing, and customer management. Optimize the 24-hour supply chain cycle on time and securely with Enaptive.



### GMS International • www.gtrac.com

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### Langham Logistics Inc. • www.transportation911.com

Are you spending too much on expedited freight services? With your help, Langham looks at the big picture of your supply chain, which may reveal operational inefficiencies that can be improved or eliminated altogether. If one part of your supply chain is deficient, it can have a domino effect on everything else, which can significantly drive up your expedited freight costs. Langham will work with you to find the best solution at the best price.







### Magaya Logistics Software Solutions • [www.magaya.com](http://www.magaya.com)

Magaya's software solutions cover the complete logistics process within the supply chain - from placing sales orders to delivering the merchandise at the final consignee. During this process, customers can follow their orders' status online using Magaya's tracking tools. Designed for the global marketplace, Magaya's multi-currency, multi-language solutions automate your entire organization and provide award-winning communication features.

### MagicLogic Optimization • [www.magiclogic.com](http://www.magiclogic.com)

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, 3D load diagrams, and reporting. MagicLogic also offers the Cube-IQ BlackBox for integration into other software and Web sites. All versions have built-in modes of operation for container, truck, rail car, and ULD loading, palletization, and cartonization.



### New Breed • [www.newbreed.com](http://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.



### TMW Systems • [www.tmwsystems.com](http://www.tmwsystems.com)

TMS solutions from the company that drives ground transportation in North America. Extensible, enterprise-ready software for companies that manage or provide transportation services - from shippers and logistics service providers to private and dedicated fleets to bulk carriers, LTLs, truckload carriers, and pure, non-asset-based freight brokerage. It's not dispatch software, it's Enterprise Transportation Software, from TMW Systems.





## IN THIS SECTION:

## Logistics IT – Ocean/Intermodal



### 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.

## MATERIALS HANDLING

### Retrotech • www.retrotech.com

Customers have achieved amazing results with Retrotech's intelligent solutions and you can, too. Retrotech specializes in the design, installation, modernization, and support of automated materials handling systems. For more than two decades, we've developed methods, technical expertise, and project management skills that create compelling customer value. To date, our team has executed more than 300 ASRS projects and commissioned over 20 new greenfield systems. Our project experience spans every industry that uses ASRS as part of its distribution strategy. Put Retrotech on your materials handling team today.



## OCEAN/INTERMODAL

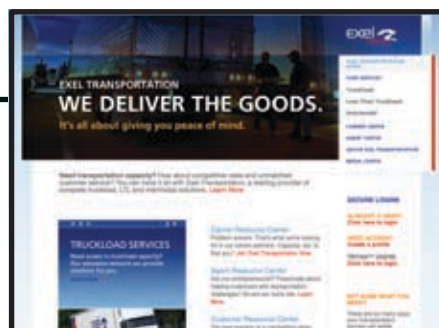


### Crowley • www.crowley.com

If you think Crowley offers just ocean freight services, think again. Sure, it provides liner shipping and cargo carrier services throughout Latin America, Puerto Rico, and the Caribbean Basin, employing the latest vessels, equipment, and communication technologies. But Crowley is also one of the most diversified transportation companies in the world, developing innovative supply chain solutions backed by deep relationships throughout the region, far-reaching resources, and an impeccable reputation worldwide. With its extensive shipping capacity, as well as thousands of containers, trailers, and other intermodal components, Crowley ensures the reliability of every link in your supply chain.

### Exel Transportation • www.exeltransportation.com

Exel Transportation's international ocean and air services can deliver the goods as best fits your business needs. Be it door to door, port to port, or anything in between, Exel is part of the largest and leading global freight forwarding company, DHL. We micro-manage your loads so you don't have to—with shipment tracking at all stages of the process. Be it import or export, Exel Transportation will delight you with our experience and service.





### PALLETS



#### PECO Pallet • www.pecopallet.com

PECO Pallet is a North American leader in pallet rental services with an outstanding reputation for quality and service. Leading consumer goods manufacturers utilize PECO's signature red wood block pallets to ship their products to over 95 percent of U.S. grocery, warehouse, and discount retailers. PECO Pallet is headquartered in New York and maintains over 400 product service centers and manufacturing plants throughout the United States, Mexico, and Canada. For more information about PECO Pallet, visit [www.pecopallet.com](http://www.pecopallet.com).

### PORTS

#### Port of Stockton • www.portofstockton.com

Introducing Stockton Quotes PORTal - which provides non-containerized cargo with one-stop, online transportation services quotes. This is a convenient, single location online where you can request quotes for various transportation services related to your shipment. The Port of Stockton has developed this rate system as a valued-added service for shippers who import and export non-containerized cargo. Get started today! Go to: [www.portofstockton.com](http://www.portofstockton.com). Click on Tariffs/Rate Quote, then click on Rate Quote, and register. One Port - One Stop - All Your Rate Answers.



### RAIL/INTERMODAL



#### BNSF Logistics • www.bnsflogistics.com

BNSF Logistics creates, implements, and executes high-value logistics solutions for customers by utilizing experienced logistics professionals; leading logistics technology; multi-modal execution including less-than-truckload, truckload, intermodal, and rail; and a deep understanding of its clients' business. Ultimately, blending these factors together enables BNSF Logistics to become your most valued partner - the most critical link in your supply chain. Visit [www.bnsflogistics.com](http://www.bnsflogistics.com) for more details.

#### Crowley • www.crowley.com

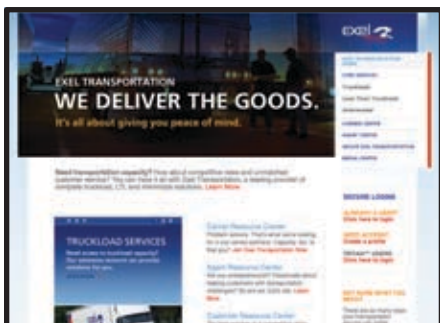
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## IN THIS SECTION:

## Rail/Intermodal – Rapid Response



### Exel Transportation • [www.exeltransportation.com](http://www.exeltransportation.com)

Exel Transportation's intermodal services are second to none. With decades of experience, we manage the efficient and timely transit of your goods. With our Preferred Dray Partners program, you will get the best service around. Through comprehensive freight analysis, bidding, and load matching, you get service that anticipates your needs and constantly adjusts your solution. And our TMS, TRITAN™, provides real-time access to your freight from start to finish.

### NFI • [www.NFIindustries.com](http://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 Warehousing and Distribution, Logistics, Transportation, Intermodal, Canada, Real Estate, Contract Packaging, Transportation Brokerage, Trailer Leasing and Storage, Solar, Global and Consulting services. NFI is an EPA Smartway Transport and WasteWise Partner.



### Railinc Corporation • [www.railinc.com](http://www.railinc.com)

Railinc is a leading provider of rail data, IT, and information services to the North American freight rail industry. Our Umler™ and RailSight™ products support critical business processes, and provide data and business intelligence that helps railroads, rail equipment owners, their customers and business partners increase productivity and keep their businesses moving. Railinc is the largest single source for real-time, accurate, interline rail data and rail shipment status information.



## RAPID RESPONSE LOGISTICS

### New Breed • [www.newbreed.com](http://www.newbreed.com)

New Breed's 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.





### REAL ESTATE



#### Mericle Commercial Real Estate Services • [www.mericle.com](http://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 10 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](http://www.mericle.com).



#### NFI • [www.NFIindustries.com](http://www.NFIindustries.com)

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### RECRUITING



#### Ambiance Personnel • [www.ambiancepersonnel.com](http://www.ambiancepersonnel.com)

Ambiance Personnel has been in business for 24 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 recruiting services.



#### Shey-Harding Associates, Inc. • [www.shey-harding.com](http://www.shey-harding.com)

Founded in 1990, Shey-Harding Associates is an executive search firm specializing in transportation, supply chain, logistics, and distribution positions. Our extensive industry experience and client-focused approach helps to ensure fast, efficient results. We provide personalized service tailored to meet your needs. Contact Shey-Harding today at 562-799-8854 or [info@shey-harding.com](mailto:info@shey-harding.com).





## IN THIS SECTION:

## Reverse Logistics

## REVERSE LOGISTICS

**a2b Fulfillment, Inc. • www.a2bf.com**

a2b Fulfillment, Inc. is an innovative and progressive 3PL provider of distribution support services including warehousing, order fulfillment, discounted shipping, logistics, and value-add services such as kitting, assembly, QC-rework, and reverse logistics. We leverage low-cost structure, state-of-the-art distribution systems, modern and expansive warehouse facilities, carrier relationships, and overall logistics expertise to deliver best-of-breed service to our customers.

**Inmar • www.inmar.com**

Inmar connects trading partners through consulting, software services, and operations so they can win! Our solutions make the connections that improve quality, efficiency, and collaboration in supply chain, consumer marketing, business intelligence, financial settlement, and risk management. We are a trusted partner focused on driving sales and bottom-line performance through a combination of technology and people. Founded in 1980, Inmar is headquartered in Winston-Salem, N.C., with more than 4,200 employees in the United States, Mexico, and Canada.

**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, and repair and refurbishment services include Boeing, Verizon Wireless, Siemens Medical Solutions, Avaya, and Sony Electronics.

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### SECURITY: CARGO/FREIGHT & SUPPLY CHAIN



#### Aankhen Inc. • [www.aankhen.com](http://www.aankhen.com)

Aankhen Inc.'s SeeTrak platform delivers industry's most advanced personal and supply chain visibility, security, and environmental monitoring of assets using GPS/RFID/GPRS devices and deviceless tracking using OCR technologies. Track your supply chain assets or monitor the safety of your employees or family. The solution is available as an on-demand SaaS service. The automated and accurate data captured by SeeTrak enables new supply chain 2.0 functionality not possible before. SeeTrak's fact-based intelligence (FBI) delivers supply chain process monitoring and alerts, enabling proactive management of supply chain risk while improving quality of service to enterprise customers, 3PLs, and the insurance industry.

#### TrakLok Corporation • [www.traklok.com](http://www.traklok.com)

TrakLok Corporation is deploying a solution to secure and globally track intermodal shipping containers and cargo. TrakLok creates an end-to-end cargo tracking and security management system that dramatically increases the security of cargo and containers while maximizing the efficiency of their movement and storage. Using physical security technologies, wireless communications, and wireless sensor networking, the GeoLok™ and TrakLog™ solution provides lock-tight security with total asset visibility for high-value and high-interest shipments throughout the world.



### SHIPPING SOFTWARE



#### GMS International • [www.gtrac.com](http://www.gtrac.com)

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#### Nexxio • [www.nexxio.com](http://www.nexxio.com)

Meet Nexxio, the software and services company that has taken a unique approach to delivering transportation solutions to businesses that ship. We think shipping software should be simple to use and ultimately affordable. It should easily fit into your current workflow. And shipping systems should painlessly integrate into your existing IT landscape. It's all about making shipping straightforward, fast, accurate, and integrated, and that's why millions of packages each year are shipped on systems provided by Nexxio. Shipping software and shipping systems from Nexxio - Shipping Made a Whole Lot Easier™.





## IN THIS SECTION:

## Shipping Software – SC Management



**TMW Systems • www.tmwsystems.com**

TMS solutions from the company that drives ground transportation in North America. Extensible, enterprise-ready software for companies that manage or provide transportation services—from shippers and logistics service providers to private and dedicated fleets to bulk carriers, LTLs, truckload carriers, and pure, non-asset-based freight brokerage. It's not dispatch software, it's Enterprise Transportation Software, from TMW Systems.

## SITE SELECTION

**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 nearly 80 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.



## SMARTWAY



**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 Warehousing and Distribution, Logistics, Transportation, Intermodal, Canada, Real Estate, Contract Packaging, Transportation Brokerage, Trailer Leasing and Storage, Solar, Global and Consulting services. NFI is an EPA Smartway Transport and WasteWise Partner.

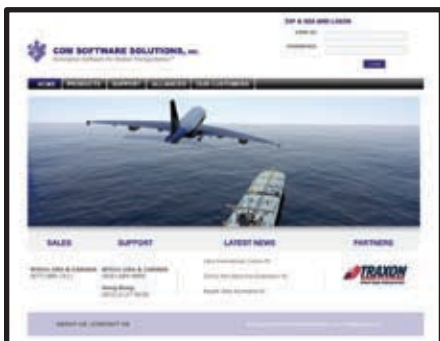
## SUPPLY CHAIN MGMT./OPTIMIZATION

**A&R Logistics • www.artransport.com**

A&R Logistics specializes in bulk transportation, packaging, distribution, and logistics. A&R provides dependable, quality services to meet your distribution and logistics needs. Through analytical reviews, A&R customizes timely, cost-effective solutions for your company. Put A&R's experienced staff and extensive affiliate network to work for you, and realize global solutions in a changing worldwide market.







### CDM Software Solutions, Inc. • [www.cdmsoft.com](http://www.cdmsoft.com)

CDM Software Solutions, Inc. is a certified U.S. Customs vendor based in Chicago, Ill., with a client sales and support office in Houston, Texas. CDM Software Solutions provides complete supply chain solutions for importers, exporters, suppliers, manufacturers, freight forwarders, and other parties throughout the supply chain. Key products include CDM POLM-Purchase Order Logistics Manager with supply chain compliance and visibility; CDM WinFrt-a complete international freight transportation documentation and accounting system; CDM ISF (10+2)-an Importer Security Filing system; CDM AMS (24 Hour Rule)-a carrier and NVOCC U.S. Customs sea manifest system; and CDM EDI Manager-for automated messaging between customers, suppliers, carriers, and U.S. Customs.



### Datatrak Corporation • [www.datatrak.com](http://www.datatrak.com)

Datatrak® delivers the real-time business intelligence that shippers need to drive optimum performance in their last-mile logistics. Easy access to critical shipment information and centralized data collection offer unprecedented operational visibility. Our technology solutions empower shippers to become more efficient, provide an outstanding customer experience, and drive superior logistics performance. Visit [datatrak.com](http://datatrak.com) or call 800-827-2677 today. Let us show you how the right tools can actually change the way you look at transportation logistics.



### New Breed • [www.newbreed.com](http://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.



### NFI • [www.NFIindustries.com](http://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 Warehousing and Distribution, Logistics, Transportation, Intermodal, Canada, Real Estate, Contract Packaging, Transportation Brokerage, Trailer Leasing and Storage, Solar, Global and Consulting services. NFI is an EPA Smartway Transport and WasteWise Partner.





## IN THIS SECTION:

## SC Mgmt./Optimization – TMS



### SPS Commerce • www.spscommerce.com

SPS Commerce offers a variety of hosted supply chain solutions for third-party logistics providers (3PLs), warehouses, and transportation companies. Reduce supply chain complexities, bring more value to customers, and increase your competitive advantage with SPS' on-demand services: retail compliance, global customer integration, collaboration, and intelligence.

## TEMPORARY STAFFING

### Ambiance Personnel • www.ambiancepersonnel.com

Ambiance Personnel has been in business for 24 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 recruiting services.



## TMS



### 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.

### Datatrac Corporation • www.datatrac.com

Datatrac® delivers the real-time business intelligence that shippers need to drive optimum performance in their last-mile logistics. Easy access to critical shipment information and centralized data collection offer unprecedented operational visibility. Our technology solutions empower shippers to become more efficient, provide an outstanding customer experience, and drive superior logistics performance. Visit datatrac.com or call 800-827-2677 today. Let us show you how the right tools can actually change the way you look at transportation logistics.







### Infinity Software Solutions • [www.e-infinitysoftware.com](http://www.e-infinitysoftware.com)

Whether you are a small broker or one of the big boys, Infinity Software Solutions (ISS) has a transportation management solution tailored for you. ISS' innovative freight broker software automates your daily workflows and streamlines the entire transportation management process. To learn why ISS offers the greatest value for your software investment, check out all the details - including case studies and testimonials - at [www.e-infinitysoftware.com](http://www.e-infinitysoftware.com).



### McLeod Software • [www.mcleodsoftware.com](http://www.mcleodsoftware.com)

McLeod Software is the leader when it comes to transportation management solutions, including our comprehensive Freight Management Solutions (FMS) for shippers. We deliver powerful bidding/procurement, carrier realignment, order consolidation/load optimization, load execution, and spot market capabilities all in one solution. McLeod's FMS reduces freight costs and freight spend, and strengthens the carrier relationship. McLeod Software is dedicated to providing the best software offerings available to the transportation industry.



### Penske Logistics • [www.penskelogistics.com](http://www.penskelogistics.com)

Penske Logistics is an award-winning logistics services provider with operations in North America, South America, Europe, and Asia. Our products and services range from dedicated contract carriage and distribution center management to transportation management and fully customized solutions. No matter what your needs or industry, Penske Logistics engineers supply chain solutions that deliver business results like boosting productivity, improving service, and shrinking carbon footprints. Call us today at 1-800-529-6531 to learn more.



### TMW Systems • [www.tmwsystems.com](http://www.tmwsystems.com)

TMS solutions from the company that drives ground transportation in North America. Extensible, enterprise-ready software for companies that manage or provide transportation services - from shippers and logistics service providers to private and dedicated fleets to bulk carriers, LTLs, truckload carriers, and pure, non-asset-based freight brokerage. It's not dispatch software, it's Enterprise Transportation Software, from TMW Systems.





## IN THIS SECTION:

## TMS • Transportation



### TransportGistics • [www.transportgistics.com](http://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.



### Transwide • [www.transwide.com](http://www.transwide.com)

Transwide offers a TMS suite that increases your transportation assurance while reducing your transportation spend by streamlining processes and improving visibility for all supply chain parties throughout your transportation cycle: SOURCE > PLAN > EXECUTE > SETTLE > ANALYZE. Transwide TMS is sold and deployed as a global on-demand SaaS solution. Customers pay as you go and only for the modules you use. As such, Transwide has a 10-year track record of quick and simple deployment, and generating rapid ROI for more than 150 companies (80,000+ users) in 72 countries across four continents.



## TRANSPORTATION



### H&M Bay, Inc. • [www.hmbayinc.com](http://www.hmbayinc.com)

H&M Bay is a premier LTL freight logistics provider of frozen and refrigerated commodity shipments, with seven strategically located LTL consolidation facilities in California, Florida, Indiana, Massachusetts, Maryland, North Carolina, and Washington. H&M Bay's focus on customer satisfaction continues through a host of Web-based services and a computerized dispatch and tracking system that enables customers to access order and delivery status reports. To grow your business with H&M Bay, visit our Web site today.



### Specialized Transportation Inc. • [www.stidelivers.com](http://www.stidelivers.com)

STI is a specialized logistics provider with a comprehensive suite of B-to-B and B-to-C solutions. Our approach to high-value transportation, inventory management, and care during delivery sets us apart in every way, from advanced technology implementation to custom management solutions. Whether your challenge is moving medical devices, museum pieces, high-tech equipment, or retail fixtures, we are ready to create a solution that exceeds your expectations.





### TRANSPORTATION/FREIGHT MANAGEMENT



#### Crowley • [www.crowley.com](http://www.crowley.com)

If you think Crowley offers just ocean freight services, think again. Sure, it provides liner shipping and cargo carrier services throughout Latin America, Puerto Rico, and the Caribbean Basin, employing the latest vessels, equipment, and communication technologies. But Crowley is also one of the most diversified transportation companies in the world, developing innovative supply chain solutions backed by deep relationships throughout the region, far-reaching resources, and an impeccable reputation worldwide. With its extensive shipping capacity, as well as thousands of containers, trailers, and other intermodal components, Crowley ensures the reliability of every link in your supply chain.



#### Datatrak Corporation • [www.datatrak.com](http://www.datatrak.com)

Datatrak® delivers the real-time business intelligence that shippers need to drive optimum performance in their last-mile logistics. Easy access to critical shipment information and centralized data collection offer unprecedented operational visibility. Our technology solutions empower shippers to become more efficient, provide an outstanding customer experience and drive superior logistics performance. Visit [datatrak.com](http://datatrak.com) or call 800-827-2677 today. Let us show you how the right tools can actually change the way you look at transportation logistics.



#### GENCO • [www.genco.com](http://www.genco.com)

GENCO's Web site is a valuable place to visit for whatever your logistics needs may be. For more than a century, GENCO has provided innovative solutions and quality workmanship to its customers. Its integrated approach to logistics management incorporates forward and reverse logistics needs, as well as freight and disposition management, to formulate customized solutions. Let GENCO examine your supply chain - no matter how large or small - and show you how to improve your bottom line.



#### New Breed • [www.newbreed.com](http://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 Management



### NFI • [www.NFIindustries.com](http://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 Warehousing and Distribution, Logistics, Transportation, Intermodal, Canada, Real Estate, Contract Packaging, Transportation Brokerage, Trailer Leasing and Storage, Solar, Global and Consulting services. NFI is an EPA Smartway Transport and WasteWise Partner.



### TMW Systems • [www.tmwsystems.com](http://www.tmwsystems.com)

TMS solutions from the company that drives ground transportation in North America. Extensible, enterprise-ready software for companies that manage or provide transportation services - from shippers and logistics service providers to private and dedicated fleets to bulk carriers, LTLs, truckload carriers, and pure, non-asset-based freight brokerage. It's not dispatch software, it's Enterprise Transportation Software, from TMW Systems.



### TranzAct Technologies, Inc. • [www.tranzact.com](http://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.



### Trinity Transport, Inc. • [www.trinitycustomized.com](http://www.trinitycustomized.com)

For more than 30 years, Trinity has been a leading provider of trucking brokerage and transportation solutions. Ranked in the top 25 freight brokerages in the country, Trinity brings exceptional depth of knowledge and experience to the logistics market. To deliver visibility, efficiency, and cost control, we introduced a Customized Logistics division supported by our experienced staff and transportation management system (TMS) that features best-of-breed technology.







### Werner Enterprises, Inc. • [www.werner.com](http://www.werner.com)

Werner Enterprises, Inc. was founded in 1956 and is a premier transportation and logistics company, with coverage throughout North America, Asia, Europe, South America, Africa, and Australia. Werner maintains its global headquarters in Omaha, Neb., and maintains offices in the United States, Canada, Mexico, China, and Australia. Werner is among the five largest truckload carriers in the United States, with a diversified portfolio of transportation services that includes dedicated; medium to long-haul, regional, and local van; expedited; temperature-controlled; and flatbed services. Werner's Value Added Services portfolio includes freight management, truck brokerage, intermodal, and international services. International services are provided through Werner's domestic and global subsidiary companies and include ocean, air and ground transportation; freight forwarding; and customs brokerage.

## TRUCKING

### ABF • [www.abf.com](http://www.abf.com)

ABF's eCommerce solutions have a proven track record of performance in meeting the needs of customers. For shippers requiring advanced online controls and full visibility of the shipment management process, ABF continues to be the carrier of choice. The ABF eCenter is a complete suite of Internet-based tools tailored to the services requested by ABF customers. These services include simple tracking, proactive notification of shipment status, dynamic rerouting of in-transit shipments, advanced reports, and much more.



### FFE Transportation Services, Inc. • [www.ffeinc.com](http://www.ffeinc.com)

Your job has just gotten simpler. Now instead of having to contact a separate carrier for each dry and temperature-controlled transportation service you require, all you have to do is call FFE Transportation Services, Inc. No other carrier in our industry has the full range of services available through FFE. We specialize in total temperature-controlled transportation services, including frozen, cooler, and dry shipments between every major point within North America; door-to-door pickup and delivery; and perishable and dry LTL and truckload. FFE has 16 strategically positioned terminals throughout the 48 states, and more than 650 regularly scheduled LTL runs each week.

### Saia • [www.saia.com](http://www.saia.com)

For 85 years, Saia has been providing customers with fast, reliable regional and interregional shipping. With 147 terminals located in 34 states, Saia offers a range of products and services that are backed up by a guarantee like no other in the industry. Our Customer Service Indicators® or CSIs allow us to measure our performance each month against a set of six indices that our shippers have said are most important to them.





## IN THIS SECTION:

## Trucking • Trucking-LTL



## YRC • www.yrc.com

If you are looking for seamless transportation throughout Canada, Mexico, and the United States, look to YRC. The carrier's reliable two-day, three-day, and coast-to-coast service connects key markets with guaranteed delivery windows. YRC also offers dedicated protective services for a single shipment or entire trailer; special project and logistics management; and transportation and logistics for import and export shipments. Find out more about YRC by visiting the Web site.

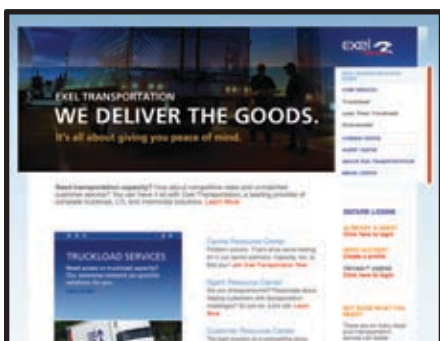
## TRUCKING-LTL

## Deringer • www.anderinger.com

Deringer offers a full-service ground transportation freight program that provides single-source, door-to-door deliveries to most locations in North America. Deringer's designated trucking service and freight brokerage program provides exceptional customer service, cutting-edge tracking capabilities, competitive rates, and time/labor savings. Utilizing Deringer allows you to focus on driving the bottom line rather than spending time tracking shipments, dispatching, and rate negotiating.



## Exel Transportation • www.exeltransportation.com



Exel Transportation's less-than-truckload services handled over 250,000 loads in 2010. And that number keeps growing for us every year. Why? We provide capacity at a competitive price with expert service. Our TMS, TRITAN™, offers our customers unparalleled access to their freight information – from visibility and reports to superb self-service options for both inbound and outbound.

## New England Motor Freight • www.nemf.com

New England Motor Freight's (NEMF) service area now covers 12 northeastern and mid-Atlantic states from Maine to Virginia, with service also available to Florida, Puerto Rico, and Canada. Through service partnerships with leading carriers in other regions, NEMF provides second-day service to 32 states, including all states east of the Mississippi. NEMF stands out as one of the most financially stable regional carriers in the Northeast. We continually invest in upgrading our terminals and modernizing our fleet without resorting to onerous debt. Most importantly, NEMF is a family-owned, non-Teamster carrier that can commit to a long-term partnership with you. Visit our Web site for details.







**Pitt Ohio • www.pittohio.com**

Pitt Ohio is a service organization dedicated to consistently providing high-value transportation and supply chain solutions to our customers. The core values we established in 1979 for our LTL service remains the same today, as the newly named Pitt Ohio goes beyond the road and exceeds expectations with our supply chain, ground, and truckload services as well. As an organization, we remain committed to innovating in every area of our company, striving to take it to the next level while helping you to optimize your supply chain.

### TRUCKING-TL

**Deringer • www.anderinger.com**

Deringer offers a full-service ground transportation freight program that provides single-source, door-to-door deliveries to most locations in North America. Deringer's designated trucking service and freight brokerage program provides exceptional customer service, cutting-edge tracking capabilities, competitive rates, and time/labor savings. Utilizing Deringer allows you to focus on driving the bottom line rather than spending time tracking shipments, dispatching, and rate negotiating.



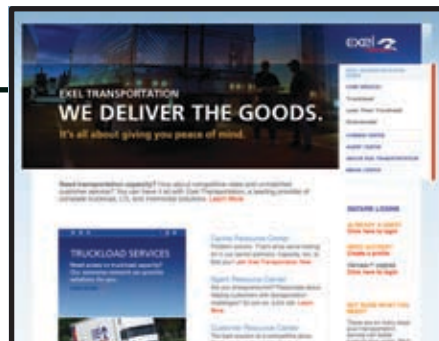
**Crowley • www.crowley.com**

If you think Crowley offers just ocean freight services, think again. Sure, it provides liner shipping and cargo carrier services throughout Latin America, Puerto Rico, and the Caribbean Basin, employing the latest vessels, equipment, and communication technologies. But Crowley is also one of the most diversified transportation companies in the world, developing innovative supply chain solutions backed by deep relationships throughout the region, far-reaching resources, and an impeccable reputation worldwide. With its extensive shipping capacity, as well as thousands of containers, trailers, and other intermodal components, Crowley ensures the reliability of every link in your supply chain.



**Exel Transportation • www.exeltransportation.com**

Exel Transportation's truckload services are tailored to fit your unique business needs. With a carrier network of more than 14,000 providers we manage the efficient and timely transit of your goods. We find capacity when others can't - and always at a competitive price. Exel's industry experts have unparalleled market knowledge and unmatched customer service. Our TMS, TRITAN™, provides around the clock visibility to your freight, both inbound and outbound.





## IN THIS SECTION:

## Trucking-TL – Warehousing



### 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 Warehousing and Distribution, Logistics, Transportation, Intermodal, Canada, Real Estate, Contract Packaging, Transportation Brokerage, Trailer Leasing and Storage, Solar, Global and Consulting services. NFI is an EPA Smartway Transport and WasteWise Partner.

## VENDOR COMPLIANCE

### ClearTrack Information Network, Inc. www.cleartrack.com/wcc.html

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.



### 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.



## WAREHOUSING

### Deringer • www.anderinger.com

When you choose warehousing and distribution services from Deringer, you're getting more than 20 distribution centers throughout the United States. We offer a state-of-the-art warehouse management system, which gives you, our client, complete access to your entire inventory. In addition, we provide all the distribution services that importers and exporters may need. We will take the time to design a solution to accommodate your unique material handling and management needs, down to the smallest detail.







### Crowley • www.crowley.com

If you think Crowley offers just ocean freight services, think again. Sure, it provides liner shipping and cargo carrier services throughout Latin America, Puerto Rico, and the Caribbean Basin, employing the latest vessels, equipment, and communication technologies. But Crowley is also one of the most diversified transportation companies in the world, developing innovative supply chain solutions backed by deep relationships throughout the region, far-reaching resources, and an impeccable reputation worldwide. With its extensive shipping capacity, as well as thousands of containers, trailers, and other intermodal components, Crowley ensures the reliability of every link in your supply chain.

### 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.



### FW Warehousing • www.fwwarehousing.com

Whether you need warehousing for dry goods, food products, or hazardous materials, visit our Web site and protect your business with free evaluation tools and a free report to assist you in selecting the best warehousing and fulfillment provider. Our team can help you in St. Louis with cost-effective solutions as your third-party warehousing, distribution, and logistics partner. Strong relationships with brokers move your goods to any shipping point or freight forwarder within the North American continent. Our AIB Superior rating from AIB International is critical to our food grade warehousing and FW Warehousing takes this responsibility seriously.

### Metro Park Warehouses • www.metroparkwarehouses.com

Metro Park Warehouses is a full-service 3PL offering 2 million square feet in Kansas City of modern food-grade warehousing space, including medical temperature-controlled space, ATF and national pharmaceutical licensed distribution, AIB Superior ratings, and 5 rail facilities, all open to reciprocal switching. Our in-house value-added services include end-to-end call center, shipping, invoicing, and credit card payment; retail display building; heat-tunnel packaging and shrink-wrapping; and a dedicated local and regional trucking fleet. We have been in business for more than 40 years, specializing in award-winning service for food and household products, medical supplies, pharmaceuticals, alcoholic beverages, appliances, roll paper, and packaging. Contact Metro Park to gain the competitive edge for your Midwest logistics and distribution requirements.

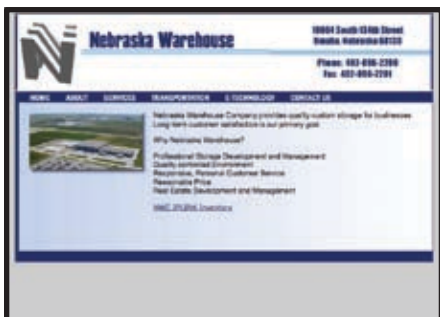




## IN THIS SECTION: Warehousing

# WEB\_CITE CITY

www.inboundlogistics.com/web\_cite



### Nebraska Warehouse • [www.nebraskawarehouse.com](http://www.nebraskawarehouse.com)

Warehousing is more than a building with obsolete inventory; it is a logistics opportunity that can open new markets, enhance and improve current markets, and improve your bottom line. Leverage that opportunity by letting Nebraska Warehouse help you maintain JIT inventories with min-max monitoring; label or price promotional items; process and inspect merchandise returns; provide light assembly of parts and components; process import merchandise for customs clearance; prepare and package export shipments, and much more. Visit the Web site for more information.

### Network Global Logistics • [www.nglog.com](http://www.nglog.com)

Network Global Logistics was founded in 1971 and is the preferred provider of mission-critical transportation. Today, NGL clients can experience the same high service levels offered through our next-flight-out service in a warehouse setting. NGL offers warehousing, fulfillment, reverse logistics, recall management, manufacturing support, and site selection consultation. Currently, NGL has warehouse facilities throughout the United States and in Ontario, Canada.



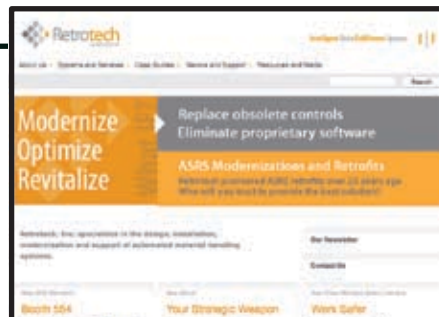
### NFI • [www.NFIindustries.com](http://www.NFIindustries.com)

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### Retrotech • [www.retrotech.com](http://www.retrotech.com)

Customers have achieved amazing results with Retrotech's intelligent solutions and you can, too. Retrotech specializes in the design, installation, modernization, and support of automated materials handling systems. For more than two decades, we've developed methods, technical expertise, and project management skills that create compelling customer value. To date, our team has executed more than 300 ASRS projects and commissioned over 20 new greenfield systems. Our project experience spans every industry that uses ASRS as part of its distribution strategy. Put Retrotech on your materials handling team today.







### TMSi Logistics • www.tmsilog.com

TMSi, an award-winning 3PL provider, has differentiated itself through a performance-driven culture resulting in sustainable cost savings and improved service levels. TMSi can optimize your enterprise's supply chain by providing distribution network modeling, long-term facility planning, and operations consolidation. TMSi and its clients identify performance markers such as time to market, inventory turns, profitability goals, and other Key Performance Indicators (KPIs) to monitor the supply chain's performance. For more information on TMSi, call 603-792-2205 or visit [www.tmsilog.com](http://www.tmsilog.com).

### Warehouse America • www.whseusa.com

Strategically located in Philadelphia, Pa., minutes from major ports and interstates, Warehouse America's 200,000-square-foot facility gives you a distribution advantage. From custom inventory management, EDI, and order fulfillment to unparalleled warehousing services, including loading, unloading, and transloading; LTL or TL shipping; long- and short-term storage; and same-day order processing, Warehouse America offers everything you need from a third-party logistics partner.



### WOW Logistics • www.wowlogistics.com

Headquartered in Appleton, Wisc., WOW is a nationally recognized leader in the third-party logistics industry. In nearly 35 years, WOW has grown from a single 108,000-square-foot warehouse to 7 million square feet encompassing 23 warehouse locations in three states. In addition to public and contract warehousing, WOW offers a vast array of value-added solutions including transportation management services, cheese financing programs, 3PL consulting, and build-to-suit options. WOW distribution centers offer multi-temperature ambient, refrigerated, and freezer storage.



## WINDPOWER LOGISTICS

### Nebraska Public Power District • www.nppd.com

One Web site with everything you need to know about doing business in Nebraska. Find valuable information including sites and building availability; community profiles; fact books; population characteristics; labor availability; profit opportunity studies; contact information; and much more. It's the one place to go to find out why doing business in Nebraska is a smart move. Contact Nebraska Public Power District, 800-282-6773 x5541, e-mail [econdev@nppd.com](mailto:econdev@nppd.com), or visit the Web site.





## IN THIS SECTION:

# WMS

# WEB\_CITE CITY

www.inboundlogistics.com/web\_cite

## WMS



### 3PL Central • www.3plcentral.com

Built exclusively for third-party logistics companies, 3PL Warehouse Manager™ is an easy-to-use, on-demand warehouse management system (WMS) that helps 3PLs run more efficiently, grow their business, and satisfy customers, all for less than \$500 per month per warehouse. 3PL Warehouse Manager™ is 100-percent Web-based and requires no investment in hardware, software, or IT resources and includes features such as: EDI, global inventory visibility, order management, real-time reporting, billing management, bar-code scanning, and more. Sign up for a no-hassle, free trial today.

### C3 Solutions • www.c3solutions.com

C3 Solutions is a supply chain execution company specializing in yard management and dock scheduling. C3's Yard Smart product integrates into warehouse and transportation management systems allowing for constant inventory visibility and optimized trailer movements that correspond to the business's needs. C3's dock scheduling system, C3 Reservations, is an on-demand appointment scheduling offering that allows operations of all sizes to optimally plan the arrival and departure of vehicles to and from their sites.



### Exotrac • www.exotracite.com

Dedicated to offering a high-quality product line of innovative yard management solutions, Exotrac is now offering YardTrac Lite. Based on Android, this newest advancement combines cutting-edge wireless technologies to bring real-time, current information on your PC and mobile phone. Yardtrac Lite gives you freedom from clipboards and walkie-talkies, and provides automated yard activity data capture with enterprise-wide visibility.

### YardView • www.yardview.com

YardView is a Web-based yard management system that is easy to learn and simple to use for operations personnel. Managing yard inventories, movements, appointments, drivers, carriers, time-related events, and other yard activities can be difficult. YardView works for any size operation. YardView is experienced with helping operations become more effective.

YardView gets everyone on the same page. The benefits of a software program to help manage these processes are proven and can be realized by your operation. Contact our experts to discuss how we can translate what you are doing now into a more efficient system. Call 303-781-3430.





# CALENDAR

## YOUR LOGISTICS DATEBOOK

**May 9-10, 2011, Georgia Logistics Summit, Atlanta, Ga.** This event, sponsored by the Georgia Centers of Innovation, explores new logistics business opportunities in agribusiness, air and ocean freight, energy, life sciences, and manufacturing.

404-962-4041

[www.summit.georgialogistics.org](http://www.summit.georgialogistics.org)

**May 24-26, 2011, Supply Chain World North America 2011, Baltimore, Md.** Featuring presentations and discussions by industry leaders, analysts, and academics, this Supply Chain Council event addresses topics such as competing on supply chain analytics to drive performance; aligning global supply chain operations in the "new normal" economy; risk assessment

and mitigation, with a focus on anti-counterfeiting; the current and future state of corporate supply chain risk management; and building a global supply chain organization.

202-962-0440

[www.supplychainworld.org](http://www.supplychainworld.org)

**June 5-10, 2011, Purchasing and Supply Chain Management, Lansing, Mich.** This course, offered by Michigan State University's Executive Programs, features leading educators and industry professionals sharing their insights into the key strategies and practices that world-class organizations are using to achieve procurement and supply chain excellence and build sustainable competitive advantage. Attendees learn the concepts and techniques required to

increase effectiveness in a changing global environment.

800-356-5705

[www.broad.msu.edu/edp](http://www.broad.msu.edu/edp)

**June 27-30, 2011, Military Logistics Summit 2011, Washington, D.C.** The Institute for Defense and Government Advancement offers high-level perspectives from senior decision-makers across the Department of Defense and the military so you can align your project priorities. Tailor the event to your needs by choosing to attend sessions on asset visibility, performance-based logistics, supply chain management, and the RESET equipment refurbishment program.

800-882-8684

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

Drive Revenue And Decrease Cost In Your Global Service Logistics Operations



# INTERLOG 2011

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

## SUMMER

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The Omni Hotel  
Los Angeles, CA

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**1 Adjust Global Service Infrastructure To Combat Rising Transportation Costs & Achieve Better Service**



**3 Make Significant Improvements In Global Service Logistics As Your Products & Customer Base Grow**



**2 Identify Service Supply Chain Innovations & Technologies To Increase Efficiencies & Aftermarket Profits**



**4 Benchmark Against Your Peers & Competitors To Determine How You Stack Up Against The Industry**

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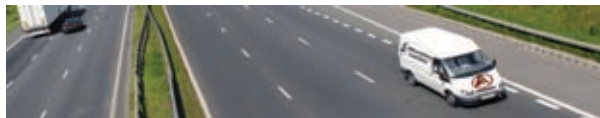
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INDEX

ADVERTISER	PAGE	ADVERTISER	PAGE
ABF	5	Lynden	31
Alliance Shippers, Inc.	13	Magaya Logistics Software Solutions	Cover 4
American Public University (APU)	19	MagicLogic Optimization	20
APL Logistics	27	Menlo Worldwide Logistics	7
BNSF Logistics	16	nVision Global	47
C.H. Robinson Worldwide	3	Pilot Freight Services	9
CaseStack	50	Ryder	41
CT Logistics	87	Sealed Air	52
CTSI-Global	51	SmartWay Transport Partnership	102
Data2Logistics	68	SMC <sup>3</sup> Connections 2011	97
Enaptive	49	Sprint	15
Good360	82	TMW Systems	29
Hyundai Merchant Marine (HMM)	55	U Connect LIVE	26
Institute of Logistical Management	89	University of Denver – Intermodal Transportation Institute	24
Interlog Summer	154	Unyson Logistics	Cover 3
International Warehouse Logistics Association (IWLA)	92	UPS	Cover 2
Kane is Able	21	Werner Enterprises	25
Landstar	45	YRC	11
LMS	57	Yusen Logistics	22

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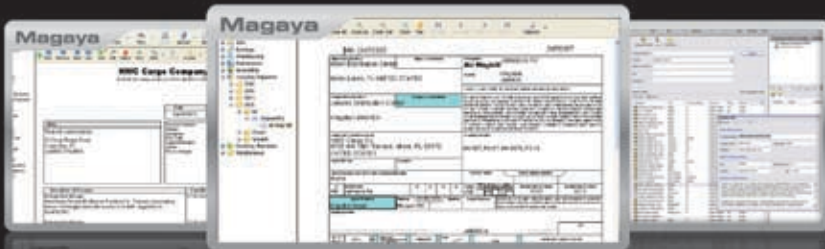
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