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A New World of Logistics Enlightenment

Our annual education issue honors the importance and value of logistics education. Acing logistics basics helps practitioners master supply chain complexity. It’s practical to the core and strategic when it needs to be. But it isn’t static. The challenges of globalization continue to present new ways and means to engage learning.

In this sense, history serves a welcome lesson. Following Europe’s Renaissance it was common practice for affluent young men to travel the continent and visit its centers of excellence. The Grand Tour was a means for embracing literature, history, language, and culture in one fell swoop. In return, these tourists gained a greater appreciation for the liberal arts and a year’s credit toward cultural and political hegemony. Their career path was destined.

Alternatively, those less privileged entered into apprenticeships to learn a skilled trade. These mentored relationships provided practical, nuts-and-bolts skill sets, on-the-job training, and an unwavering path toward a specific vocation.

While class structures have changed, there is a similar dichotomy in how we approach education today. Vocational studies such as logistics and supply chain management are pragmatic; they place value on thought and action rather than simply thought. Conversely, a liberal dose of the humanities offers an ephemeral, “touch and feel” introduction to multiple areas of study—a view into the world through others’ eyes. Naturally, we favor the former.

In an ideal world, however, logistics education might embrace measures of both. Today’s undergraduate, post-grad, and career development programs offer a compelling compromise.

Purdue, Michigan State, MIT, Old Dominion, Georgia Tech, and many other universities in the United States and abroad are building global modules and exchanges into their programs. In Merrill Douglas’ globe trotting article, Passport to Knowledge (page 17), you will read about industry veterans and undergraduate students, men and women alike, who are touring the world to view logistics through different scopes, sharing and soliciting best practices along the way.

These schools offer supply chain students and professionals the best of both worlds, old and new, pragmatic vocational training and cultural engagement. In classrooms and online they absorb instructional training, tactical and strategic; in the global lab they see and learn how logisticians apply these skills in different ways.

We value the importance of logistics education because it applies practical skills to strategic challenges; it empowers our workforce to be movers and shakers; it creates jobs; and it makes our economy more competitive.

Increasingly, logistics education also provides a window to the world. It’s everything and anything you want it to be.
Successful businesses are built on strong customer relationships, which is something that we both value. When you entrust C.H. Robinson with your transportation, we combine our diverse range of customer relationships into a powerhouse of knowledge that we apply directly to your business. With that kind of service, you’ll feel like our only customer. Except for the thousands of other customers who feel the same way.
Selecting the Lift Truck That Meets Your Needs

When it comes to selecting the right lift truck, doing your homework and following a few simple rules can deliver higher productivity and lower operating costs. Martin Boyd, national product planning and marketing manager of Toyota Material Handling U.S.A., offers these tips for deciding which lift truck you need.

1. **Consider whether you will operate the lift truck outdoors or indoors.** For outdoor applications, most companies choose an internal combustion engine model powered by gas, liquid petroleum, or diesel fuel. For indoor applications, consider electric trucks. They cost more, but require less maintenance and upkeep.

2. **Factor in total lifecycle costs.** Variable costs such as maintenance and repairs, energy or fuel, downtime, and rental costs to replace down trucks account for a large portion of total ownership costs.

3. **Consider a supplier’s ability to customize solutions.** Make sure the supplier you choose can tailor trucks to meet your specific needs with features such as swivel seats, drum handling attachments, spark-resistant components, and back-up alarms.

4. **Select a truck with safety features.** Lift truck manufacturers continuously develop new technologies and ergonomic features to help reduce the likelihood of accidents and injuries. Look for trucks with features such as adjustable seats, seatside hydraulic controls or mini levers, rear assist grips with horn button, and tilting steering columns.

5. **Look for a dealer with ample support.** Make sure your dealer has enough technicians, parts inventory, and service vans available to service your trucks as quickly as possible, and factor the dealer’s location into your purchase decision. Dealers should help you manage work orders, track repairs, and alert you to trucks that are overdue for general maintenance repairs. Also ask about aftermarket support, including warranty coverage, rental, fleet management, and complimentary products and services, such as battery fast-charging systems.

6. **Select an environmentally friendly truck.** Lower-emission lift trucks are growing in popularity due to stricter emission regulations and federal EPA standards. In some areas, companies can receive local and federal tax incentives for replacing older model lift trucks with more environmentally friendly trucks.

7. **Research the manufacturer’s customer satisfaction standings.** Every manufacturer will tell you its lift truck is the best, but what do customers say? Check product rankings from outside sources such as industry publications.

8. **Consider a supplier that offers funding from a captive finance company.** This means the company can leverage its relationship with the manufacturer and its dealer body to remarket a customer’s used trucks. Special financing may be linked to the equipment, providing a more competitive pricing structure.

9. **Make ease of maintenance a priority.** Routine maintenance areas should be easily accessible, with features such as one-touch fuel tank brackets, no-tool floorboards that lift out quickly to expedite daily operator checks, and hydraulic filters located outside the hydraulic tank for easier service.

10. **Choose a truck that is compatible with wireless communication systems.** The lift truck should be compatible with common wireless communication technologies, which allow customers, dealers, and fleet managers to collect real-time data from the truck.
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Joe Steffney: One for the Books

Examine Joe Steffney’s early career and a theme starts to emerge. He paid his way through college loading trailers for UPS. His first post-graduation job saw him supervising warehouse staff for Kmart. Then the story takes him to a series of distribution centers – Macmillan Publishing, Koen Books, Harcourt Brace, Houghton Mifflin, and Ingram Book Group. The company names speak volumes: Steffney has spent most of his career distributing books.

The volumes he distributes today are published by Cengage Learning, a Stamford, Conn., firm that produces textbooks and other educational materials, both in print and in digital formats. As senior vice president, global distribution, Steffney oversees operations at the DC in Independence, Ky., and at facilities in Canada, the United Kingdom, Mexico, Argentina, and Brazil. His responsibilities include inbound and outbound transportation, warehouse management, customer service, human resources, and financial operations. A separate organization runs DCs in Singapore, Australia, and other locations overseas.


“Production is split evenly between international and domestic,” Steffney says. The manufacturers ship the books, software packages, DVDs, and other materials to the DCs, with distribution patterns keyed to demand.

The DCs ship most customer orders via motor freight – usually UPS or a truckload carrier – but Cengage also uses ocean and air and sometimes direct-ships to customers.

“The mode we use depends on customer requirements, seasonal demand, and other factors,” Steffney says.

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

My wife and I have 11-year-old twins, so we spend a lot of time at their sports activities. And I love football, so I try to take in games whenever I can.

Ideal dinner companion?

Captain D. Michael Abrashoff, author of *It’s Your Ship: Management Techniques from the Best Damn Ship in the Navy*.

What’s in your briefcase?

My passport, a certificate of vaccination, my iPod, and pens. I keep most of my business information in my Blackberry.

If you didn’t work in supply chain management, what would be your dream job?

I’d like to be a sportscaster.

Business motto?

Git-R-Done!
and our capabilities within certain time constraints,” Steffney says.

The Independence DC is busiest in July, August, and December, when demand for textbooks soars. “We add 150 to 200 staff members to get through those three months,” Steffney says.

Considering the current unemployment rate, he found it surprisingly hard to fill those temporary jobs in 2008. Blame the location—Kentucky has become a popular place to locate a DC.

That labor problem is easing, though, now that Cengage has deployed a voice-directed picking system in Independence. The system speaks instructions to workers, who speak back to report what they have picked. It’s fast and mistake-proof, and just about anyone can use it. “It can speak any language, any dialect,” Steffney says, which has made it feasible to employ more of the area’s Spanish-speaking workers.

Voice-directed warehouse management is one of many innovations Steffney and his team have brought to the 775,000-foot Independence facility. Cengage built the DC just after Steffney arrived, and the first big challenge he faced was merging the operations of four existing buildings into one.

“We expected to open the new facility, store the inventory, install the technology, and start running immediately,” Steffney says. Of course, nothing is ever that simple. “It took many long nights, but we got through that first summer, and by the next December, we were operating smoothly,” he says. “We worked out most of the bugs.”

The learning curve for employees was steep, but Cengage has continued to improve operations, experimenting with new technologies, then bringing them to other facilities.

“We’ve almost reached a point where I don’t know how else we can improve our operations,” Steffney says. “It’s so efficient, it’s amazing.”
Boeing is making supply chain management a critical pivot as it tries to steer its way out of an economic vortex. As demand for new aircraft ebbs, and a machinist’s strike and failed component installation hamper the launch of the 787 Dreamliner program, the company is reconsidering its global supplier network.

The Chicago-headquartered aircraft manufacturer recently launched a new supply chain management and operations organization that will address commercial aircraft supplier management, fabrication, propulsion, manufacturing, and quality control.

As announced last year, Boeing expects to start making deliveries of the 787 in the first quarter of 2010—after two years of delays. The latest hiccup in the Dreamliner saga has forced the company to overhaul its supply chain oversight, pulling back the strings of what has been largely a global effort.

The company’s network of suppliers spans countries such as Japan, Britain, France, Germany, South Korea, and Italy. Boeing aims to bring more engineering and manufacturing closer to home as it moves forward with the 787 series.

While many businesses continue to explore economies in offshore markets, Boeing has learned firsthand the difficulty of managing operations among a scattered network of suppliers. But what has triggered fallout over missed deadlines and customer deliveries—controlling the supply chain—may yet help the aircraft company emerge from its current jet lag.
Retailers Turn to Inventory Management

Retailers currently face a predicament as consumers continue to hunker down. One way they can combat this macroeconomic environment is by paying attention to merchandising and inventory management, according to a study by Karabus Management, a Toronto-based retail consultant.

The study examines how retailers are allocating capital and impacting earnings through cost-cutting initiatives and improving inventory control.

“The macroeconomic environment demands CFOs examine and adjust their financial and operational plans quickly in order to counteract the dramatic decrease in consumer spending,” says Antony Karabus, CEO of Karabus Management. “Ninety-five percent of retailers surveyed are cutting capital expenditure budgets for 2009 by at least 10 to 25 percent, expecting the challenging environment to continue in the year ahead.”

Retailers are sharpening their focus on inventory management in three ways, according to the Karabus study:

1. **Canceling Select Orders.** Twenty-five percent of CFOs surveyed are canceling select orders where possible, especially when suppliers are late.

2. **Deferring Receipts on Replenishment Items.** Seventy-five percent of retailers surveyed are flowing receipts on basic/replenishment items much closer to the expected need date, and are working with suppliers to renegotiate receipt dates.

3. **Reducing Inventories.** Ninety percent of CFOs surveyed say they reduced inventory between five to 15 percent on a comparable square footage basis during this past holiday season and for spring 2009 introductions. Most plan to reduce inventory receipts for fall 2009 by up to 25 percent.

Keeping pace with the times, retailers are taking a new look at inventory to improve cost control.
GLOBAL
LOGISTICS
by Joseph O’Reilly

European Transport:
Short-term Stress, Long-term Growth

The threatening economic cloud hovering over the United States is spreading eastward and casting a pall over European trade as it continues its global path. The continent is bracing for a gloomy forecast as pressures build, consumerism wanes, and mandates to reduce transportation costs flood corporate boardrooms.

The current global downswing will stress transport rates throughout Europe, making it a tough go for truckers and shippers, predicts Walter Schulze-Freyberg, managing director of Hamburg, Germany-based Polzug Intermodal.

“...especially in the trucking sector, a considerable number of small players will not survive—even more so as road toll charges increase and truckers have difficulty passing these additional costs on to their customers,” says Schulze-Freyberg.

The U.S. motor freight industry has already experienced such inertia, which has only catalyzed existing concerns about future capacity constraints and a need for transportation infrastructure investment. Europe now faces an equal challenge, shaded by some nuanced differences.

Europe’s transportation network is more diversified in terms of intermodal utilization (railway, inland barge, and over-the-road transport) and its geographic footprint is far more contained than the United States—though Eastern Europe’s growth is quickly changing that. Regional and country-specific politics, trade regulations, and infrastructure...
anomalies have contributed to past difficulties aligning transportation links and trade. To account for this, the European Union has made a concerted effort to liberalize and standardize rail freight transport between member countries, especially among EU entrants, eliminating bureaucracies and bottlenecks to facilitate freight flows and reduce costs.

But promoting rail/intermodal is even more essential to building and modernizing terminals near Central and Eastern Europe seaports, Schulze-Freyberg acknowledges. Polzug, which provides rail container services from Hamburg, Bremerhaven, and Rotterdam to destinations in Eastern Europe and Central Asia, is positioned in the middle of this emerging trade bubble. The rising prospects of new manufacturing markets amplify the need for more global connectivity in Eastern Europe beyond what already exists in the West.

Polzug plans to invest several million euro next year for new terminals in Poland after opening a facility in Wroclaw last June to handle in-country market demands. While the company expects container volumes for 2009 to remain on par with last year, the long-term growth trend for European container trade appears intact.

Noting that in 2006 and 2007 growth rates were well above forecasts, Schulze-Freyberg believes after 2009 the long-term growth trend will continue as globalization resumes.

“The European hub ports are continuing to increase their handling capacities, and I do not see any problems with port congestion in the coming years,” he says. “Moreover, the terminals have made considerable efforts to improve their hinterland connections.”

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Brokering Change

When I started in this industry in 1978, transportation companies were known as truck brokers. They primarily moved shipments of agricultural products under rates that were exempt from Interstate Commerce Commission regulation—that is, negotiable according to supply and demand.

In 1980, truck transportation was deregulated. The term “property broker” was defined, and the industry grew. The requirements for becoming a property broker were intentionally minimal—to speed the advantages of deregulation, property brokers were created in part to establish an open market where rates were responsive to market conditions. A property broker’s role was to balance the supply of capacity and demand between shippers and carriers.

INDUSTRY IDENTITY CRISIS

Deregulation worked, and is still working to this day. But another problem has arisen: Our industry suffers from an identity crisis. Normally, most of us can be Darwinian enough to not care about such things. This problem, however, affects all industry stakeholders—shippers, carriers, the general public, legislators—and it is too important to ignore.

As the industry has transitioned from transportation to logistics to supply chain management, the realm of property brokers has matured and grown more sophisticated. For example, the vague and ill-defined distinctions involving the ownership and usage of assets leads to a great deal of confusion.

That’s the problem. The current requirements for property brokers can leave shippers and carriers exposed to bad debt, non-payment, lack of responsibility for claims, and more. Property brokers have no legal obligation for a carrier’s financial performance, nor are they legally required to pay a carrier for its services if the underlying shipper defaults.

Furthermore, the only requirement to ensure a property broker’s financial performance—to redress any aggrieved shipper or carrier—is a $10,000 surety bond. The problem is, $10,000 does not provide anyone adequate protection.

The requirements for becoming a property broker need to be updated to reflect new market realities. The broker bond should be raised; it is much too easy to get a license. There are also cases of deliberate fraud, where a carrier or shipper was exploited, and legitimate transportation businesses were put in jeopardy.

Additionally, companies that broker freight to carriers should guarantee freight payment to the carriers they do business with, regardless of whether the shipper pays or not. They should administer any legitimate freight claims for their shipper/customers, and guarantee the financial performance of the carriers they assign for such shipments. It is time for all responsible “brokering parties” to step up and accept this higher level of responsibility.

Property brokerage is a vital part of the transportation and logistics industry. It is how much of our country’s freight gets moved. But the industry has matured and developed, and the scant legal requirements and low barriers to entry are no longer effective.

GOING FOR BROKER

Shippers should understand the legal and financial distinctions between the various brokers. Identifying the strengths and weaknesses in business models, operating structure, scope, and scalability, and assessing the specific risks associated with each service provider based upon their finances and available resources, will enable shippers to select the most appropriate provider.
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Cutting the Fat from Equipment Redundancy

During a recent tour of a major logistics company, I was amazed at the emphasis placed on honoring commitments to the shipper. At every step of the process, the company had contingency plans in place to ensure that objectives were accomplished and shippers were satisfied.

Then our guide indicated some idle equipment and explained it was necessary for “just-in-case” situations. As impressed as I was by this dedication to the customer, I wondered how much the service provider had sacrificed in lean operations to keep these equipment reliability safety nets in place. I also wondered if it was an interim solution, or if the company had failed to explore leaner options for its contingency strategy.

**WHAT’S THE PROBLEM?**

Few organizations have developed the discipline to analyze and clarify problems as they occur, rather than succumb to a “ready, fire, aim” mentality. In the face of a problem, most companies do not use the “5 Why” problem-solving method, which helps reveal a problem’s root cause. Often, they fix symptoms rather than take permanent corrective action.

Without proper analysis and permanent countermeasures to address the true root cause of equipment reliability issues, organizations have few alternatives to keeping redundant equipment ready for just-in-case breakdowns.

**STANDARDS AND PRACTICES**

Failing to implement standard work and the subsequent audit system to ensure compliance is another weak point in many equipment reliability plans. Standardization is vital to accelerating breakdown analysis and repair. In addition, standardization allows companies to dramatically reduce spare part inventories and more easily maintain preventive maintenance procedures.

Equipment design is also key to minimizing the time equipment is down for scheduled maintenance. Many organizations simply allow for some quantity of equipment to be out of service for preventive maintenance, rather than focusing on design aspects that can minimize scheduled maintenance downtime and subsequently reduce overall capital expenditures. Organizations that adopt lean concepts are often the most frugal with capital spending. My first supervisor explained to me many years ago that a piece of equipment should run at its peak performance the day before it is replaced by better technology. This maxim is just as true for logistics as it is for manufacturing, service, or any other industry.

Properly utilizing lean concepts such as total productive maintenance helps maximize equipment longevity and performance, resulting in lower capital expenditure and higher productivity. Having the user and the supporting maintenance department share ownership of equipment maintenance is essential to success in this effort.

**STAY LEAN AND MEAN**

Without high levels of equipment reliability, organizations are forced to use countermeasures that are contrary to lean in order to achieve the performance the customer demands. These organizations face hard times when their competitors successfully meet customer expectations in a manner that reduces waste as opposed to adding waste such as redundant equipment. Lean methodologies improve competitive viability in any industry and equipment reliability is essential to a successful lean transformation.
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PASSPORT TO KNOWLEDGE

GAINING A GLOBAL PERSPECTIVE

The sun never sets on the global supply chain. Advanced education programs at a variety of universities offer logistics professionals a world tour unlike any other.

By Merrill Douglas
imagine Leah Ko’s surprise when the Michigan State University (MSU) student heard music pouring from industrial machines in a Japanese factory. Or Bret Hanson’s shock, as a Purdue University intern in Bangalore, when he learned that domestic freight movements in India might incur interstate tariffs. Or Greg Andrews’ amazement when the logistics executive first set eyes on electronics plants in the Brazilian rainforest.

Such revelations are part of the reason that so many supply chain students and professionals seize the chance to study abroad. Travel opens your eyes to things you never knew existed and makes you think about the world in new ways.

“The world does not revolve around the United States, particularly in a business context,” says Anthony Ross, associate professor, supply chain management at MSU, who leads an annual study excursion to Japan. To succeed in their careers, he explains, students need a broad understanding of what the supply chain is, and what it means to do business in the global environment.

Aside from the chance to view logistics through the eyes of a different culture, Americans go abroad to observe the links at the farthest end of the global supply chain. “They get a chance to see what movements international cargo goes through before it reaches the United States,” says Sara Russell, instructor of maritime and supply chain management at Old Dominion University in Norfolk, Va.

Sure, you can read a book about Chinese manufacturing, German steamship lines, or warehousing in Argentina. You can use multimedia Web sites and video conferences to learn what it’s like to hammer out deals in the far-flung corners of the world. But, as Andrews says, “There’s no substitute for going there.”

Got the travel bug? Read on for a sampling of some global education programs.

**Georgia Tech**

**The World as Classroom**

For the working professionals who enroll in the Executive Masters in International Logistics (EMIL) program at the Georgia Institute of Technology in Atlanta, the whole world is a classroom.

Greg Andrews earned his EMIL degree in 2005 while employed as director of global logistics for a telecommunications firm in the southeastern United States. Today, he serves as managing director of the 18-month graduate program sponsored by Georgia Tech’s H. Milton Stewart School of Industrial and Systems Engineering.

EMIL recruits its students, who must have at least 10 years of business experience, from Fortune 500 companies. The program combines online courses with five two-week residencies; the first and last take place at the Atlanta campus, while the second, third, and fourth send students to Europe, Asia, and Latin America.

“The average student is 42 years old and has 15 to 17 years of experience across the supply chain,” Andrews says. The program aims to draw 20 percent of its participants each from Europe, Asia, and Latin America, with the other 40 percent from the United States and Canada.
Exactly which countries students visit varies from year to year. The European residency, for example, might include France, Germany, Poland, and Hungary. A recent Asia trip took students to Penang and Kuala Lumpur in Malaysia, then to Hong Kong and Shanghai.

Andrews’ Latin American experience included a week in Sao Paolo and one in Manaus, the city in the rainforest. “There’s nothing there except the free trade zone and manufacturing zone the Brazilian government established,” he says. Drawn by those incentives and inexpensive local labor, global companies such as Nokia and Philips build products in Manaus and fly them to the rest of Brazil.

Andrews and his fellow students used the overseas residencies to learn firsthand about the nuts and bolts of business in various parts of the world.

During site visits, Georgia Tech’s EMIL participants gain new perspectives on international warehousing and transportation.

Study Abroad Programs in Logistics and Supply Chain Management

Executive Masters in International Logistics (EMIL)
H. Milton Stewart School of Industrial and Systems Engineering
Georgia Institute of Technology
www.emil.gatech.edu

Global Supply Chain Management and Cultural Studies in Asia
Eli Broad College of Business
Michigan State University
www.studyabroad.msu.edu

Michigan State also sponsors a two-week summer course called “Logistical Packaging in Sweden,” but it will not be offered again until 2011. For details, see studyabroad.msu.edu/programs/swedenpacking.html.

International Internship India
Krannert School of Management
Purdue University
www.studyabroad.purdue.edu

MIT-Zaragoza International Logistics Program
Center for Transportation and Logistics
Massachusetts Institute of Technology
www.cti.mit.edu

The Logistics Institute — Asia Pacific
H. Milton Stewart School of Industrial and Systems Engineering
Georgia Institute of Technology
www.tliap.nus.sg

Transportation Systems and Trade Flows within the European Union
College of Business and Public Administration
Old Dominion University
www.bpa.odu.edu
EMIL students meet with corporate executives, government officials, and other experts in the countries they visit. They work closely with their counterparts overseas, presenting case studies and wrestling with real-world business problems.

In Brazil, Andrews was charged with determining how to bring his company’s products into the Brazilian market. Multiple layers of taxes, totaling 68 percent of the total cost of the goods, posed a formidable obstacle.

“After visiting several companies, I learned how to cut that to 18 percent,” he says. “My observations gave me a road map for achieving results at my company. You can’t get that kind of experience over the phone.”

EMIL is not the only international learning experience available to students of supply chain management at Georgia Tech. The first U.S.-based student recently enrolled in The Logistics Institute (TLI)-Asia Pacific, a collaboration between Georgia Tech and the National University of Singapore (NUS).

Graduate and executive education programs at TLI-Asia Pacific are similar to programs offered at Georgia Tech’s Supply Chain and Logistics Institute, says Harvey Donaldson, the Institute’s director and associate chair of industry and international studies at the Stewart School. Students who complete the master’s program earn two degrees, one from NUS and one from Georgia Tech.

Each year, the partners recruit approximately 20 students, who are eligible to receive scholarships from the government of Singapore. “While it is primarily for Asian students, it is open to all,” Donaldson says. Scholarship students must be co-sponsored by a company in Singapore and agree to work in the country for at least three years after graduation.

In short, EMIL helps students master the supply chain.
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-Bart Starr, NFL Quarterback
Students also talk with representatives of transportation organizations. “Last year, we met with the European Sea Ports Organization,” Russell says. “We also met with the European Carriers’ Alliance and the European Transport Federation.”

Back in the United States, students write research papers on a topic that sparked their interest during the tour.

Philip O’Donnell, a double major in international business and marine and supply chain management, made his trip to Europe in May 2007. He graduated in December 2007, and since June 2008 has worked as an export pricing analyst at Zim American Integrated Shipping Services Co. in Norfolk.

The background O’Donnell gained in Europe helped ease the transition from school to work. He finds it helpful to picture the services he’s pricing, based on his visits to ports such as Antwerp’s, where he watched cranes load and unload cargo, and saw a semi-automated yard in action. “Seeing the actual operations was one of the most influential parts of the experience,” he says.

Students from Old Dominion will return to Europe in 2009, but for 2010 the business school has something new in store: a trip to Asia. “We want to focus on manufacturing operations, free trade zones, and the logistics involved in moving cargo out of Asia,” Russell says.

Students will visit Hong Kong; other possible stops include Shenzen and South Korea. In the future, the summer program will offer trips to Europe and Asia in alternate years.

With so many travel options, Old Dominion gives students a passport to a world of logistics knowledge.

The machine that Leah Ko heard making music in Japan was a materials handling apparatus produced in a Daifuku factory. As she and her fellow students learned, it’s not unusual in Japan to find industrial equipment designed to perform more than its job.

“Most Japanese products are aesthetically pleasing, even heavy machinery such as cranes,” says Ko, a supply chain manager.
major who visited the plant as part of her study abroad experience. “I found it very interesting that the Japanese take the time to add this option.”

Cultural discoveries of that sort abound during the global supply chain management and cultural studies in Asia program sponsored by MSU’s Eli Broad College of Business.

Offered at the end of the spring semester, the six-credit program starts with several online meetings that cover 40 to 50 percent of the course work. Students then travel to the Japan Center for Michigan Universities in Hikone, Japan, for more class work, plus local tours focused on history and Japanese culture. Next, the group moves to Nagoya and Tokyo to visit manufacturing plants, government offices, and logistics facilities.

“We visit Tokyo’s International Air Cargo Terminal, which is where most of the world’s sushi leaves and enters Japan,” says Ross, who leads the trip. Other venues have included: the Japan Ministry of Trade and Industry; freight forwarder Kuehne+Nagle’s facilities; Kikkoman soy sauce company’s world headquarters; Meiji, Japan’s largest candy company; and the financial newspaper Yomiuri Shimbun.

“The companies are gracious enough to allow our students to tour one or more of their facilities,” Ross says. “They also invite their C-level managers to present their company strategy, performance, vision for the future, the setting in which they operate, and the scope of their whole business operation.”

During the program, students complete two of three courses: Introduction to Supply Chain Management, Introduction to International Business, and Independent Study in International Logistics.

Kristi Cassar, a general management major, enrolled in the program in 2007. Like Ko, she noticed aspects of Japanese business culture that were strikingly different from practices in the United States.

One example: some warehouses she saw took quality control to the extreme. “They hired workers to go through every package and recount the contents,” says the May 2008 MSU graduate, now working at Eaton Corporation in Eden Prairie, Minn.

Ko, who graduated in December 2008, observed the effects of Japan’s narrow city streets. “The trucks are a lot smaller, and instead of opening from the rear, as they do in the United States, their ‘butterfly trucks’ open from the sides.”

The country’s small, densely populated land mass also demands different logistics strategies. “Companies usually share warehouses, and those facilities are built higher – often five or six stories,” Ko says. “In one warehouse we toured, a different company owns each floor.”

As Ko and Cassar discovered, developing an appreciation for these types of differences is one of the MSU program’s many benefits.

**MIT-ZARAGOZA**

**The Chain in Spain**

If studying abroad means going where the action is, you can’t do better than the Massachusetts Institute of Technology (MIT)-Zaragoza Logistics Program in Spain. The program’s campus stands in the middle of Europe’s largest logistics park, Plataforma Logistica de Zaragoza (PLAZA). Modeled on MIT’s masters of engineering in logistics (MLOG) program, the nine-month Zaragoza course draws graduate students from around the world and from a variety of disciplines.

“It’s a mix between business and engineering backgrounds, as well as international studies and political science,” says Jarrod Goentzel, the Zaragoza program’s executive director. “People who want to get involved in international business realize that supply chain is a good way to pursue that goal, because most...
supply chains are inherently global.”

MIT’s Center for Transportation and Logistics operates the program in Spain in partnership with the University of Zaragoza, the government of the Aragón region, several corporations, and PLAZA. Along with the masters degree, MIT-Zaragoza offers a PhD, both from the University of Zaragoza. The program also provides a home base for faculty, students, and corporate partners to conduct research.

One faculty member, for example, is exploring more effective ways to transport medicines into sub-Saharan Africa and other developing regions. Three other research initiatives emerged after officials at the DHL facility in PLAZA introduced MIT-Zaragoza researchers to colleagues at the DHL Innovation Center in Germany.

“The Zaragoza center became a key research partner for the new DHL Innovation Center,” Goentzel says. With funding from the Aragón government, resources from DHL, and expertise from the academic center, the partnership is focusing on three areas: reverse logistics, postponement strategies, and supply chain visibility.

Students in the masters program may participate in faculty research for their thesis projects, or they may do research for local corporate sponsors. “The company can use the results of the research project to move forward,” Goentzel says. “It’s a way for them to explore topics that they may not have time to explore, given daily management requirements.”

The MIT-Zaragoza program, which is taught in English, currently includes 33 students from 15 countries. “The international experience is not only living overseas, but also studying and working with people from different backgrounds,” Goentzel says.

That experience acquires an added dimension each January, when students from the Zaragoza program and the MLOG program in Cambridge, Mass., study together, spending half the time at each campus. “The students are grouped into teams of six, and we play a month-long simulation game,” Goentzel says. “They compete to see who manages the best supply chain.”

With the experience the students gained in MIT’s and Zaragoza’s programs, that competition is sure to be fierce.

Purdue University
Motorbikes in Bangalore

Given the economic slump and recent violence in India, Mary Pilotte thought Purdue University’s International Internship India program might draw fewer students in 2009 than in past years. But based on the numbers that have been turning out for information sessions, interest in the program remains strong.

“The program is a resume enhancer that helps participants differentiate themselves in the marketplace,” says Pilotte, managing director of the Global Supply Chain Management Initiative and the Dauch Center for the Management of Manufacturing Enterprises at Purdue’s Krannert School of Management. The two centers run the internship program with sponsorship from Indian motorcycle and motor scooter manufacturer TVS Motor Corporation.

Intended for graduate students, but available to selected undergraduates, the internship sends participants to spend two weeks at TVS in Bangalore, where they work on research projects for the company. Venu Srinivasan, chairman and managing director of TVS Motors and a Krannert alumnus, founded the program to give students a chance for cultural immersion in an industrial setting. This is the internship’s third year.

Students from various disciplines within the business school, including supply chain, operations, marketing, finance, and human resources, have participated in the internship. Engineering students are welcome, too, as are students at the GISMA Business School in...
Hannover, Germany, which maintains a relationship with Purdue.

Before going to Bangalore in May, participants form teams of two, based on their backgrounds and interests. Each pair is assigned a project from a list supplied by TVS and is matched with a mentor in Bangalore. Students confer with their mentors via video conference link and conference calls and start gathering data for their projects.

Bret Hanson, who earned an MBA in operations from Purdue in May 2008, conducted research to help determine where and how TVS might expand its manufacturing capacity, both within and outside India.

“We considered factors such as tariff rates, shipping charges, and the friendliness of governments where the company would potentially expand,” he says.

One of the most valuable aspects of the project was the chance to compare business processes in the United States and in India, says Hanson, who now works in the Supply Chain Leadership Development Program at Raytheon Company in Waltham, Mass. For example, Hanson was surprised to learn that businesses pay tariffs on goods transported from one Indian state to another. “The lesson I learned is that the rules are different everywhere,” he says.

A project of that sort also helps students appreciate how geography affects product cost, says Pilotte. Students understand that it’s less expensive for a U.S. manufacturer to make product in India or Mexico, for example. “But if you’re in India already, where do you go?” she says.

Other teams have tackled projects focused on supplier scorecarding. Learning what qualities an Indian company values in its suppliers helps students appreciate some of the differences between the Indian and U.S. business cultures.

Another benefit interns gain is seeing firsthand what it’s like to operate a supply chain in an emerging country. “The processes, rigor, transportation infrastructure, and notion of consistent performance may not be in place yet,” says Pilotte.

Insights of that kind will become important as more U.S. firms come to rely on a web of trading partners that stretches around the globe. Future supply chain professionals need to gain rigor in their professional discipline, of course. But they also need to gain a global perspective.

“If you can’t get out and observe other environments and cultures to gain an appreciation of why they do things differently, then you lack the flexibility and the readiness you need to make sound decisions,” says Ross at MSU.

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The U.S. government is taking unprecedented steps to protect national security, and nowhere is the impact of that effort felt more than at the country’s entry points. For global shippers, this heightened security consciousness presents myriad challenges when it comes to clearing goods through U.S. Customs and Border Protection (CBP), which requires more and allows for less than ever before.

Failing to understand and comply with the latest CBP requirements can cost shippers and importers serious time and money. A spot inspection can delay the movement of material for several hours; a hold can delay it for several days.

The good news is that CBP offers new tools and programs to help shippers and importers meet its new, stringent requirements.

If shippers had to choose one action that would help expedite the movement of goods through Customs, it’s to become certified under the Customs-Trade Partnership Against Terrorism (C-TPAT) program.
CBP launched the C-TPAT initiative in an effort to help it work more closely with businesses to improve border security. To qualify for C-TPAT certification, shippers and importers must meet a variety of requirements in several categories, ranging from business practices and record-keeping to facility security and developing working relationships with supply chain partners on security issues.

**EXPERT ADVICE**

Once certified, shippers can expedite many Customs processes, receive priority processing, and be subject to fewer inspections. CBP also assigns a supply chain security specialist to work with each C-TPAT-certified company. This expert advises the company on enhancing its own security procedures and those of its supply chain partners.

C-TPAT-certified companies particularly benefit from the supply chain security specialist’s suggestions covering both broad supply chain issues and specific questions about how companies should conduct themselves in particular global regions.

Some certified companies also qualify for CBP’s Importer Self-Assessment Program, which trains companies to police their own security issues rather than being subjected to CBP audits.

“The first step any importer should take is to become C-TPAT-certified and validated,” advises Terry McCracken, a Customs compliance consultant with Supply Chain Solutions Inc., a Grand Rapids, Mich.-based consulting firm. “C-TPAT’s goal is to establish a cooperative relationship between government and business to strengthen and improve overall supply chain and U.S. border security.

“Importers who belong to the C-TPAT program receive more expeditious clearance and better treatment all the way down the line,” McCracken says. “In a national emergency where the borders are threatened, they will be the first people served.

“Certification also makes companies eligible to attend many security training seminars,” McCracken adds. “This training is very important. In the past, some importers have been nonchalant about attendance, but I recommend they make it a priority in 2009.”

**ONE SIZE DOES NOT FIT ALL**

C-TPAT does not adhere to stringent, one-size-fits-all compliance standards. While that flexibility can help companies comply with certain regulations, it can also make the requirements harder to pin down.

“Shippers ultimately have to show CBP that their supply chain is secure,” says Susanne Cook, attorney and director of.
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Given the many different kinds of import activity, it’s impossible for Customs to apply a uniform standard.

“Some small companies import from one supplier located just across the Canadian border, using the same trucking firm. Other multinational firms trade with Singapore, employing numerous carriers and supply chain partners,” Cook says. “How could CBP apply just one set of standards?”

Whether their global operations are simple or complicated, C-TPAT participants all have to achieve the same primary objective: demonstrating that their facilities are secure.

Importers are also advised to ensure that their freight forwarders and customs brokers are C-TPAT certified. Many other countries employ C-TPAT-equivalent programs, and suppliers in those countries need to document their certification in writing to show U.S.-based importers that they are compliant, according to Megan Finkelstein, a U.S. Customs specialist at Cohen & Grigsby.

10 + 2 = NEW REQUIREMENTS

In effect since Jan. 25, 2008, Import Security Filing (ISF)—or 10+2—is a new security filing requirement for seabound (including the Great Lakes) vessels. 10+2 requires importers or their agents and carriers to transmit additional data to CBP for non-bulk cargo prior to vessel lading. The filing got its name because it imposes 10 requirements on importers and two on carriers.

The 10 data elements importers must now report are:
1. Manufacturer name and address
2. Seller name and address
3. Container stuffing location
4. Consolidator name and address
5. Buyer name and address
6. Ship-to name and address
7. Importer of record number
8. Consignee number
9. Country of origin of the goods
10. Commodity harmonized tariff schedule number

The two data elements carriers must transmit to CBP are:
1. The vessel stow plan
2. Status messages

THE COST OF NON-COMPLIANCE

Non-compliance with 10+2 can result in penalties—including containers not being allowed to load at shipping origin, or significant inspection delays at destination. In the case of a default, merchandise can be liquidated to pay damages. “Non-compliance with the 10+2 rule will raise line costs and increase delivery time,” McCracken warns.

CBP will not begin strict enforcement of 10+2 until it has been in effect for one year, and will offer opportunities for public comment during that period.

In addition, CBP may offer incentives to importers who combine all their required information into a single filing, notes Amy Magnus, a Customs compliance consultant for Kewill, a Chelmsford, Mass.-based global trade and logistics software provider.

“If importers opt for uniform filing—submitting 10+2 information at the same time they file release and summary data—CBP gets the benefit of having all the information surrounding a particular transaction 24 hours prior to the vessel lading,” Magnus explains. “That gives it time to vet the information to see if it needs to screen that particular shipment.”

TAKING STEPS TOWARD SUCCESS

Here are some additional steps importers can take to ensure Customs compliance:

1. ESTABLISH A CUSTOMS COMPLIANCE DEPARTMENT. Companies that can do so should create an import department with a heavy emphasis on Customs compliance, recommends McCracken. This department would form a close relationship with CBP to gather information necessary to stay in compliance.

“This kind of relationship is also referred to as informed compliance,” McCracken adds. “It simply means that CBP has made available all the information necessary to equip the importer to transact Customs business lawfully and accurately.”

2. PROVIDE COMPLIANCE TRAINING. Reviewing compliance information with key employees is crucial to achieving a successful relationship with CBP.

“Companies both large and small need to start with an entire review of informed compliance training, including a detailed list of employee and import team leader responsibilities,” McCracken says. “Training should start before a purchase order is ever written. Factor in all the Customs data elements employees need to know before they order the goods.”

3. APPLY THE HARMONIZED TARIFF CODE. One of the most important data elements is applying Harmonized Tariff System codes—six-digit import/export codes for general categories. Training the compliance department to apply these codes should occur as part of a process in which importers work closely with brokers, carriers, CBP officials, and, especially, foreign suppliers.

4. ESTABLISH COMPLIANCE MANUALS. While CBP does not mandate that shippers and importers keep internal compliance manuals, it might as well.

If you can manage to stay in compliance without consulting a manual, good for you. But if you run into the slightest
Getting C-TPAT Down Pat
What’s really involved in achieving C-TPAT certification? Two furniture importers share their experiences.

When its containers began to be pulled aside by CBP, and customers suffered as a result, furniture importer American Woodcrafters, High Point, N.C., committed to making the necessary security upgrades to achieve C-TPAT certification. The company imports fully assembled furniture, mostly via ocean but occasionally by air, and resells it in the United States.

The C-TPAT certification process involved two main imperatives for American Woodcrafters—internal security upgrades and documentation upgrades, says Sandra Taylor, administration manager for the 30-employee company. “Many of the required processes were already in place, but not in a formal manner,” she notes.

For guidance, the company turned to third-party logistics provider Globe Express, Charlotte, N.C. Globe started the C-TPAT certification process by helping American Woodcrafters identify its security vulnerabilities.

“Many non-employees were walking in the front door every day, no one carried ID, and the doors were not locked,” recalls John Dellenger, corporate broker for Globe Express.

Some employees initially balked at the security enhancements. “Because we’re a small company, some employees thought the extra security was unnecessary,” Taylor says.

While Taylor says she understood their initial resistance, she has explained to her colleagues why the benefits of C-TPAT certification justify the changes. They slowly came around, and have now adjusted.

While its internal security processes required some tweaking, American Woodcrafters was already ahead of the curve on container security—using the proper seals and paperwork—and merely needed to document its practices to achieve C-TPAT certification.

But the company did have to impose some requirements on its overseas suppliers for the first time. “We had to send questionnaires to the companies we work with overseas, documenting that they followed specific container security procedures,” says Taylor.

**Huntington Execs Get on Board**
Achieving C-TPAT certification was a two-year process for High Point, N.C.-based Huntington Furniture Industries, which imports fully assembled furniture via ocean from China and Vietnam.

One early challenge was getting executive management on board with the need for C-TPAT certification, says Dellenger, who also helped Huntington through the process. “If company executives do not have buy-in, it won’t work,” Dellenger says.

Like American Woodcrafters, a major task for Huntington was documenting procedures already in place. To that end, the company began the process of installing a new video surveillance system.

“Globe Express helped determine the correct locations for surveillance cameras,” says Holly Surratt, import traffic customs brokerage analyst for Huntington. “By securing the entrances and warehouse, we stemmed unauthorized access.”

Huntington also had to get suppliers in China and Vietnam to implement a CBP-mandated container seal checklist procedure. With the correct security procedures followed at the point of origin, the process becomes more simple at Huntington’s end.

“We conduct ongoing security training for new employees, and use the container checklist when goods arrive at the warehouse,” Surratt says.

For Huntington, the key to C-TPAT success was getting employees to take ownership of the security measures. “Containers were sitting in the warehouse with the door open,” Dellenger says. “Today, security processes have closed up potential breaches.”

**TOP-DRAWER SECURITY.**
Furniture importer American Woodcrafters underwent detailed security upgrades to achieve C-TPAT certification.
“Importers who belong to the C-TPAT program receive more expeditious clearance and better treatment all the way down the line. In a national emergency where the borders are threatened, they will be the first people served.”

— Terry McCracken, Customs compliance consultant, Supply Chain Solutions

problem—especially one resulting in an audit—the lack of a compliance manual will fix the blame on you. “There is a real disconnect between CBP and industry on the use of compliance manuals,” Cook says. “There is no regulation that requires a written manual or procedure book. And that’s fine, as long as the correct procedures are followed. But, if CBP finds one small incorrect item, it holds the absence of a manual against you.”

Any company choosing to operate without a manual will likely find itself doing otherwise after an audit. “I cannot imagine anyone coming out of an audit without requiring a written compliance manual to bring the company up to speed,” Cook says.

A compliance manual is even more important for companies striving to meet C-TPAT certification requirements.

**TO ERR IS HUMAN**

Complying with CBP regulations can be complex and confusing, laying the groundwork for errors. Here’s a rundown of some common compliance mistakes:

1. **Failing to do what you’re supposed to do.** “For example, while many companies say they conduct quarterly self-audits, and review their classification and shipments, they actually don’t do it,” Finkelstein notes.

2. **Failing to understand actual responsibilities.** “Most companies want to comply with the requirements, but they don’t understand that they are responsible for each bit of information that is being submitted to CBP,” Cook says. “It’s the equivalent of a taxpayer saying, ‘Oh, my accountant handles that,’ even though it’s the taxpayer’s responsibility.”

3. **Relying solely on one transportation mode.** Another mistake importers make is believing they can rely solely on one mode of transportation, and don’t need to know the nuances of using the others. That is just not feasible today, according to Cook.

“For years, I’ve dealt with Canadian importers who have always moved goods into the United States via truck or rail, and didn’t care to understand the differences or nuances of ocean transportation,” Cook says. “But today, so many Canadian companies source overseas that they are confronted with having to shore up their global supply chain.

“All shippers need to understand how to use air freight,” she adds. “They will always have to deal with a last-minute piece of equipment or part, or some type of new style apparel that was late in manufacturing and has to reach stores by a certain date. I don’t see a time anymore when an importer can rely on only one transportation mode.”

4. **Misinterpreting the meaning of trade deals such as the North American Free Trade Agreement (NAFTA).** “Many importers are not familiar with all the rules and regulations surrounding NAFTA, so they make a lot of compliance mistakes in that area,” Finkelstein says. “When CBP initiates an audit, the companies are not sure what they have to do to be in compliance.”

Maintaining a complete inventory is always an importer’s best defense against inspections, audits and delays.

“Importers must take complete inventory of all the items they intend to ship into the United States, classify them fully to the 10-digit level, and determine if any agency has an issue with the goods,” Cook says. “Importers also need to know if any goods fall under the Consumer Product Input Safety Act, which has its own set of specific requirements.”

**COMPLIANCE A LA MODE**

For each of the three international transport modes—air, ocean, and ground—certain steps are particularly important for ensuring C-TPAT compliance.

**Air Transport:** Airfreight shippers need to be especially careful to follow procedures under the new Automated Manifest System.

“The carrier, not the importer, determines the information, but the shipper must make sure it is filed properly,” says Georgette Brady, compliance officer for RF International, a division of Dublin, Ohio-based Pacer Global. “Customs compliance via air is all about ensuring the documentation is correct—that you have your commercial invoice and packing list, and that you can clear goods through Customs quickly.”

Air carriers must submit the air manifest to CBP prior to the aircraft’s departure.

To help keep air shipments in compliance, Kewill offers the following three recommendations:

1. Importers should provide EDI information to brokers in order to expedite clearance, reduce errors, and ensure that goods are classified properly.
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Compliance Programs: How to Qualify

U.S. Customs and Border Protection and the Department of Homeland Security offer a variety of programs to help shippers and importers comply with federal security regulations. Here are some tips to ease the certification process, from Bill Anderson, group director of global security for Ryder, a third-party logistics provider based in Miami, Fla.

Read and understand the program. Each agency sponsoring a program provides online information, as well as a variety of training seminars and professional conferences where security personnel can boost their knowledge.

Get to know your supply chain, including the origins of your raw materials and the goods you import, as well as the destination of your exports.

Be familiar with your supply chain’s business partners and their status in the program or programs that interest you.

Assess the security of your domestic operations and foreign consolidation points, and develop a plan to close any gaps.

Develop documented standards for supply chain security processes.

Provide a copy of your standards to your key supply chain business partners.

Include minimum security requirements or program participation requirements in your contracts with business partners.

Determine what kind of certification you want to pursue (importer, manufacturer, land carrier, 3PL) and determine whether you want to hold one certification or split the certifications per country or business unit.

Complete applications and file with agencies.

Consult with your assigned agency representative.

2. Importers should manage a Web-based parts database, which allows all parties access to data required for appropriate classification, and helps ensure that goods are classified—and duties paid—using the same information.

3. Importers need the right visibility tools to view their air transactions. They might find it helpful to work with a broker who provides strong visibility and notification tools to keep them apprised of their shipments. Importers especially need full visibility to the shipment, and automatic notification as the shipment moves through the supply chain.

Ocean Transport: For importers shipping via ocean, the most important requirement is 10+2 compliance, which will change how some of them operate. For instance, “ocean shippers can no longer tell their vendors, ‘Just ship my merchandise,’” Brady says.

Within these new requirements, confidentiality is crucial.

“One of the important issues concerning 10+2 is the confidentiality of the information CBP needs,” Brady says. “Customs brokers are bound by law to keep confidential all documents of any type.”

Ground Transport: For ground shippers, a key requirement involves a new computer system developed by CBP: Automated Commercial Enforcement (ACE), which requires an electronic manifest for trucks.

“Before trucks reach the border, drivers transmit their manifests electronically,” Brady explains. “CBP border officers then scan the bar code on the manifest, and the truck quickly moves across the border.”

Shippers and importers need to boost the effectiveness of their data coordination to keep up with ACE.

“ACE requires coordinating the data filed for the manifest with data filed for release and entry,” Magnus says. “For shipments to be in compliance, those data submissions must be matched up and complete.”

Under ACE, the time period for data transmission is one hour prior to arrival of the truck or train. The rewards of successful compliance are substantial.

“If the data is filed correctly and on time, the physical goods can move seamlessly across the border,” Magnus says. “If the data is not accurate, complete, or timely, many issues arise—a delay, or a cargo inspection, for example. The common bottom line for the importer is increased costs.”

Such inspections could be even more expensive for air or ocean shippers, however, because CBP generally needs to use special facilities to conduct inspections of these modes.

“There could be a hold on the cargo, which some shippers do not realize,” Magnus says. “Customs doesn’t work alone; many agencies participate in the arrival of data. For example, the Food

Compliance Programs: How to Qualify

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“There could be a hold on the cargo, which some shippers do not realize,” Magnus says. “Customs doesn’t work alone; many agencies participate in the arrival of data. For example, the Food
and Drug Administration and the Consumer Products Safety
Commission work with Customs and look at the information
that’s transmitted prior to arrival. And more federal agencies are
applying for the authority to look at the data.”

**KEEPING AN EYE ON DETAILS**

Beyond these major categories, shippers and importers dealing
with Customs need to be aware of a variety of issues that are often overlooked.

**Assists.** “Assists are when either domestic or foreign arti-
cles, such as tools, are purchased for the purpose of producing
parts,” explains McCracken. “They are often not amortized
within the product price, but are paid for separately and never
mentioned or thought of. But those articles are dutiable upon
the first importation. It’s a complex area that is often missed,
and it leaves the importer in a vulnerable position.”

**Special requirements.** Some goods, including bearings, steel,
and textiles, have unique requirements. Importers need to
determine if their products warrant special documents.

Importers also need to be aware of anti-dumping laws,
as well as trademark and copyright restrictions. “Importers
should also consider buying and selling commissions, third-
party transactions, royalties, and terms of sale,” McCracken
says. “They need to know what the exporter and shipper are
responsible for. It’s all basic, but important, information.”

While it may seem that no shipper or importer could ever
master all the details necessary to remain in consistent com-
pliance, the consequences of noncompliance are simply too
daunting to risk. The best advice is to start gathering infor-
mation, employ whatever help you need, and pay attention
as things change. The resulting smooth sailing—or flying, or
driving—will prove worth the effort.

---

**C-TPAT DELIVERS**

**Fewer Inspections**

While CBP significantly boosted inspections of all cross-
border shipments since 2001, C-TPAT members report
significantly fewer inspections of their shipments in 2008.

**2008 INSPECTION RATES**

<table>
<thead>
<tr>
<th>MODE</th>
<th>INSPECTIONS</th>
<th>INSPECTION RATE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ROAD</strong></td>
<td>11 million truck containers crossed U.S. borders.</td>
<td>1 in 4</td>
</tr>
<tr>
<td><strong>OCEAN</strong></td>
<td>11.3 million sea containers crossed U.S. borders.</td>
<td>1 in 33</td>
</tr>
<tr>
<td><strong>RAIL</strong></td>
<td>2.7 million rail containers crossed U.S. borders.</td>
<td>1 in 33</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>25.1 million border crossings for all modes.</td>
<td>1 in every 5 movements</td>
</tr>
</tbody>
</table>

C-TPAT importers are four to six times less likely to incur a security
or compliance examination than non-members.

---

February 2009 • Inbound Logistics  43
What do you want from your truck fleet? Some mettle? A pedal to push your business determination of a Caterpillar lugging 470 units of horsepower, truck manufacturers are pulling ergonomics, and 80,000 pounds of unwieldy freight is no bargain. But performance comes that will help you rein in your fleet needs. Join *Inbound Logistics* for a ride as we go bumper to
Whether you're looking for the swagger of a Benz, the grit of a Detroit Diesel, or the out all the stops to keep your freight on the go. Towing EPA mandates, fuel economy standards, driver with a price. This roundup of some of the latest thoroughbreds on the market provides need-to-know specs bumper with some of the latest commercial tractors to hit the road.
### Freightliner Trucks

**Cascadia**  
**TYPE:** Aerodynamic conventional day cab, sleeper cab  
**GVWR:** 35,000 to 71,000 lbs.  
**GCWR:** 92,000 lbs.  
**BBC:** 125"  
**ENGINE:** Detroit Diesel Series 60 445 to 515 hp; Detroit Diesel Series DD15 455-560 hp; Mercedes-Benz 4000 370 to 450 hp; Caterpillar C15 435 to 550 hp  
**TRANSMISSION:** Eaton Fuller 10-, 13-, and 18-speed manuals; Eaton Fuller UltraShifts, AutoShifts  
**FRONT AXLE:** 12,000 to 14,700 lbs.  
**REAR AXLE:** 23,000 to 46,000 lbs.

The Cascadia’s sculpted exterior reduces aerodynamic drag to a minimum. Its lightweight aluminum construction and weight-saving components boost payload potential for every truckload. Built-in reliability, ease of maintenance, and drivability maximize uptime.

### Columbia

**TYPE:** Aerodynamic conventional day cab, sleeper cab  
**GVWR:** 46,000 to 64,000 lbs.  
**GCWR:** 140,000 lbs.  
**BBC:** 112", 120"  
**ENGINE:** Detroit Diesel Series 60 425 to 515 hp; Detroit Diesel Series DD15 455 to 560 hp MBE 4000 350 to 450 hp; Caterpillar C13 305 to 470 hp; Caterpillar C15 435 to 500 hp

The Columbia’s aerodynamic styling reduces wind resistance and provides excellent fuel economy. The lightweight design enables the hauling of more payload. Available in a 112-inch or 120-inch BBC with 7-Day Cab/SleeperCab configurations, the Columbia can be customized to meet unique requirements. Adding to the Columbia’s efficiency are fuel economy, ease of maintenance, and overall lower cost per mile.
WHEN IT COMES TO
LIFT TRUCK
CAPABILITY
HYSTER PUTS THE COMPETITION IN THE SHADOWS.

FACT: DuraMatch electronically controlled powershift transmission = reduced brake wear and extended tire life

FACT: Extended service intervals = more up-time, less maintenance

FACT: Superior fuel efficiency = reduced operating cost

FACT: Best-in-class ergonomics = greater operator comfort, higher productivity

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<table>
<thead>
<tr>
<th><strong>Kenworth</strong></th>
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<tbody>
<tr>
<td><strong>W900</strong></td>
<td></td>
</tr>
<tr>
<td><strong>TYPE:</strong></td>
<td>Traditional conventional day cab, extended day cab, sleeper cab</td>
</tr>
<tr>
<td><strong>GVWR:</strong></td>
<td>35,000 to 89,000 lbs.</td>
</tr>
<tr>
<td><strong>GCWR:</strong></td>
<td>80,000 to 200,000 lbs.</td>
</tr>
<tr>
<td><strong>BBC:</strong></td>
<td>120&quot;, 130&quot;, 136&quot;</td>
</tr>
<tr>
<td><strong>ENGINE:</strong></td>
<td>Cummins ISM 305 to 410 hp; Cummins ISX 385 to 600 hp; Caterpillar C13 335 to 470 hp; Caterpillar C15 435 to 550 hp</td>
</tr>
<tr>
<td><strong>TRANSMISSION:</strong></td>
<td>Eaton Fuller 9-, 10-, 11-, 13-, 15-, and 18-speed manuals; Eaton Fuller 10- and 18-speed AutoShifts; Eaton Fuller 10- and 13-speed UltraShifts</td>
</tr>
<tr>
<td><strong>FRONT AXLE:</strong></td>
<td>12,000 to 22,000 lbs.</td>
</tr>
<tr>
<td><strong>REAR AXLE:</strong></td>
<td>23,000 to 58,000 lbs.</td>
</tr>
</tbody>
</table>

Suitable for line, regional, bulk, and heavy haul applications, the Kenworth W900 provides comfort, reliability, and performance in a traditional package. From the rugged loggers to the luxurious long-haul sleeper configuration, this truck is designed to deliver.

<table>
<thead>
<tr>
<th><strong>Hino</strong></th>
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<tbody>
<tr>
<td><strong>Hino 338CT (City Tractor)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>TYPE:</strong></td>
<td>Conventional</td>
</tr>
<tr>
<td><strong>GVWR:</strong></td>
<td>33,000 lbs.</td>
</tr>
<tr>
<td><strong>GCWR:</strong></td>
<td>48,000 lbs.</td>
</tr>
<tr>
<td><strong>BBC:</strong></td>
<td>108&quot;</td>
</tr>
<tr>
<td><strong>ENGINE:</strong></td>
<td>Hino J08E-TW turbocharged intercooled diesel 260 hp</td>
</tr>
<tr>
<td><strong>TRANSMISSION:</strong></td>
<td>Eaton Fuller 6-speed manual; Allison 5-speed automatic</td>
</tr>
</tbody>
</table>
REDUCED COSTS. REDUCED DOWNTIME. REDUCED ENVIRONMENTAL IMPACT.

FOR ONCE IN OUR 80 YEAR HISTORY, WE’VE ACTUALLY LOWERED THE BAR.

For more than 80 years, the Komatsu name has stood for performance and innovation. And nowhere is this heritage more apparent than in the Komatsu CX50 forklift. Featuring a new, high-efficiency ECOT3 diesel engine, the CX50 can save you up to 20% on fuel costs, while reducing CO₂ emissions by up to 20%. But these savings don’t mean a sacrifice in performance. With new innovations like a wet disc brake system that can go for up to 10,000 hours with little more than routine preventative maintenance, the CX50 delivers the reliability and durability for even the toughest applications. Which means for once, we’ve lowered the bar. But as usual, raised expectations on what a forklift can do.

KOMATSU

20% FUEL SAVINGS • 20% FEWER EMISSIONS • 100% PERFORMANCE
The Hino 338CT is designed to leverage fuel economy and power. It also provides standard driver conveniences such as cruise control, an air suspension driver’s seat, CD player, exhaust brake, driver information display, and a tilt and telescopic steering column. More than 4,500 inches of cab glass and a high seating position enable excellent driver visibility.

**Acterra**

**TYPE:** Conventional

**GVWR:** 18,000 to 26,000 lbs.

**Set-Back L-Line**

**TYPE:** Conventional day cabs, sleeper cabs

**GVWR:** 27,500 to 72,000 lbs.

**GCWR:** 120,000 lbs.

**BBC:** 113”, 122”

**ENGINE:** MBE 900 190 to 250 hp; Detroit Diesel DD13 350 to 450 hp; Detroit Diesel DD15 455 to 560 hp; Caterpillar C13 305 to 470 hp; Caterpillar C15 435 to 500 hp

**TRANSMISSION:** Eaton Fuller 5- to 18-speed manuals; Eaton Fuller AutoShifts; Allison automatics

**FRONT AXLE:** 10,000 to 22,000 lbs.

**REAR AXLE:** 17,500 to 58,000 lbs.

Set-Back L-Line trucks are the Sterling workhorses—tough, dependable, and efficient. With a wide range of engine choices, lighter and tougher frames, and suspension offerings that range from standard-duty to severe-duty, the Set-Back L-Line can meet many challenging work applications.

**Volvo**

**VNM 200**

**TYPE:** Aerodynamic conventional day cab

**GVWR:** 54,600 lbs.

**GCWR:** 80,000 to 120,000 lbs.

**BBC:** 114”

**ENGINE:** Volvo D11 325 to 405 hp; Volvo D13 335 to 485 hp

**TRANSMISSION:** Volvo 12-speed I-Shifts; Eaton Fuller 7-, 10-, 13-, and 18-speed manuals; Eaton Fuller AutoShifts, UltraShifts; ZF Meritor FreedomLine 12-speed manual; Allison 5- and 6-speed automatics

**FRONT AXLE:** 12,000 to 13,200 lbs.

**REAR AXLE:** 22,500 to 40,000 lbs.

The Volvo VNM 200 works well for short-haul duties that start and end each day in the same city. Lightweight and aerodynamic, this model saves time and money on every run.
VT 880

**TYPE:** Aerodynamic conventional sleeper cab  
**GVWR:** 53,200 lbs.  
**GCWR:** 80,000 to 140,000 lbs.  
**BBC:** 200”  
**ENGINE:** Volvo D16 500 to 600 hp; Cummins ISX 500 to 600 hp  
**TRANSMISSION:** Volvo 12-speed I-Shift; Eaton Fuller 10-, 13-, and 18-speed manuals; Eaton Fuller AutoShifts  
**FRONT AXLE:** 13,200 lbs.  
**REAR AXLE:** 38,000 to 40,000 lbs.

The Volvo VT series combines power and luxury. These premium-size trucks sport a high-profile look and abundant space, comfort, and storage. And whether your company requires a sleeper or a day cab, the Volvo D16 engine performs – with 625 hp and 2,250 lbs-ft. of get-the-job-done torque.

The Western Star 4900 SA is custom-built with a set-back configuration for off- and on-highway applications. The set-back axle results in a hood designed for enhanced aerodynamics, with a non-sloped hood available on the 123-inch BBC.
If you are ready to start moving, CRST Logistics is ready to start driving—driving significant costs from your supply chain. We’re a third-party logistics resource, providing transportation brokerage services and freight management to complete transportation outsourcing. We leverage our buying power to find the fastest, safest, most innovative ways to move your products. Anywhere. Visit our Web site to explore our transportation management and supply chain strategy. And let’s get going.

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IN THIS SECTION:

Education — Logistics IT

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Institute of Logistical Management • www.logisticseducation.edu

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

INSURANCE

The TT Club • www.ttclub.com

The TT Club, a leading provider of insurance and related risk management services, specializes in the insurance of liabilities and equipment for multi-modal operators. Customers range from some of the world’s largest shipping lines, busiest ports, biggest freight forwarders, and cargo handling terminals, to companies operating a handful of vehicles. With so many different categories of customers around the world, The TT Club has learned to work closely with brokers to tailor insurance packages that meet individual needs.

JOB BOARDS

JobsInLogistics.com • www.jobsinlogistics.com

JobsInLogistics.com is the largest career and recruiting board on the Internet, specializing in logistics, manufacturing, supply chain, transportation, purchasing, freight forwarding, distribution, warehousing, 3PL, and materials management. With more than 15,000 registered employers and recruiters, and more than 200,000 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

Knighted Computer Systems • www.knightedcs.com

Knighted Computer Systems is a best-in-class provider of supply chain management software, technology, and consulting. The company’s core values address the critical need of complex distribution-driven businesses to better manage the movement of materials, products, and related information in and amongst multiple complex facilities. Our solutions are designed to deliver a dependable, accurate, and timely flow of shared information across the entire distribution network and to transform the warehousing and distribution function from a cost center into a strategic competitive advantage.
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CRST International • www.crst.com

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

Aljex Software • www.aljex.com

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Logistics Conference & Expo

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Nowhere else will you find more market intelligence on transportation and supply chain management. You’ll learn new ways to manage costs, streamline operations, and increase supply chain productivity.

- **Hear** from leading trucking, rail, intermodal, and maritime executives to understand how the economy is impacting operations, service levels, and capacity.
- **Gain** ideas on how to effectively manage transportation when fewer goods move through the system.
- **Connect** with other transportation decision-makers, and build relationships with providers at our logistics expo.

**Topics covered:**

- Infrastructure
- Capacity shifts
- Cost management strategies
- Best practices in transportation
- Security requirements (10+2)
- Hours of service
- Environment/sustainability
- Lacey and Trucc Acts
- Global logistics

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**Orlando, Florida USA**

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Derek Leathers, COO, Werner Enterprises
Wes Kemp, President & COO, ABF Freight System
Brian Taylor, President, Horizon Logistics
Jack Holmes, President, UPS Freight
Jim Hertwig, President, CSX
Jeff Brashares, Vice Chairman, Pacer
Steve Palmer, Vice President of Transportation, Lowes
Bill Hutchinson, Director of Domestic Logistics, Dell Inc.
Wayne Johnson, Director of Logistics, American Gypsum
Jerry Ulm, Global Leader – Carrier Relations, Owens Corning
Chuck Clowdis, Managing Director, Global Insight
John Larkin, Stifel Nicholas
John Langenfeld, Senior Research Analyst, Robert W. Baird
Janet Kavinoky, Director of Transportation Infrastructure, U.S. Chamber of Commerce
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**March 3-5, 2009, Inland Ports Across North America (IPANA) Annual Conference, Chicago, Ill.** The fifth annual IPANA conference focuses on the growing influence and impact of inland ports on economic development, transportation and logistics advances, and best practices. The event attracts leading public- and private-sector authorities on transportation and freight policy practices, the environment, and economic development and trade. Speakers will address topics such as the challenging state of the economy, the impact of inland ports on national economic growth, containers in the retail world, and future challenges facing inland ports.

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**March 16-19, 2009, Performance-Based Logistics (PBL) 2009, Falls Church, Va.** The Institute for Defense and Government Advancement’s PBL conference features best practices and case studies from those who have successfully implemented PBL, and provides insights into its future. Sessions cover key issues ranging from the development of performance metrics within tightly controlled PBL guidelines, to overcoming challenges in phasing-in PBL on legacy systems. Attendees have the opportunity to network with experts from the various service branches, Department of Defense, and industry experts.

**800-882-8684**  
www.idga.org

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**March 19, 2009, Council of Supply Chain Management Professionals (CSCMP) – Chicago Roundtable, Oak Brook, Ill.** At its 26th annual seminar, CSCMP’s Chicago Roundtable explores ways to optimize your supply chain in challenging times through efficiency, economy, and sustainability.

**847-920-9300**  
www.cscmpchicago.org

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**March 29-April 1, 2009, Council on Transportation of Hazardous Articles (COSTHA) Annual Forum, Long Beach, Calif.** The meeting prepares attendees to navigate the continually evolving dangerous goods transportation regulations and offers tours of the China Shipping (NA) Agency Company’s and Matson Navigation Company’s terminals and ships. A special session covers methods for avoiding non-compliance costs.

**703-451-4031**  
www.costha.com

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**April 21-24, 2009, United Fresh Produce Association Conference, Las Vegas, Nev.** In workshops, general sessions, and on the trade show floor, this event tackles the issues facing each segment of the produce supply chain, provides networking opportunities, and features speakers who address real business challenges. New this year, a post-show conference examines produce food safety audits, auditing systems, and methods for ensuring compliance with global safety standards.

**202-303-3400**  
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**April 26-29, 2009, Warehousing Education and Research Council (WERC) Annual Conference, Atlanta, Ga.** WERC’s annual conference is the place to learn about cutting-edge trends, new technology, best practices, practical solutions, and proven techniques to measure, manage, and maximize warehousing performance. UPS Chief Operating Officer David Abney delivers the keynote address: “Shrink Wrap Your Way to Greatness.”

**630-990-0001**  
www.werc.org

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**March 5-6, 2009: Transportation Management**  
**May 7-8, 2009: Logistics Management**

**American Society of Transportation & Logistics (AST&L)**  
**Denton, Texas**

In March, AST&L offers a course for transportation managers, supervisors, and personnel involved in transportation design. The program will address the factors affecting transportation decisions, transportation network design options, trade-offs in transportation network design, the benefits and disadvantages of intermodal transport, and tailored transportation. AST&L’s May program is suitable for logistics managers, supervisors, and individuals seeking an understanding of what drives logistics cost and performance. This course will cover key principles underlying logistics performance, forecasting, inventory management, project management, and techniques for measuring logistics performance and its contribution to the firm.

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This year more than 250 participants from 13 states competed for the honor of being named OHL’s Top Gun, but only one donned the leather bomber jacket. *IL* salutes winner Terrence Alexander (right), from the company’s McDonough, Ga., location.
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