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February 2012 • Vol. 32 • No. 2

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CHECKING IN

Keith Biondo

by Keith Biondo | Publisher



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The Fifth P of Marketing

Why are the four Ps of marketing—Product, Price, Promotion, Place—important to logistics practitioners? Collaborating with suppliers and being tightly wired to customers and their demand signals helps craft the right Product. Reducing inventory, touches, and supporting infrastructure helps keep any Product's Price lower. And when your Promotion materials arrive where they need to be, and on time, you amp getting the word out effectively.

In our world, Place is the one P that keeps the other three standing. You can do all the hard work to have the right product at the correct price, and promote it from the mountaintops, but if it is not in front of customers when and where they need it, you've got nada.

Producing our annual education and career issue reminded me of a column I wrote back in 1994, suggesting a fifth P that's important to logistics: People—especially considering the adoption of complex processes requiring advanced logistics and supply chain management skills.

Recent comments from Apple management indicate why my fifth P is relevant. When asked why Apple chose Asia to site its plant locations, CEO Tim Cook left unsaid the attractiveness of low-cost labor, an understandable market advantage in the consumer electronics space Apple dominates. Yet greater costs can be found in component parts and supply chain management. The focus on Asia is flexibility. "Factories in Asia can scale up and down faster," Cook said. He means Asian supply chains have surpassed U.S. supply chains.

Before you kill the messenger, a recent press report gives an iXample of what Cook means. A last-minute iPhone screen redesign at Apple headquarters threatened the success of a big, expensive marketing push. Management at the Chinese factory said they could help by getting the line revamped in time to hit the deadline. New supplies were marshalled. Foremen roused 8,000 workers from company dorms, fed them, and explained the mission and what was at stake.

Within a half-hour, the first shift started fitting the new glass in place. Ninety-six hours later, the plant was producing 10,000 phones a day with the newly designed glass. People made this happen—manufacturing and supply chain People.

For more evidence of the growing importance of People to logistics, consider why so many auto plants are locating and expanding in the U.S. South. Yes, for tax incentives and transport infrastructure. But the skilled and motivated manufacturing and supply chain workforce, at executive management and line-job levels, plays a significant part in these expansions.

People with a depth of supply chain and manufacturing skills can make a real difference—over there or over here. ■



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[INPERSPECTIVE]

PERRY A. TRUNICK

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Broken Processes and Broken Promises

Commerce operates on promises. Some are formalized in contracts, others are informal agreements. The processes that allow your supply chain to keep those promises also need to be managed and controlled.

Do not accept broken processes, urged Tom Sanderson, CEO of third-party logistics provider Transplace, during an SMC³-hosted discussion on the formal systems needed to address continuous improvement through Lean Six Sigma.

As Sanderson described how process improvement benefits an organization and the effect it has on customer service, I heard echoes of comments from Wes Kemp, when we discussed his four-decade career with less-than-truckload carrier ABF (see page 52).

Kemp spoke in even broader terms about the commitment between supplier and customer, and the role of the freight move: "Without delivery, there's a breach of contract." In Kemp's opinion, a service failure that results in a breach of contract between carrier and shipper also constitutes a breach between shipper and consignee. When transportation fails, a promise to a customer is broken.

Sanderson and Kemp aren't alone in their efforts to identify and fix broken processes. In businesses everywhere, the current mantra is: "People, process, and technology."

Many organizations responding to process problems may not go far enough in addressing improvements. The first, and easiest, targets for

improvement are self-contained processes—those that function entirely within your organization.

But don't focus only on improving the portion that is inside your four walls—even though that is the portion of the process you control. A supply chain also comprises the portion you influence (or should be managing). This portion includes not only the suppliers who provide goods, but also applies to services you hire or those hired to serve you as a customer.

If your quality engineers would make a trip to a manufacturing plant to resolve a production problem, why wouldn't you do the same to solve a service problem? Remember Kemp's point: There is a contractual bond between the supplier, the service provider, and your organization that will carry through and affect the other side of your supply chain—your promise to your customer.

Process improvement, therefore, becomes much more than a cross-functional effort inside your organization. It is also a collaborative

effort among your supply chain partners. Improve dock efficiency, and you benefit inbound shipments as well as outbound service. Turn the trucks at your dock faster and more efficiently, with less product loss and damage, and you improve your suppliers' costs while ensuring your ability to serve customers more cost-effectively.

If you can't achieve collaboration and improvement among suppliers and service providers, you may have a people issue. Maybe you need to change providers. If you are having customer service issues, you may want to adjust the promises you make so that they reflect those you are willing and able to keep.

If your customers won't work to improve processes, it affects your ability to serve them and impacts both your costs and your carriers' costs. That's a losing proposition, which will only be exacerbated as capacity tightens.

The excessive time spent dealing with broken processes and broken promises can infect your supply chain, diverting resources from positive action to negative or unproductive activities. Heal the process and you enhance your ability to keep promises and establish healthier relationships with customers. ■



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—Ralph Maggioni,

Director, Savannah Foreign Trade Zone 104

Tiger Tales

The TIGER grants are problematic (*TIGER Grants: Road Work Ahead?*, Jan. 2012). Neither of Ohio's two awards appeared to meet the ostensible criteria for serious consideration. Cleveland received about \$10 million to rebuild a commuter rail station. The project is worthwhile in the abstract, but hardly a strategic step in national infrastructure development. Cincinnati also received approximately \$10 million for a streetcar line, for which state funding was pulled some time ago. The value of intra-city light rail may be legitimately debated, but, once again, this doesn't seem strategic on the national level.

Meanwhile, Central Ohio's two candidates were rejected. One was for a railcar manufacturing facility. Despite contributing legitimate job creation, it

might not have been strategic in the greater scheme of things, and it was certainly not an infrastructure investment.

The other project, however, was to expand infrastructure south of Columbus in a designated rural area in need of economic development. The idea was to allow easy transit out of the logistics campus area to those highways serving the south and southeast parts of the state. Strategic? Yes. Infrastructure? Yes. Rural? Yes. And, a job creator in both the short- and long-term.

Hmm, do you suppose that politics has trumped genuine needs?

—Art van Bodegraven,

Practice Leader, S4 Consulting

Energy Drain

In your January 2012 Reader Profile, John Hodge notes "energy will forever be a key component of logistics management." Wouldn't it be wonderful if we actually had a national energy policy in America? The Obama Administration's recent decision to kill the proposed energy pipeline from Canada through the United States leaves me scratching my head. They said the loss of U.S. jobs is worth the benefit to the global environment. Doesn't the administration realize that higher energy costs impact

logistics costs at every supply chain touch, adding incremental expense until it snowballs and raises prices on almost everything?

—Name withheld by request



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tweeting it forward:

TruckerSamF Sam Flanagan

Ditto what Ford is doing at Oswego NY RT @ILMagazine GM to build \$200m stamping plant in Texas, will save \$40m in annual logistics costs

INTTRA INTTRA

Good article, esp section on ships & ports security RT @ILMagazine: Mitigating #supplychain risk #InboundLogistics: bit.ly/uqcwNx

linkharesh Haresh Panjavani

Indeed @ILMagazine: CEOs see the world as a place where their products can be made anywhere & sold everywhere: nyti.ms/wrDi70

j_p_webb Jonathan Webb

@ILMagazine Doesn't that mean that it is just doing its job well? Like butlers, the best logistics processes are invisible. @ILMagazine: For all its name recognition, #supplychain mgmt can be almost invisible within an organization

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10TIPS

STEP-BY-STEP SOLUTIONS

by Deborah Catalano Ruriani



Improving the Order-to-Cash Cycle

When pursuing order-to-cash improvements, many companies try to speed receivables. Instead, they should focus on setting long-term goals and improving customer relationships. Scott Pezza, research analyst, the Aberdeen Group, offers the following tips for improving order-to-cash effectiveness.

1 Stay ahead of the game with pre-sales credit analysis. Identify potential problems early so you can either turn away the business or adjust your terms accordingly.

2 Track potential problems with ongoing risk analysis. Staying in tune with your customers' financial situations will help you alter collections strategies or insurance coverage to match current risks.

3 Avoid delays with accurate billing and documentation. Discrepancies between invoiced prices and purchase orders require reconciliation, and customers look to you for resolution. Avoid these delays by ensuring accuracy before distributing invoices.

4 Standardize collections and dispute resolution. Many parties may be involved in collections and dispute

resolution, and varied processes or approaches among employees can create repetition, confusion, and poor customer service.

5 Encourage communication. Collections and dispute resolution may involve multiple documents and conversations to exchange information. A centralized system accessible to you and your customers can help promote information sharing.

6 Make it easy for customers to pay you. Paper invoices can be difficult to process and pay within 30-day payment terms. Purchasing cards and electronic invoices and payments may be faster and cheaper for your customers to process.

7 Provide incentives for on-time payment. Discounts – whether fixed or dynamic – provide incentives to speed payment for those customers efficient enough to choose their payment date. Some customers may offer shorter payment terms in exchange for purchasing-card acceptance or electronic invoicing.

8 Separate collections from deductions and dispute management. There is a huge difference between

a customer that is late and one that is delaying the process with a legitimate dispute, yet many companies lump them together in a general collections process. This doesn't address the underlying cause of the dispute, and has the potential to damage the customer relationship.

9 Tailor collections activities for individual customers. Some customers are at the mercy of the consumer market, while others must account for project timelines or seasonal variations. Some are behind because of lost invoices, and others are challenged by cash flow. For strategic or high-value customers, knowing the source of their difficulties can help tailor collections activities and address delinquencies without jeopardizing the relationship.

10 Focus on long-term customer relationships. In a world with diverse and interconnected supply chains, a short-term focus on collections can inhibit quality customer relationships that will be important in the years to come. Focus on understanding your customers and becoming easier to do business with, and your strategy will be well-aligned with a long-term view of success. ■



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READER PROFILE

as told to Merrill Douglas



Don Riley joined Denver-based ProBuild Holdings as executive vice president of supply chain and technology in November 2011. ProBuild is a leading supplier of building materials, with more than 430 locations nationwide.

RESPONSIBILITIES:

Supply chain, manufacturing, information technology, enterprise resource planning (ERP) deployment.

EXPERIENCE:

Developer, Singer-Link Flight Simulation; various positions culminating in account executive, Electronic Data Systems; vice president and chief information officer, Kellwood Company; chief information officer and senior vice president of logistics, Mohawk Industries.

EDUCATION:

University of Tennessee, Knoxville, BS, mechanical engineering.

Don Riley: Building for the Future

MY JOURNEY TO A LOGISTICS CAREER STARTED AT Electronic Data Systems when I worked on a business transformation project for apparel manufacturer Kellwood Company. Our team's mission was to implement a new enterprise resource planning system, redesign the distribution network, create new sourcing strategies, and develop shared services.

We forged a strong partnership among the information technology, business, and consulting organizations. The results were so successful that I was asked to join Kellwood as its chief information officer (CIO).

Six years later, I was named CIO at Mohawk Industries, where again I had the chance to use my process, supply chain, and IT expertise to transform the business. We enhanced the entire supply chain—sourcing, inbound transportation, how product flowed through the distribution centers, and how we delivered to customers.

I currently work for ProBuild, a building materials distribution and services company. We run a wide range of store operations, from

lumberyards and component plants, such as truss manufacturing, to mill-work operations—which assemble doors, windows, cabinets, and countertops—and retail. Each aspect of ProBuild's operation is straightforward, but in the aggregate, the diverse supply chain can complicate operations.

Currently, one of the trickiest aspects of my work stems from the fact that the building industry has been in a downturn for more than four years. It's crucial that we keep costs in line with sales.

One challenge is keeping employees motivated and focused on what ProBuild is trying to accomplish. We need to ensure employees understand our goals and their role in the

The Big Questions

What do you do to recharge?

I enjoy road cycling in the spring, summer, and fall, and skiing in the winter.

What would be your dream trip?

Touring European castles with my family.

Guilty pleasure?

My mom's Rice Krispy treats.

Do you have a superstition?

If I'm watching one of my favorite sports teams and they're winning, I won't move. If they're losing, I'll change anything in the room until they start winning.

What's on your Bucket List?

Visiting New Zealand and the Egyptian pyramids, parachuting out of a plane, cycling 100 miles, and sailing around the world.

company. We have to show them how their performance is measured and aligned with the direction the company is headed, and ensure they know that the organization cares about them personally and professionally.

Another challenge is pursuing our vision for the future while navigating this economic downturn. One key is building the right organizational model and relationships, from sources to customers, to support not just where

we are today, but where we need to be tomorrow.

We also have to strike the right balance between managing costs and making investments that will strengthen our competitive position in the industry.

One lesson I've learned in my career is the importance of building strong relationships with peers. Any good executive thinking of promoting an employee solicits opinions from the

candidate's colleagues. If they say the individual collaborates, focuses on value, and meets goals, that counts for a lot.

Many IT and supply chain executives are good at delegating down and managing directly up, but not at building peer relationships.

My mentors have emphasized the importance of developing those relationships. The higher you go in an organization, the more important they become. ■



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THE SUPPLY CHAIN IN BRIEF

SEALED DEALS

Critical inventory logistics solutions provider **Choice Logistics** was selected to manage global hardware replacement programs for **ForeScout Technologies**, which manufactures automated security control solutions. The partnership allows ForeScout to enhance service for customers worldwide.



◀ **Garant**, a Canadian snow removal and gardening tools manufacturer, started a new relationship with **TBB Global Logistics'** international division. The 3PL manages the transportation of hand-powered garden tools from various distribution points in China to Garant's headquarters in Canada.

To help improve service, expand coverage, and grow the business, **SB Specialty Metals LLC** has partnered with **Dupré Logistics**. The 3PL focuses on supply chain enhancements that minimize product handling, reduce stockouts, and improve customer service.

▶ Based in Bend, Ore., **Deschutes Brewery** produces a variety of beers, including Hop Henge, which it currently distributes to 18 states. The company recently selected **Demand Management Inc.'s Demand Solutions** supply chain management software to increase forecast accuracy and customer service levels.



UP THE CHAIN

Accuride Corporation, which supplies components to the commercial vehicle industry, appointed **Gerald Merhar** as manager, supplier quality

and development. With more than 15 years of experience in supply chain management and quality, Merhar will establish supplier quality and

development processes aimed at improving performance across Accuride's global supply chain.

Greg Hansen was appointed director of operations for Madison, Wis.-based **Idle Free Systems Inc.**, a provider of idle-elimination solutions for trucks and school buses. In addition to overseeing the manufacturing of Idle Free's auxiliary power unit system, Hansen manages supply chain and production.

Charming Shoppes Inc., a women's plus-size apparel retailer, promoted **Bryan Q. Eshelman** to executive vice president-chief supply chain officer. Eshelman is responsible for technology, logistics, technical design, and quality assurance. He also manages the company's global direct-sourcing operations, strategic sourcing across all product categories and brands, vendor compliance, and international trade and customs compliance.

Ken Camarco joined **Pall Corporation**, a global leader in filtration, separation, and purification products, as senior vice president, global supply chain and business systems. In his new position, Camarco oversees the integration of Pall's business systems and supply chain with operations.





GREEN SEEDS

SATO introduced a new series of labels that absorb and reduce the CO₂ released into the atmosphere when labels are incinerated. The ECONANO technology is made possible by a special CO₂ absorbent added to the label's adhesive. This absorbent reduces the amount of CO₂ released at the point of incineration by more than 20 percent, compared with conventional labels.

To help shippers achieve a low carbon footprint, ocean carrier **OOCL** now offers a Carbon Calculator on its Web site and in a mobile version. Shippers input their cargo's origin, destination, and volume. The calculator then displays the carbon emission details.

Maersk Line switched to low-sulfur fuel while at berth for its containerships calling the Port of Virginia. This fuel switch program helps improve air quality by reducing sulfur, nitrogen oxide, and particulate matter emissions.



recognition

▲ For the second year in a row, **FlightStats** cited **Seattle-Tacoma International Airport** for the best on-time performance among major international airports. FlightStats documents the on-time performance of airlines at airports around the world, and recognizes those that deliver the highest percentage of gate departures less than 15 minutes after the scheduled departure time.

► **U.S. Congressman John Mica (R-FL)** will be honored as the **American Association of Port Authorities' (AAPA) Port Person of the Year** during the association's conference in March 2012. AAPA selected Rep. Mica to receive its annual award based on his leadership of the House Transportation and Infrastructure Committee, six transportation subcommittees (several of which are crucial to America's seaports), and support of maritime and port infrastructure policy and priorities.



AAPA Port Person of the Year John Mica.

◀ **Minera Barrick Misquichilca (MBM)**, a wholly owned subsidiary of Barrick Gold Corporation, the world's largest gold producer, presented **MIQ Logistics** with its **Lean Supplier Award**. The award recognizes MIQ Logistics for developing technologies that expedite MBM processes.

Melton Truck Lines was named an **Oklahoma Certified Healthy Business** for the fourth year in a row. To receive this recognition, companies must demonstrate that they are making positive health and wellness activities available to employees. Melton's commitment includes employing a wellness coordinator, putting gyms in truck terminals, and making various health programs available to employees.

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TRENDS

SHAPING THE FUTURE OF LOGISTICS

BNSF Lays Down Investment Plan

Transportation infrastructure funding remains a hot topic on Capitol Hill while legislators continue to bandy about ideas to satisfy a long-overdue highway reauthorization bill. Out on the rails, however, the railroads continue to lead by example.

BNSF Railway Company recently announced a planned 2012 capital commitment program of approximately \$3.9 billion, a \$400-million increase over its 2011 capital spend of \$3.5 billion.

The largest component of the capital plan is spending \$2.1 billion on BNSF's core network and related assets. The rail carrier also plans to allot approximately \$1.1 billion for locomotive, freight car, and other equipment acquisitions.

The program includes roughly \$300 million for federally mandated positive train control and \$400 million for terminal and line expansion, and efficiency projects.

Intermodal projects will primarily focus on improving velocity and throughput capacity on coal routes, and building a new intermodal facility in Kansas City.

"Investment in BNSF's rail freight infrastructure is an investment in American jobs and competitiveness," says Matthew K. Rose, BNSF chairman and chief executive officer. "It will ensure our infrastructure remains strong."

"BNSF remains committed to making the necessary investments to maintain and grow the value of our capacity to meet customers' needs and provide the nation's supply chain with more efficient freight transportation," he adds.

by Joseph O'Reilly

3PL Partnerships: One for All or All for One?

The trend toward transportation and logistics outsourcing has always been counter-cyclical, triggered by economic pressures to reduce costs and grow efficiencies. So it comes as little surprise that companies in today's market are leaning on third-party logistics (3PL) providers to allay risk and uncertainty, capitalize on functional expertise, tap fluid technologies, and access capacity.

While 24 percent of businesses surveyed for the *2012 Third-Party Logistics Study*—produced by Capgemini Consulting, in concert with Penn State University, Heidrick & Struggles, and Panalpina—are bringing outsourced logistics functions back in-house, a 64-percent majority is increasing its use of 3PL providers. Fifty-eight percent of surveyed shippers are consolidating the number of 3PLs they use, however, a signal that shippers may be enforcing higher performance standards from their 3PL partners, says the study.

Inbound Logistics' 3PL Perspectives market insight report paints a different picture. Data solicited in 2011 from 300 3PLs and 5,000 shipper respondents suggests shippers are still inclined to work with more than one 3PL.

Twenty-one percent of 3PLs indicate customers should partner with more than one service provider, while only 11 percent feel customers should work with only one partner, according to the

IL survey. The lion's share (68 percent) believes the decision is conditional. In *IL's* 2010 survey, only 19 percent leaned toward multiple partners.

Shippers answering the same question in *IL's* survey are more entrenched in their preferences, with 26 percent favoring the use of only one 3PL partner and 33 percent preferring multiple 3PLs. When asked how many 3PLs they actually use, 77 percent say more than one.

DEMANDING 3PL EXCELLENCE

Shippers are diversifying their 3PL footprints for many reasons, and Capgemini's rationale—enforcing higher performance standards—is among them. An explosion in 3PL talent and expertise may be leading companies to specify best-of-breed service providers by functional niche, geography, and technology. Shippers have the luxury of demanding excellence.

"3PLs understand where and how they can provide value to customers," states *IL's 2011 3PL Perspectives*. "But they also recognize that shippers have greater flexibility and opportunity to localize specific needs and match outsourcing partners accordingly. The supply chain has become so integrated with 3PLs partnering together, and with carriers and IT companies, that shippers naturally tend to compartmentalize outsourcing. The re-emerging efficacy of 4PLs and lead

logistics providers reinforces this trend.”

Asset-outsourcing shippers also consider working with multiple 3PLs as a means to access capacity and create redundancy—two concerns that companies will have to address when the economy rebounds and driver shortage fears resurface.

But some signs point to 3PL consolidation in the market. Companies are looking for leverage wherever they can find it. Just as core carrier partnerships have come back into vogue among

trucking buyers, similar developments have occurred on the warehousing side.

“Scale plays a large role,” says John Wagner, president of Wagner Industries, a 3PL based in North Kansas City, Mo. “If a company has 15 stocking locations across the country but is only using 25,000 square feet, that doesn’t offer much consolidation opportunity. Companies are bringing 3PLs in to take over management operations within a facility. That’s where we can add value.”

3PLs are in the business of providing value—and constantly proving that proposition—so they have incentive to become more vested in a customer’s business. Some companies benefit from consolidating their warehouse footprints and service providers, sharing space, and reaping economies of mass. To a degree, outsourcing shrinkage reflects contraction as a consequence of broader economic forces.

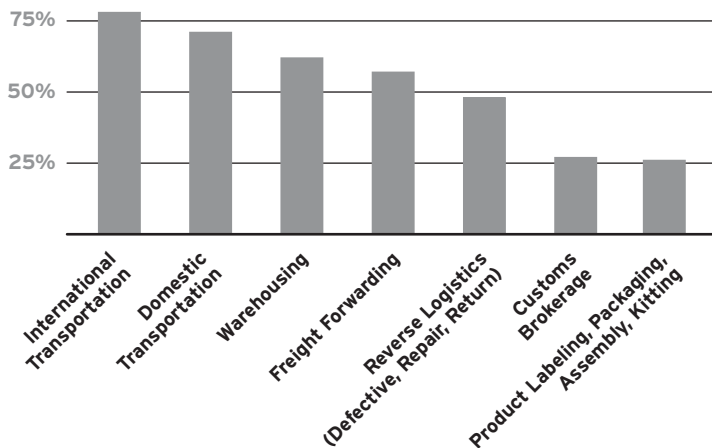
But the one-size-fits-all approach to outsourcing is increasingly the exception more often than the rule, especially on a global scale. Too much complexity, risk, and 3PL excellence exists in the market to fully scale back 3PL partnerships. And logistics service providers, to their credit, are becoming more amenable to working with each other to provide complete solutions.

“I recently submitted a proposal to a prospect that wants to outsource DC operations and transportation,” Wagner notes. “But the scale of the transport piece would choke our existing operation. So I partnered with a large transport company and offered a joint solution.”

Ultimately, it comes down to what the shipper wants and whether a logistics service provider can meet that need while satisfying customer service expectations.

Shippers Continue to Outsource a Variety of Logistics Services

Global shippers most frequently outsource transactional, operational, and repetitive tasks. Less frequently outsourced are strategic, customer-facing, and IT functions.



Source: 2012 16th Annual Third-Party Logistics Study

Cargo Thieves Aim Low

Kee a close eye on your freight – the number of cargo theft incidents in the United States increased by 8.3 percent in 2011, according to Freightwatch’s 2011 U.S. Cargo Theft Report.

The number of incidents of theft hit the highest

recorded level, according to the Austin, Texas-based global logistics security solutions provider. Despite the increase in frequency, however, the average value of goods stolen per theft dropped.

In 2011, there were 974 thefts, compared with 899

in 2010, while the average value per incident dropped from \$468,500 in 2010 to \$319,000 – a year-on-year reduction of 31 percent.

“Shippers, and the industry as a whole, are beginning to secure high-value cargo more effectively, forcing crimi-

nals to target less valuable loads,” says Barry Conlon, CEO, FreightWatch.

In terms of the types of thefts, the majority (88 percent) of incidents were full truckload or full container thefts, followed by facility burglaries (three percent).

Thanks to unseasonably warm weather, the *James Kuber* made a January 2012 call at the Port of Indiana-Burns Harbor.



Indiana Port Welcomes Great Lake Thaw

While debate rages about the consequences of global warming, an unlikely upside could support greener transportation practices.

The Port of Indiana-Burns Harbor welcomed a rare lake vessel visit in January 2012. The 700-foot *James Kuber*, a lake freighter that was converted into a self-unloading articulated tug barge in 2008, exported approximately 16,000 tons of local corn from Cargill to an ethanol plant in Sarnia, Ontario.

Articulated tug barges have the hauling capacity of large ships but are powered by tugboats, a common method for rehabilitating older ships. Indiana-Burns Harbor's international shipping season officially closed at the end of the year when locks on the St. Lawrence Seaway were "locked" for the winter. But, weather permitting, vessels can continue to run limited routes within the Great Lakes that do not pass through locks.

"This is the first lake vessel that has called on the port in January since 2006," says Peter Laman, port director

at the Port of Indiana-Burns Harbor. "The mild weather has kept ice from forming on the lakes, which generally limits shipping this time of year. Businesses can still ship and receive cargo on river barges or lake vessels, as long as the weather and ice allow them to get through."

Great Lakes shipping has always provided a greener transport alternative by injecting and siphoning cargo deep in the North American heartland, thereby eliminating carbon-emitting truck movements. Midwest ports have similarly doubled down on their sustainability commitment by becoming favored transshipment hubs for oversized wind turbine components coming into the United States.

"A Great Lakes carrier travels 607 miles on one gallon of fuel per ton of cargo," states a U.S. Army Corps of Engineers report. "In contrast, a truck travels a mere 59 miles on one gallon of fuel per ton of cargo, and a freight train travels only 202 miles on one gallon of fuel per ton of cargo." ■

Women Climb the Logistics Ladder

The ranks of women bearing logistics degrees in the supply chain profession are growing, according to the Council of Supply Chain Management Professionals' (CSCMP) annual *Career Patterns for Women in Logistics* report.

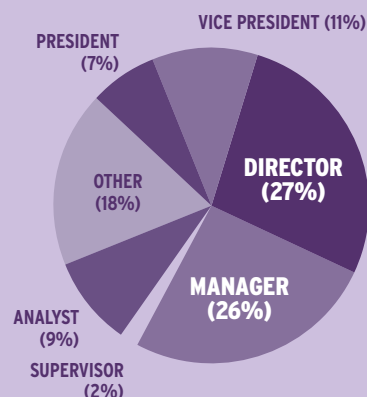
The survey, which gauges educational backgrounds and aspirations, found that the majority of respondents (57 percent) had achieved graduate-level education, while 37 percent had studied at the undergraduate level and 13 percent possess professional certifications.

The MBA is the most frequently earned graduate degree, although other masters and doctorates are also represented. About one-third of respondents (31 percent) earned a degree or concentration in logistics at either the undergraduate or graduate level.

All that education is paying off. Fifty-three percent of respondents attained director or manager positions within their companies (see chart).

—Lisa H. Harrington

Current Positions



Source: CSCMP



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THE WORLD AT A GLANCE

by Joseph O'Reilly

UK University Engine Behind Carbon Tool

The University of Sheffield has developed a supply chain environmental analysis tool (SCEnAT) to help manufacturers cut carbon emissions. The solution, which a number of international companies, including aircraft engine manufacturer Rolls-Royce, are already using, creates a database of carbon usage. It then arms businesses with ways to reduce carbon emissions and associated costs, provides interventions, and offers guidance and support.

"SCEnAT was created by identifying shortcomings in existing carbon tools, and proposing a new framework to provide businesses with a holistic understanding of their supply chains—as well as ensuring supply chain partners have a shared understanding of their emissions," explains Lenny Koh, director of the Logistics and Supply Chain Management Research Center at the University of Sheffield.

"Rolls-Royce can use a tool like SCEnAT creatively—for instance, in assessing the total carbon impacts on different supply chain distribution options," says Ian Shellard, global physical logistics director at Rolls-Royce.



Aircraft engine manufacturer Rolls-Royce is among the high-profile companies actively working with suppliers to manage carbon emissions.

China Tries New Recipe for Safer, Smarter Food Chain

U.S. shippers importing food-grade products from China face contamination risk resulting from lax safety standards. Without proper quality control at the point of origin, food shippers have always anticipated the prospect of recalling product farther downstream in the supply chain. Concerns reached a crescendo in 2007 when the U.S. Food and Drug Administration issued a warning regarding toxic toothpaste that had entered the country. Chinese investigators found that manufacturers had done nothing wrong.

Now, however, as Chinese domestic consumption continues to rise, its government faces an equal challenge: ensuring food safety and quality for a growing middle class. And it has turned to the United States for assistance.

Armonk, N.Y.-based IBM recently began helping a state-owned firm monitor food safety in China by building a new system that prevents tainted products from being sold to consumers. The "build a better planet" company developed the system with Shandong Commercial Group, which operates more than 70 of its own large retail stores in the country. The \$30.5-million system allows the Chinese company

to track food products across the supply chain, from farms to retailers. If consumers become sick after eating tainted food, for example, the system can pinpoint which products should be removed, while keeping safe products in stock.

Shandong Commercial Group and IBM began working on the system in 2010 as a pilot project to monitor production at select slaughterhouses and warehouses. In the case of pork production, pigs are tagged with bar codes, and cameras record their movement. Temperature and humidity sensors, along with global positioning systems, have been installed in trucks

to ensure the meat is delivered to retailers under safe conditions.

Now that the pilot project has proved successful, the system is being deployed in China's Shandong province, one of the country's major producers of pork and agriculture.

While the IBM project is entirely localized within China, industry observers expect that similar programs will start up elsewhere in Southeast Asia.

Raising food quality and safety standards and expectations at the point of origin is a welcome development for U.S. businesses and consumers.

It's a Grand, New World Alliance

A partnership among six leading steamship lines will create one of the largest vessel networks in the Far East-to-Europe trade lane, while demonstrating yet another move by the ocean freight industry to flex capacity to demand. Members of the New World Alliance (APL, Hyundai Merchant Marine, and Mitsui O.S.K. Lines) and Grand Alliance (Hapag-Lloyd, Nippon Yusen Kaisha, and Orient Overseas Container Line) have come together to form the new G6 Alliance—a network that features more than 90 ships in nine service strings covering 40 ports in Asia, Europe, and the Mediterranean.

The new alliance is scheduled to begin operation by March 2012 and will enable carriers to easily adjust product and service features to market requirements. Fast transit times, broad port coverage, and new vessels with capacities of up to 14,000 TEUs will characterize the network, according to member carriers.

Orient Overseas Container Line (OOCL) is one of six member carriers of the new G6 Alliance.



Panalpina Creates Regional Triumvirate

Switzerland-based Panalpina is preparing for a major shift in how it manages global operations by creating three regional operating areas—Europe/Middle East, Asia Pacific, and the Americas—each governed by a different regional CEO. Their role will be to implement the expediter's recently defined corporate strategy and report back to Panalpina CEO Monika Ribar.

"The ambitious growth targets we have defined for 2014 demand that we adapt the way in which we manage the markets," says Ribar. "We need to shift power of decision from corporate headquarters in Basel closer to where our customers do business."

The regional setup's reporting structure reflects Panalpina's intent to create lean entities that provide greater value to customers. Such corporate decentralization follows the trend of multinationals operating regional supply chains that cut the total landed costs of bringing product to market.

Integrating Arab Countries Into EU Single Market

In a move likely to spark economic development interest in parts of North Africa and the Middle East, the European Union (EU) Foreign Affairs Council authorized the opening of trade negotiations with Egypt, Jordan, Morocco, and Tunisia as soon as a necessary probationary process is completed.

The decision provides the European Commission with a mandate to start negotiations that will establish deep and comprehensive free trade areas (DCFTAs). Compared to the current

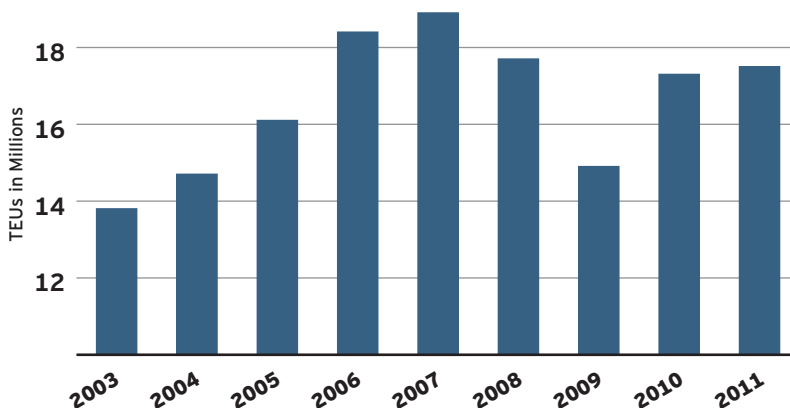
trade relationship between the EU and these countries, the DCFTAs will go beyond removing only tariffs to cover all regulatory issues—such as investment protection and public procurement—relevant to trade.

“We are offering Egypt, Jordan, Morocco, and Tunisia progressive economic integration into the EU single market, and want to improve the conditions for market access to the EU for these four World Trade Organization members as they engage in a process of democratic and economic reform,” says EU Trade Commissioner Karel De Gucht.

The start of trade negotiations will likely improve market access and the investment climate in all four countries, following periods of radical social and political upheaval and change.

2011 Total U.S. Imports

U.S. imports in 2011 increased by a slight one percent from 2010 and by 17 percent from 2009. Figures for 2011 did not reach levels seen in 2008, but came within a two-percent range, as shown in the graph below.



Source: Zepol Corporation, www.zepol.com



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Software as a Service: Changing the TMS Landscape

In 2009, a major cable manufacturer was faced with rising LTL costs, a disorganized supply chain, and a severe lack of reporting capabilities. The recovering freight market forced carriers to raise rates, and the manufacturer was told by its LTL carrier base it was at a "less than optimal operating ratio." The shipper needed a solution beyond the capabilities of the traditional 3PL.

After scouring the marketplace and exploring several models, the shipper found that no provider offered a comprehensive solution. The answer came from a young startup company who offered a new model that would address all of the manufacturer's issues.

The new model allowed the shipper to operate normally while leveraging high-tech tools for real-time reporting, EDI integration, and a fully automated load life-cycle. On-demand information systems enabled the shipper to provide accurate information to its carriers. Through this automation and true partnership model, carriers viewed the shipper as a valued partner rather than a high-cost account.

3PLogic was the young startup who engineered this turnaround by providing a true partnership and superior solution to the shipper. It is one of the first in the new wave of providers to offer a TMS via SaaS. Such solutions have been a long time coming and are beginning to make the lives of carriers and industry professionals far less challenging, and in turn, businesses more productive and profitable. Instead of the daunting challenge and cost of initiating and building an in-house logistics system and infrastructure, SaaS provides organizations with access to these solutions without the programming and staff required to maintain them.

In today's market, it is not enough to just deliver a product. The increasing expectation is the delivery of service, information, resources and an exceptional Transportation Management System. Ultimately, smart shippers demand a true partner with great technology. Enter the attractive option of hybrid transportation management delivered via Software-as-a-Service (SaaS) by the logistics experts of 3PLogic.

With a SaaS TMS, shippers are quickly taking control of their network of carriers, customers and vendors. Whether managing inbound

logistics or outbound optimization, the right solution enables the automation of planning, execution, exception management and settlements of a large supply chain. The right transportation management partner can make this seemingly unattainable solution a reality at an affordable price.

SaaS is changing the game by making tools that were once only available to Fortune 50 organizations accessible to even small and mid-size shippers. Traditionally, shippers purchased expensive, stand-alone software. Now, via SaaS, modern shippers have their own private TMS without all the complexity or cost of traditional software. A good SaaS provider can give a shipper its own cutting-edge TMS, real-time Integrated Optimization Engine, and reporting software in days rather than the months required of traditional providers.

So, how can a strong SaaS TMS provider help shippers in this volatile market? According to Eric Rempel, President of leading TMS provider, 3PLogic, "With carriers changing business models, it is more important than ever to distinguish your company as a partner rather

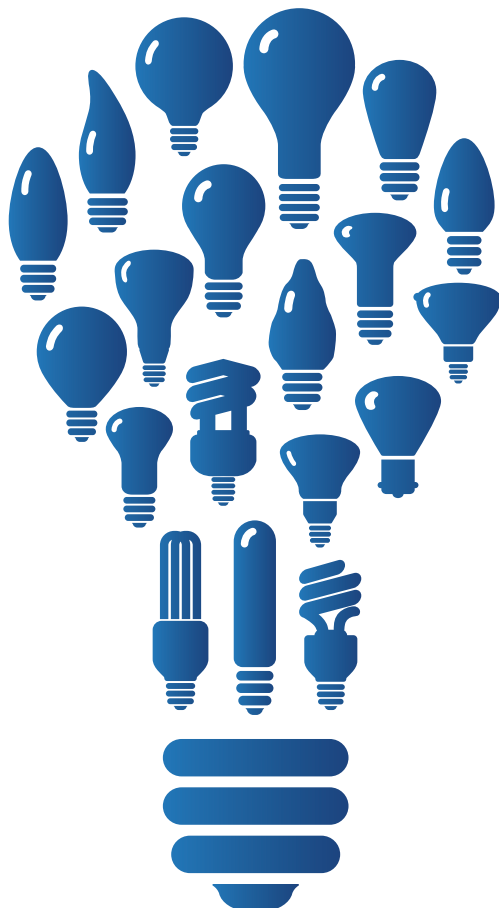
than just another customer." By gaining access to fully automated transportation operations and carrier score cards, shippers become optimal partners for carriers; causing rates to hold steady or even improve despite market trends.

Innovative solutions to address critical shipping needs are now available from a small handful of companies, one of which is 3PLogic. 3PLogic solutions simplify shipping via a web-based TMS. Shippers can gain control over their supply chain, gain visibility not only to the real-time location of freight, but also gain insight into compliance, overspend and utilization. Moreover, there is nothing to buy, install or maintain. 3PLogic's SaaS model enables quick setup, powerful tools, and informative analytics to be available to shipping managers in weeks, rather than months as compared to some of their

competitors. Because of 3PLogic's SaaS model and powerful procurement capabilities, it is able to deliver an entire offering at a total lower landed cost than shippers pay today in freight alone.



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VIEWPOINT

by Elisha Tropper

The Truth Behind “Made in the USA”

Much talk across the American political and economic landscape centers around the importance of domestic manufacturing. Yet the issue and challenges of “Made in the USA” are so poorly understood that fatalistic hand-wringing and stump speech vitriol are obfuscating its rapidly emerging potential for near-term revitalization.

Revitalization implies that there has been a reduction in domestic manufacturing, which many Americans assume has happened over the past 20 years. The truth is, more products are manufactured in the United States than ever before.

A FALSE LINK

This common mistake is based on linking manufacturing to manufacturing jobs. While plenty of low-skilled manufacturing has moved overseas, the larger culprit in the loss of U.S. manufacturing jobs is technology. Automation is at least as responsible as outsourcing for reduced manufacturing employment. But it is also driving the viability of renewed domestic production of many current imports.

To hear politicians tell it, with national unemployment hovering near eight percent, returning offshore production to the United States means jobs

aplenty. But the business executives responsible for meeting those payrolls know that job growth as a result of increased domestic manufacturing is merely a byproduct—not the objective—of sustaining a profitable business model. To achieve this goal, we must offer customers better value than a competitive import. Shifts in the macroeconomic tides are making it easier to clear that hurdle.

COUNTING THE COSTS

American companies began importing for one reason: to reduce costs. While labor rates certainly played a role in the pricing differential, other culprits included lower capital and infrastructure costs, fewer regulatory hurdles, lax environmental standards, subsidized raw materials, and currency manipulation.

Achieving these lower costs came with a price. Core drawbacks ranged from the quantitative (lead times, prepayments, quantity ordering) to the qualitative (quality control, brand and intellectual property piracy) to the societal (child labor, working conditions, environmental issues). The cost advantages were so significant, however, that many companies readily accepted these sacrifices.

But times are changing. Labor costs,

particularly in China, are steadily increasing. Commodity pricing is more consistent globally. Transglobal freight costs are rising.

Simultaneously, U.S. economic distress has yielded a more positive environment for forward-thinking companies with manufacturing aspirations. Low interest rates foster developing new facilities or upgrading older factories. Two decades of lean manufacturing experience, combined with advances in automation, enable companies to produce more with less.

Customers are tightening their belts, putting a premium on reducing inventory, lead time, head count, and innovation cycle time—while they demand more options and greater customization. A service-oriented domestic manufacturer of quality products has never looked more attractive.

The time is right to bring off-shored production back to the United States. Our nation has a surplus of four prime natural resources: vision, creativity, investment, and effort. Entrepreneurs—and entrepreneurial companies—can domestically manufacture quality products, bring them to market as the low-cost producers, and yield a sustainable, profitable business model. And who knows? Perhaps jobs will follow. ■



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3PLLINE

by Tod Yazdi



Dealing With Daily-Deal Sites

New sales channels have enhanced supply chain complexity. Consumers who wish to buy a sweatshirt, for example, can make their purchase from the local mall; a big box retailer such as Walmart or Target; a catalog; a direct-response television ad or shopping network; or a Web site. Shoppers might also receive an email from Groupon, Living Social, or another daily-deal service offering the sweatshirt at a discount.

One sweatshirt, so many options for buying it—and so many different requirements on the supply chain to deliver that sweatshirt to the store or the consumer's home.

BIG SALES = BIG DEMANDS

The complexity of all these different channels has driven growth in the outsourced fulfillment industry. Product manufacturers and Web retailers must determine how to fill orders for promotional and daily-deal sites.

This new breed of e-commerce can bring huge sales volume in a very short time by reaching a targeted

audience with appealing offers. In 2011, Groupon, the largest of the daily-deal companies, sold more than 650,000 holiday deals between Black Friday and Cyber Monday.

All those deals require delivering a product, and need to be fulfilled with the right merchandise getting to the right buyer quickly and efficiently. Instead of a steady daily flow of orders, shippers must handle an explosion of orders that need to be picked, packaged, and delivered—often in as few as 24 hours.

A FULFILLING PARTNERSHIP

It is critical that the shipper's fulfillment center understands the daily-deal sales channel and can handle the fluctuations without causing another explosion—this time in the supply chain.

Work with your fulfillment partner on the following three points to prepare for the rush of orders a daily-deal site can generate.

1. Plan ahead. Get your fulfillment center involved early, and stock inventory before running the promotion.

2. Prepare the product. Let the fulfillment center know how the product will be sold so it can package and prepare it for shipment before the promotion launches. Then, when consumers place orders, the fulfillment center only needs to pick product and apply shipping labels.

3. Understand volume. Handling volume fluctuations in fulfillment is all about dealing with capacity. Whether you expect 500 or 10,000 shipments, your fulfillment center can schedule the right labor and equipment. The greater challenge is if you forecast 500 sales and end up with 10,000.

READY TO SELL

Daily-deal and promotion sites have been called the biggest thing to hit online retailing since eBay. They are in their infancy, and may shape an entirely new way of shopping online.

When considering using this channel, think about your supply chain. Fulfilling orders from these sites requires planning and flexibility to ensure success. ■



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IT MATTERS

by Robert F. Byrne

Use Transportation Planning For Competitive Advantage

Learning to thrive in a volatile market goes beyond simply controlling its effects; successful companies must navigate challenges to create competitive advantage.

Three factors add complexity for today's transportation planners. First, the U.S. gross domestic product grew by two percent in the third quarter of 2011, with personal consumption up 2.3 percent. Increased spending creates competition for the nation's limited transportation capacity.

Second, total U.S. shipping capacity decreased over the past few years, with more than 2,000 trucking companies going out of business during the 2009 recession. This loss is expected to create a shortage of 400,000 drivers, and a 40-percent reduction in over-the-road trucks.

Finally, market uncertainty has become a constant fixture in the daily news.

A WEAK LINK

Transportation planners often have limited visibility into future shipping needs. Aside from seasonal patterns, transportation traditionally operates

reactively, disconnected from sales and operations planning (S&OP), without visibility into promotions or other changes in demand or supply.

This weak link means logistics professionals must react to unexpected orders and scramble to bridge capacity gaps. They face increased costs and the possibility of missing shipments because capacity is simply not available. Failure to deliver product on time often results from an unexpected increase in orders, and carriers that simply cannot secure equipment in time, notes one large U.S. shipper.

BREAKING THE CYCLE

Innovative shippers can break the reactive cycle if they forecast transportation needs by lane, mode, and carrier. When synchronized with S&OP, these forecasts ensure the entire company executes against the same demand plan.

Transportation forecasting technology tames the effects of market volatility and forges a strong link in the supply chain by turning logistics into a competitive advantage. The benefits include:

■ **Operational efficiency.** Gaining visibility into promotions and volume

changes due to supply chain shifts allows shippers to proactively identify capacity issues and cost-effectively secure transportation.

■ **Carrier collaboration.** Accurate forecasts by lane, mode, and temperature class can produce better customer service, which in turn improves shipper loyalty. They also help carriers use assets more effectively, and reduce costs for both parties.

■ **Spot shipment reduction.** Avoid paying premium rates for spot shipments by gaining the confidence to reserve capacity in advance of orders.

■ **Mode conversion and sustainability.** Long-range visibility into shipping needs facilitates conversion to more efficient intermodal transportation, reducing costs and carbon emissions. Visibility also helps shippers better organize assets to reduce deadhead miles and partial truckload shipments.

Strengthening transportation planning helps companies survive—and even thrive—in a volatile market. Neglecting this function risks undermining the good work and sizeable investments made over the years to create demand-driven networks. ■

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SUPPLY CHAIN EDUCATION:

ASK THE PROFE

Show of hands: who has questions about supply chain education and pursuing a career in the field? Leading professors are here with the answers.



SSORS

By Lisa H. Harrington

There is no standard career path in supply chain management (SCM). You are in control of your own destiny and have the opportunity to pursue hundreds of potential career paths. A broad base of business skills, knowledge of supply chain processes, and relevant internship/work experience will give you ample opportunity to begin your career with a manufacturer, retailer, carrier, third-party logistics firm, or other organization. You will likely begin as a management trainee, analyst, or front-line supervisor. As you demonstrate your managerial capabilities, you can progress to SCM positions of greater responsibility.

That's how the Council of Supply Chain Management Professionals characterizes a career in SCM today. The description accurately reflects the fact that SCM offers a broad range of job opportunities—good news for students pursuing degrees in the field.

Given its diverse, cross-functional nature, what kind of education best equips students to pursue a career in supply chain management? And how

have the supply chain industry's educational requirements changed over the past decade?

Inbound Logistics asked a group of distinguished professors at leading university supply chain programs to comment on these and other issues. Their insights offer a barometer on supply chain's current and future evolution.



February 2012 • Inbound Logistics 33



How have students, classes, and courses of instruction changed over the past 10 years?

THOMAS CORSI, University of

Maryland: The past decade has seen the explosion of three major trends that have necessitated re-engineering our course of study in transportation/

logistics/supply chain. First is the globalization of economic activity. Companies routinely are defined globally in terms of sourcing and sales. They secure components from a variety of suppliers in dispersed global regions. And the market for products is now global rather than regional. This shift places transportation/logistics/supply chain in a central role.

Second, global supply chain precision requires information systems and software applications that coordinate and facilitate the complex physical movements associated with global logistics. The expansion of the Internet and growing sophistication of enterprise resource planning (ERP) systems and supply chain management software are critical components in support of the complex global supply chain.

High-speed data transfer, information sharing, and sophisticated software applications now underpin business operations among all parties in the supply chain. The use of these applications in a real-time environment is no longer limited to the largest

companies, but is increasingly available to small and medium-sized firms across the globe.

The third trend requiring re-engineering of our supply chain curricula is volatility in the world economy. During the past five years, we have experienced a global recession only slightly less severe than our Great Depression, major natural disasters, and massive product recalls. The new business norm is not sustained growth and stability, but disruptions, volatility, and uncertainty.

ARNOLD MALTZ, Arizona State University: Students are more knowledgeable and worldly than they were 10 years ago. They understand that they are competing in a global economy.

For many, it is clear that a business degree is a practical choice, not necessarily a passion. This may be particularly true in supply chain, where the demonstrated need continues. Thus, I see many double-majors in SCM and finance, marketing, and/or information systems. I believe students see this as a way to ensure better job prospects.

Students are becoming more interested in going out on their own, and starting their own businesses. This is partly due to the empowerment the Internet provides, as well as the economic carnage since 2007.

MEET THE PROFESSORS



Sandor Boyson, Research Professor of Supply Chain Management and Director, Supply Chain Management Center, Robert H. Smith School of Business, University of Maryland



Thomas M. Corsi, Michelle Smith Professor of Logistics and Director, Supply Chain Management Center, Robert H. Smith School of Business, University of Maryland



Lisa Ellram, Rees Distinguished Professor of Distribution, Farmer School of Business-Department of Marketing, Miami University, Oxford, Ohio

For the career changers, SCM is often an unknown and they learn as they go, expecting to get good offers. In that connection, students are even more demanding than in the past. They want value—including teaching and teaching materials that are clear, tailored, and experiential—in exchange for their high tuition. Our part-time MBAs are completely focused on employment opportunities, a change from 10 years ago when they were earning degrees at their employers' expense. They are more demanding because they are spending their own money, and they want knowledge they can use either in their current jobs or as a springboard to new opportunities.

GENE TYWORTH, Penn State University: The Web has dramatically changed the way students network, communicate, conduct group work, and learn. Resident instruction now encompasses a blend of online, discussion, and presentation methods—all emphasizing experiential or hands-on learning.

Real-world content, exposure to supply chain best practices, and corporate internships are emphasized more than in the past. And globalization requires new or expanded coverage of topics such as risk mitigation and security, and new skill sets such as working across time zones in virtual groups.

C. JOHN LANGLEY, Penn State University: There has been a significant increase in demand for online and distance-based courses and degree programs. Interest in our Master of Professional Studies in Supply Chain Management degree is growing steadily, and we now offer this program to large numbers of full-time professionals.

We are making progress at involving more professionals with industry background and experience in our teaching mission. Former industry executives, for example, are providing some teaching capacity needed to keep up with the demand for additional courses and practical industry perspectives.

LISA ELLRAM, Miami University: As logistics continues to make headlines, and consumers grow more aware of its impact on corporate success or failure, supply chain management has become more mainstream. Many students have already heard of logistics and supply chain management by the time they enter college. In the past, that was not the case; students often 'found out' about the field only after starting their college education.

Supply chain management now makes the news. Students hear about how supply chain issues, glitches, and failures directly impact the corporate bottom line. As a result, it is easy to incorporate current news into



Philip T. Evers, Associate Professor of Logistics Management, Robert H. Smith School of Business, University of Maryland



C. John Langley Jr., Clinical Professor of Supply Chain Management, Penn State University



Arnold Maltz, Associate Professor of Supply Chain Management, W.P. Carey School of Business, Arizona State University



Gene Tyworth, Chairman, Supply Chain and Information Systems Department and Coyle Professor of Supply Chain Management, Smeal College of Business, Penn State University

almost every class, so students can see the immediate relevance of what they are learning.

We also incorporate financial and customer service issues into our supply chain curriculum, to give students a more holistic view of the field. Students see the connection between supply chain and corporate performance.

CORSI: In terms of course design and content, we consider it essential that our students are comfortable with the tools of the global economy—enterprise resource planning software, forecasting and demand planning applications, advanced supply chain planning, and customer relationship management software. Our classes provide hands-on experience in corporate-level ERP and supply chain applications. This enables them to hit the ground running when they join the corporate world.

SANDOR BOYSON, University of Maryland: To better train students to manage in the new world of hyper-volatility, we have introduced instruction in supply chain risk management. Companies that successfully embrace supply chain risk management capability have seen improvements in revenue stability, asset utilization, and strategic agility in the face of an escalating global risk environment.

These realities place a premium on risk management skills. Students in our supply chain risk management course use a business simulation as a key teaching tool. The simulation, which focuses on the global electronics industry, engages teams in highly competitive game play where they experience supply chain risks and disruptions firsthand, and experiment with risk management strategies and solutions.



What do students expect in the future?

PHILIP EVERS, University of Maryland: Students who attend business school expect to graduate with a job. While universities provide career centers to help them, students ultimately have to put forth the effort to build their careers right from the start.

The good thing about supply chain is that there are many opportunities, and few degree-granting schools. For example, almost every university offers a finance degree. That's a lot of graduates entering the job market every year, so competition is fierce.

But the field of job applicants with degrees in supply chain management is far smaller. SCM graduates are more likely to stand out, compared with applicants who don't have a supply chain degree.

Our supply chain graduates—even those who weren't super-achievers, and weren't as involved in supply chain clubs and activities while at school—are getting jobs at big-name companies. That reflects the strong demand for new talent.

ELLRAM: Overall, students believe supply chain will continue to move up the corporate ladder, with more supply chain professionals achieving COO and CEO positions. Students also expect to see opportunities to open new supply chain-based businesses, or use supply chain management as a source of competitive advantage.

Students believe the field will continue to present more opportunities to work and live globally. For those who are willing, the opportunities are tremendous.

MALTZ: Students take for granted less job security, and they realize that job demands are likely to increase.

Everyone assumes social media will be an integral part of the landscape, and the idea of doing much of anything 'by hand' is foreign. Students will need to be sophisticated in developing polished presentations and visual aids.

The part-time and full-time MBAs also realize, at least in the abstract, the importance of the 'people' aspect of the business, and we emphasize that in our program. Undergraduates, not surprisingly, often don't understand this.

TYWORTH: Instructional technology and applications will continue to transform the way we teach, learn, and assess 'classroom' performance. We'll see more collaboration between instructional technologists and content experts to develop 'learning by doing and experimenting' materials or platforms.



What new skills do SCM students need?

CORSI: Students should recognize that organizations place maximum emphasis on their ability to solve problems. Today's volatile environment constantly throws

problems at supply chain managers and challenges them to find solutions. This is an important factor in our emphasis on tackling business case problems. We strongly advocate bringing professional business cases into the classroom and challenging students to solve them.

EVERS: One skillset that is becoming more important—and the biggest change from the past—is foreign language fluency. Supply chain is a global business, and students need to know at least one language besides English. Applicants fluent in multiple languages make more attractive job candidates.

Additionally, students must be familiar with important software packages such as ERP and advanced planning and optimization systems. This is an absolute requirement.

We don't have the ability to teach students total proficiency in these programs, and there's no telling which ERP solution students will run across in their careers. But our curriculum provides a comfort level with these programs so if students get hired and are thrown in front of an ERP system, they won't get scared and run off.

CORSI: Expertise in these systems is not limited to technical knowledge. Students must demonstrate that they understand how these software tools help manage supply chains efficiently and resolve problems.

Students also need to be adept at working effectively in rapid start-up teams with people they have never met or worked with before. They need to be able to get a team up, running, working, and solving a problem or producing the required output—quickly and effectively. Our supply chain courses include many team projects designed to support students in learning this skill.

LANGLEY: Information technology continues to develop as an area of critical need when managing businesses, organizations, and supply chains. We anticipated this priority, and several years ago formed the Department of Supply Chain and Information Systems within the Smeal College of Business. The synergies between these

areas have great impact, and the end result is meaningful collaboration and sharing of knowledge and insight between these two important areas of study.

Internships have a proven ability to provide students and potential employers with a useful, initial opportunity to get to know one another, and for students to provide valuable activities that can benefit companies in need of qualified interns.

Students need the analytical skills to solve business and supply chain problems, and the vision and strategic perspective to identify and conceptualize those problems. We stress both strategy and execution in all our academic programs, with the end result being that most of our students at all levels are well-rounded intellectually.

TYWORTH: There is growing interest in IT-driven 'analytics' to exploit the vast pools of data for a competitive edge. Supply chain graduates with complementary skills in the proper use of analytics tools and techniques will be highly sought after.

ELLRAM: Students need to be culturally savvy—both globally and within the organization. They must understand that doing business in Asia or India, for instance, is quite different from doing business in the United States.

Additionally, they must understand corporate culture, and how to work effectively within that environment. This requires good communication and collaboration skills—and an ability to sell their ideas and interact well with people at all levels and within all functions. While these requirements are not new, they are more complex given today's global supply chains.

MALTZ: Students must understand and appreciate that customer expectations will continue to rise, and that SCM will have to be creative to fulfill those expectations while meeting continuing cost pressures.

Also, SCM students will have to get used to operating almost as if they are self-employed—taking initiative and driving their careers forward. Navigating multinationals will take much more cultural awareness and political acuity, and may mean that managing 'virtually' becomes a way of life.



What is the job outlook for supply chain students?

EVERS: Globalization is driving a very positive jobs outlook for SCM students. Over the next decade, there will be twice as many job openings as candidates in this field, according to a recent study.

SCM students can go as far as they want if they are willing to work hard and learn. At the same time, though, they must understand that they won't start at the top—or even at the middle management level—when they get hired. They will start at a lower, tactical level and move up to a more strategic role as they gain experience. There's nothing wrong with that. Learning the business from the ground up is good.

What about salaries? The average starting salary for 2010 Robert H. Smith supply chain undergraduates was \$55,500, with many companies offering signing bonuses.

MALTZ: The job outlook for SCM majors continues to be excellent. The downturn was reflected in somewhat lower salaries and some issues for undergraduates, but in general, placement numbers held steady at high levels. Our undergraduate students become sought-after buyers, first-line supervisors, and analysts.

Virtually 100 percent of full-time MBA students secure internships in the summer between first and second year. About half of them go on to work full-time for their internship employers, although most will explore other offers. Ninety-five to 100 percent of these students get jobs within four months of graduation. Many receive offers before January of their second year.

TYWORTH: During the past five years, the number of companies attending our supply chain career fairs has doubled from about 45 to 90. Similarly, internship postings have grown to more than 500 annually, with nearly 300 filled last year. Interest in supply chain and supply chain education has grown steadily over the past 10 years.

From an employment perspective, the future is very bright indeed.

Ask the Professor...and Writer

Lisa H. Harrington brings a unique perspective to this article. In addition to being an *Inbound Logistics* contributing editor, Harrington is Adjunct Professor of Supply Chain Management and a Senior Research Fellow at the Supply Chain Management Center, Robert H. Smith School of Business, University of Maryland. She teaches at both the undergraduate and graduate level.

As an educator, Harrington offers some additional insight into two areas of supply chain education—networking and sustainability:

One of the most important components of building a career in supply chain management is networking. Students naturally do not yet have well-developed professional networks in the supply chain field. Nor do they have a good understanding of what it's like to be a senior executive in the field.

To address this situation, The University of Maryland offers a course called "Executives in Supply Chain Management" at both the graduate and undergraduate levels. The course format features concentrated sessions with senior executives from all walks of the supply chain field.

Executives share the enormous challenges and opportunities they face working in the various supply chain industry segments—including transportation, manufacturing, retail and third-party logistics. The executives speak openly and candidly with the students to give them an "insider look" at the field. And the class provides an important entrée into the world of professional networking.

The other hot topic in supply chain management is sustainability. Students naturally gravitate toward "greener" business practices, and courses in green supply chain management are being introduced.

For many companies, the supply chain carries the greatest environmental impact or footprint of any part of their business. Customers, Wall Street, and regulators will demand more in the way of supply chain sustainability over the coming years. Acknowledging this, companies are looking to hire people with not only an awareness of this focus, but with true knowledge of the options and possibilities.

For this reason, supply chain sustainability is becoming a new opportunity area for jobs, one that will only grow in the coming years.

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As logistics, supply chain, and transportation management grow in importance, jobs in the field will continue to be in demand. Yet, some industry analysts say the sector is experiencing a shortage of qualified professionals.

Fortunately for both businesses and individuals, colleges, universities, and professional associations are responding to market demands by offering a host of undergraduate, graduate, and certificate programs specializing in logistics, supply chain, and transportation management. Many have created online or on-site degree programs that synchronize with a working professional's overloaded schedule. Still others have crafted programs that fill industry knowledge and skill gaps.

Whether you're grooming yourself for a new position or striving to stand out in your current job, further instruction in logistics, supply chain, or transportation management may offer the edge you need. The rewards can include greater job satisfaction, the potential for promotion, and a salary raise.

On the following pages, we offer data from a selection of schools and associations that submitted information about their logistics, supply chain, and transportation education offerings. Our *Supply Chain & Logistics Education Resource Guide* puts a world of learning at your fingertips.

LOGISTICS & SUPPLY CHAIN
EDUCATION

RESOURCE GUIDE

<div>LOGISTICS & SUPPLY CHAIN EDUCATION</div> <div><div><div></div><div></div><div></div><div></div><div></div></div>RESOURCE GUIDE</div>			UNDERGRADUATE							GRADUATE				CONTINUING EDUCATION				VOCATIONAL/TRADE/TECHNICAL					COURSE LOCATIONS					
			Logistics or Supply Chain Major	Logistics or Supply Chain Minor	Logistics or Supply Chain Coursework	Logistics or Supply Chain Certification	Global Trade Coursework	Operations Management Coursework	Supply Chain Engineering Coursework	Master's Degree Program	MBA Concentration	MBA Coursework	Doctoral Program	Certificate Programs	Distance Learning Events	Executive Programs	Seminars & Short Courses	Warehouse Management	Inventory Management	Freight Management	Logistics Sales	Logistics Technology	Distance Learning	On Campus	On Site (Off Campus)	At Events (Off Campus)	Seminars (Off Campus)	
SCHOOL NAME	URL & PHONE	Years offering logistics education																										
American Public University System	apu.apus.edu 877-777-9081	10																										
American Society of Transportation & Logistics	astl.org 202-580-7270	65																										
Auburn University	auburn.edu 334-844-4908	40																										
Bellevue University	bellevue.edu 800-756-7920	6																										
California State University	calstate.edu 310-243-2336	2																										
Central Washington University	cwu.edu 509-963-2664	10																										
City Colleges of Chicago	ccc.edu 773-838-7785	5																										
Columbus State Community College	csccl.edu 614-287-5175	15																										
Dunlap-Stone University	dunlap-stone.edu 602-648-5750	15																										
East Carolina University	ecu.edu 252-328-6369	10																										
Elmhurst College	elmhurst.edu 630-617-3069	20																										
Embry-Riddle Aeronautical University	erau.edu 800-522-6787	DNR																										
Gaston College	gaston.edu 704-825-6270	30																										
Georgia Institute of Technology	gatech.edu 404-894-2300	67																										
Georgia Southern University	georgiasouthern.edu 912-478-6625	20																										
Golden Gate University	ggu.edu 415-442-6500	106																										

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				Logistics or Supply Chain Major	Logistics or Supply Chain Minor	Logistics or Supply Chain Coursework	Logistics or Supply Chain Certification	Global Trade Coursework	Operations Management Coursework	Supply Chain Engineering Coursework	Master's Degree Program	MBA Concentration	MBA Coursework	Doctoral Program	Certificate Programs	Distance Learning Events	Executive Programs	Seminars & Short Courses	Warehouse Management	Inventory Management	Freight Management	Logistics Sales	Logistics Technology	Distance Learning	On Campus	On Site (Off Campus)	At Events (Off Campus)	Seminars (Off Campus)
Governors State University	govst.edu 708-534-4391	1	●		●			●		●	●											●		●				
HEC Montreal	hec.ca 514-340-6000	12	●	●	●		●	●	●	●	●	●	●	●	●	●	●	●	●		●	●	●					
Indiana State University	indstate.edu 812-237-2000	10	●	●	●			●		●	●			●								●	●	●				
Iowa State University	iastate.edu 515-294-6060	27	●	●	●			●	●	●	●			●	●								●	●	●	●		
Ivy Tech Community College	ivytech.edu/ indianapolis 317-921-4800	7	●		●	●							●									●	●					
John Carroll University	jcu.edu 216-397-1886	67	●		●			●															●					
Lehigh University	lehigh.edu 610-758-5668	11	●	●						●	●		●	●	●	●						●	●			●		
Loyola University Chicago	luc.edu 312-915-7654	10			●			●		●			●		●	●							●	●	●	●		
Massachusetts Institute of Technology	web.mit.edu 617-253-7166	11											●		●	●							●					
Missouri State University	missouristate.edu 417-836-6346	13	●	●	●			●			●											●	●					
Moraine Valley Community College	morainevalley.edu 708-974-5690	6		●					●				●	●		●						●	●	●				
Mount Royal University	mtroyal.ca 403-440-7785	8		●									●										●					
Nashville State Community College	nscc.edu 800-272-7363	2	●		●	●	●	●					●	●		●	●	●	●	●		●	●					
North Dakota State University	ndsu.edu 701-231-7938	6			●					●		●		●	●							●	●					
Northeastern University	northeastern.edu 617-373-3282	20								●	●		●										●					
Northwestern University	northwestern.edu 847-491-3741	58		●				●	●	●	●			●	●								●					

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			Logistics or Supply Chain Major	Logistics or Supply Chain Minor	Logistics or Supply Chain Coursework	Logistics or Supply Chain Certification	Global Trade Coursework	Operations Management Coursework	Supply Chain Engineering Coursework	Master's Degree Program	MBA Concentration	MBA Coursework	Doctoral Program	Certificate Programs	Distance Learning Events	Executive Programs	Seminars & Short Courses	Warehouse Management	Inventory Management	Freight Management	Logistics Sales	Logistics Technology	Distance Learning	On Campus	On Site (Off Campus)	At Events (Off Campus)	Seminars (Off Campus)
Ohio State University	osu.edu 614-292-8808	52	●	●	●	●	●	●		●	●	●	●	●	●	●		●	●	●	●	●		●	●	●	●
Pennsylvania State University	psu.edu 814-865-0073	46	●	●			●	●	●	●	●		●	●	●	●	●	●	●	●	●	●	●	●	●		●
Portland State University	pdx.edu 503-725-4769	15	●		●			●		●		●												●			
Purdue University	perdue.edu 765-496-0773	50	●	●	●	●	●	●	●	●	●	●	●	●		●	●	●	●	●	●	●		●			
Riverside Community College District	rcc.edu 951-372-7068	10	●		●									●	●			●		●		●	●	●			
Saint Louis University	slu.edu 314-977-3617	13	●		●	●	●			●	●	●		●		●	●	●	●		●			●			●
Seton Hall University	shu.edu 973-761-9535	2				●					●	●												●			
State University of New York	sunymaritime.edu 718-409-7200	138	●				●			●				●			●						●	●	●		
Supply Chain Council	supply-chain.org 202-962-0440	15				●								●											●	●	
Syracuse University	syr.edu 315-443-3460	93	●		●		●	●		●	●	●	●		●		●						●	●			●
Texas Christian University	tcu.edu 817-257-6581	10	●		●		●	●			●					●								●			
University of Akron	uakron.edu/cba 330-972-7037	5	●	●	●		●	●		●	●	●		●		●								●			
University of Calgary	ucalgary.edu 403-220-5685	2						●			●	●					●							●			
University of Central Arkansas	uca.edu 501-450-5320	5		●			●	●																●			
University of Denver	du.edu 303-871-4702	14			●					●														●	●		
University of Florida	ufl.edu 352-392-2397	23								●	●	●	●											●			

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PORTRAIT OF A LEADER

WES KEMP
ABF FREIGHT SYSTEM

Wes Kemp recently retired after a 42-year career with LTL carrier ABF, where he rose from management trainee to lead the company as president and CEO. In this exclusive interview, Kemp shares his insights on the transportation industry, trucking regulation, technology, and his new role teaching the next generation of logistics leaders.

BY PERRY A. TRUNICK

February 2012 • Inbound Logistics 53

T

he transportation bug bit Wes Kemp early. As a college student at the University of Arkansas, Kemp enjoyed his transportation courses so much that he earned enough credits to graduate with a degree in either transportation or management. He opted to pursue a management degree because it was broader in scope. Yet he would ultimately dedicate the next 42 years to the transportation field—and to one company.

As a young college graduate, Kemp didn't see himself living "north of the Missouri line." Despite offers of positions in other parts of the country, he continued his job search—a decision that ultimately led to being hired by ABF Freight System Inc., a less-than-truckload carrier based in Fort Smith, Ark.

But the job with ABF did indeed take him north of the Missouri line. In 1981, Kemp moved to Connecticut to manage the company's New England operations. In his role as regional vice president of operations, he learned the importance of building business. "The region's vice president of sales brought in a lot of business," Kemp notes. "He made me look good on the operations side."

GROWTH AND REGULATION

ABF was founded in 1923 and operated as Arkansas Best Freight System from the 1950s until 1980, when the company abbreviated its name to ABF. Over the years, some economic and regulatory ups and downs, and a series of acquisitions, nearly consumed the carrier.

The acquisitions were important not only to ABF, but to the trucking industry as a whole. In the regulated era, which began in 1935 when Congress gave the Interstate Commerce Commission authority over the trucking industry, acquisitions were key for carriers seeking to expand their networks and become national players. Kemp considers trucking deregulation in 1980 a competitive high point because "it was a pivotal change that allowed ABF to open terminals where we wanted to," he says.

Not everyone in the industry, however, supported deregulation. "If deregulation goes through, we'll all be in trouble," Kemp recalls one senior executive saying when the switch was being discussed in the 1970s.

Some carriers favored regulation because all they had to do was control their costs. The barriers to entry essentially created protected markets for carriers once they obtained operating authority in a region. Pricing wasn't an issue because carriers could rely on the government to bump up rates three percent to four percent every year.

While a large segment of the trucking industry did not withstand deregulation, ABF embraced the changes it brought, and outlined a plan for the company's survival.

"Deregulation worked out pretty well for ABF," admits Kemp. "We're one of the few survivors of the regulated era." In fact, Kemp refers to a pair of slides he uses in many presentations. The first slide lists the leading LTL carriers prior to deregulation. He then clicks forward to the next slide, displaying the one company that still operates under the same name: ABF.

Kemp believes ABF's best days are still ahead. The current economy has been a rough ride, he acknowledges, "but when supply and demand are finally rationalized in the less-than-truckload sector, this will be a very lucrative business for the survivors." He counts on ABF being one of those survivors—and history is on his side.

"Trucking offers a good example of the power of free-market capitalism," explains Kemp. He has seen the industry protected but constrained under regulation, as well as the advantages and abuses under economic deregulation.

"The road to success is largely about having options," says Kemp, offering up one of the core arguments for free markets. "Shippers have more options for moving freight today than they did prior to industry deregulation in 1980."

Carriers today do more and do it better than ever before, Kemp maintains. He cites one reality of the regulated era that would not be apparent to today's transportation students—or even many transportation professionals. "Moving an LTL shipment from coast to coast used to require the use of two or three different carriers and one or two weeks in transit," he recalls. "Now a single carrier accomplishes the move in three to five days."

Price and service are not the only benefits of deregulation, continues Kemp. The structure of the industry has become more resilient, and better able to keep commerce moving despite major disruptive events.

Choice and options are at the heart of Kemp's discussion of free markets, but that seems only natural. His career was built on the choices he made when he was presented with some unusual opportunities.

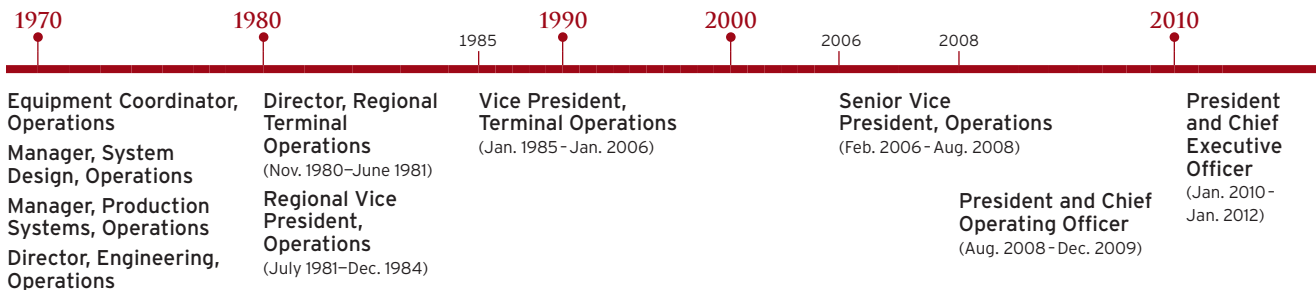
TECHNOLOGICALLY ADVANCED

As ABF expanded, Kemp moved into developing key information technology tools and engineering principles, while also working on the front lines in terminal operations. He and his colleagues always kept the future of trucking and the LTL market in mind.



Wes Kemp (*right*) played an integral role in ABF's transformation from a small LTL carrier to a full-service logistics provider.

WES KEMP'S FOUR DECADES OF LEADERSHIP AT ABF



"In the 1970s, we were envisioning projects that have come to fruition only during the past decade," says Kemp. "For instance, we realized the value of receiving freight pickup data when drivers made stops, but the technology was not yet mature enough to deliver that information efficiently. Wireless communication changed that."

While other motor carriers focused on buying trucks and competing to build the largest terminal network, ABF supplemented its growth with IT innovation. Kemp, who had risen through the ranks of ABF's line-haul transportation department, took on the role of liaison to ABF's information technology department in the early to mid-1970s.

Kemp worked on the technology's external design, creating flowcharts of the basic logic each system needed, and sharing these insights with systems analysts and programmers.

ABF brought in a consulting firm that had been making great headway applying industrial engineering concepts, and Kemp was once again tapped to act as liaison. "At the time, industrial engineering was just getting its start in the trucking industry," he notes.

Kemp then learned the business from an engineering perspective, focusing on maximizing efficiencies. "I worked with the consultants for a few years, then we brought the

THE ART OF MENTORING

Wes Kemp's 42-year career at ABF reflects some formal education and a lot of informal learning, including mentoring relationships.

Like many companies in the early 1970s, ABF operated a management training program. When Kemp joined the company, mentoring was less formal, and Kemp believes that is the more natural and effective approach. "Some companies assign mentors, but I think there has to be chemistry between people for mentoring to work well," he says. "It happens naturally when you have people who want to see others do well.

"I had several mentors during my career," Kemp notes. "They were people I could go to for guidance; who could teach me the business, and how to approach it from a philosophical standpoint."

Mentors helped Kemp with everything from solving operations problems to understanding the market dynamics driving the motor carrier industry to facing tough ethical questions.

Mentoring by assignment can detract from its effectiveness, Kemp believes. "The company's culture has to be right to set the stage for effective mentoring," he adds.

work in-house," says Kemp, who was appointed director of engineering. "I've been very fortunate in my career to be in the right place at the right time."

ABF deployed what it called its teleprocessing system in 1969. "We were one of the first—if not the first—trucking company to launch an online tool," he says.

The first application to go online was freight billing. ABF entered information about picked-up shipments into a database, from which it created manifests to control routing. "We started manually processing tariffs in a more centralized location rather than processing them at every terminal," Kemp says. All freight bills came to a central rating staff in the Fort Smith headquarters.

As technology caught up, ABF was able to accomplish some of the goals it set before or during Kemp's time as liaison to the information technology group.

"When microbrowsers came out 10 years ago, ABF embraced that technology," he says. It took time and internal development effort, but ABF realized its goal of collecting real-time pickup information from the driver.

As Kemp's career progressed, he transitioned from being mentored (*see sidebar, above*) to offering his expertise to up-and-coming logistics

professionals. He now accepts requests to speak to classes at the University of Arkansas.

ABF has enjoyed a long relationship with the university and its Supply



Wes Kemp (left) meets former Secretary of Transportation Norman Mineta in 2002.

Chain Management Research Center, and Kemp served as keynote speaker at one of its conferences.

"The university had been asking me to teach for years," says Kemp. He didn't feel he could balance teaching and his responsibilities at ABF, so it wasn't until he reached the mandatory retirement

age for ABF officers that he accepted. He is currently developing the curriculum for his first class, "Capitalism and the Global Supply Chain."

Throughout his long transportation career, Kemp maintained a broad perspective as he found opportunities to work at the center of new challenges facing the industry. Would he do anything differently? "I'd become a student of the market earlier," he says. "In operations, you often focus on moving goods as quickly and efficiently as possible, and may not worry about how they got there." Kemp managed to reach a balance in his understanding of the business and the market.

His next challenge is helping prospective logistics and supply chain professionals understand how their field fits into the global economy. "Supply chain and logistics students aren't learning enough about the importance of the free-enterprise system," he observes. "My class addresses that learning gap. I have a passion for it."

He also has a passion for transportation, which he says is vital to the country. "Without delivery, there's a breach of contract," Kemp notes. "That's what transportation professionals do: fulfill contracts between two consenting parties. I consider our work important to the commerce of the country." ■

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P R O J E C T L O G I S T I C S

MOVING THE BIG THE HEAVY, & THE WIDE

Project cargo logistics has always been a gritty aspect of the supply chain. But increasingly, shippers and service providers are becoming more sophisticated in how they plan and partner for success when transporting oversized and heavyweight shipments. By Joseph O'Reilly

February 2012 • Inbound Logistics **59**

By day, Route 12 is a visitor's paradise. The 175-mile route from the Washington state line in Lewiston, Idaho, to Lolo Pass and the Montana border follows the Clearwater and Lochsa rivers through the remote Bitterroot Mountains. By night, however, the scenic byway—and its passing turnouts, road construction barrels, and 15-mph hairpin turns—belongs to the megaloads.

Lacking bridges, tunnels, and utility wires, Route 12 is the preferred highway for many over-dimensional loads moving west to east before they veer north through Missoula on Montana Highway 200 to the U.S.-Canadian border. The loads come through the Port of Lewiston, the farthest inland seaport on the U.S. West Coast, served by the Columbia and Snake rivers. It is primarily an export hub for transporting grains to Asia. But on the inbound side, the port has become an intermodal pivot for refinery equipment moving to the oil sands in Alberta, Canada.

In 2011, Imperial Oil, a division of ExxonMobil, began using Route 12 to transport shipments to the Kearl Oil Sands project in Alberta. But public outcry from environmentalists and area residents forced the company to consider other options.

"Imperial Oil has reduced load heights so they can now move on highways through Lewiston," explains Doug Mattoon, executive director of Valley Vision, a public-private organization that promotes economic development in the Lewiston-Clarkston region.

"Depending on the size of the loads, some are offloaded from barge in Washington's Tri City area, then transported over land to Canada," he notes. "Others move through the Port of Lewiston and head north on U.S. Highway 95 to Interstate 90 and into Montana. Imperial Oil isn't moving anything on Route 12 now, but other companies transport one-off loads at night."

Imperial Oil's dilemma reveals many challenges shippers and logistics service providers confront as they transport heavy equipment and oversized loads through communities, between states, across borders, and around the world. Every project move is unique, and companies routinely find themselves in a trial-and-error cycle

as they plan for the unexpected, learn from experience, and continue to perfect the process.

THE SUPERLOAD LOWDOWN

California's rampant restrictions make it one of the most challenging proving grounds for shippers moving



The Port of Lewiston, Idaho, has become a viable transportation alternative for companies moving project cargo destined for the interiors of Canada and the U.S. Midwest.

project cargo. But given the state's location and proximity to all West Coast ports, project cargo moving between the United States and Asia is bound to travel its roads.

Valencia-based ASC Process Systems knows the trials of transporting heavy equipment in California. The company is a leading manufacturer of specialized process equipment, control systems, and custom manufacturing software used in a number of industries including composites, plastics, glass, solar, lumber, and concrete. Among some of the units it produces are industrial autoclaves—behemoth-sized pressure vessels used to process parts and materials that require exposure to elevated pressure and temperature.

On average, the company annually produces two to three superloads—units weighing more than 200,000 pounds. In 2011, ASC exceeded expectations with six moves. Approximately 70 percent of project equipment remains in the United States, while the rest moves offshore.

Like most project cargo shippers, ASC has learned from experience. When every project bears its own special challenges and requirements—and the price of transporting a \$2-million piece of equipment can cover 20 percent of the total product cost—lessons are learned fast.

"Moving superloads is complex, especially with the permitting and planning necessary to transport large equipment," says Dave Mason, president of ASC Process Systems. "Then add the hassle of working with the government and transporting units on California's road system. Neither is predictable."

California infrastructure, both bureaucratic and physical, leaves much to be desired for heavy-duty equipment manufacturers such as ASC.

"We've asked officials how long it would take to get permits for a move, and been told one to six months," Mason says. "And they weren't kidding."

Unpredictable administration is rivaled only by cost fluctuations. Quotes from heavy-haul bidders vary considerably. But the real cost of

England Logistics helped move this 200,000-pound industrial autoclave from ASC's manufacturing facility in Valencia to Port Hueneme, Calif.

failure when moving million-dollar equipment within tight time parameters places a premium on quality and service.

"I've been burned too many times to let price be the only contributing factor," Mason notes.

THE ABCs OF MOVING ASC

Over the past several years, ASC has worked with England Logistics to move some of its heavy equipment. In December 2011, England Logistics transported to Asia a 200,000-pound autoclave measuring 21 feet high, 21 feet wide, and 48 feet long. The first leg of the journey was a 53-mile move from ASC's Valencia manufacturing facility through the city of Ventura to Port Hueneme.

"It was impossible to get this load to Long Beach," says Bill Hedge, vice president, international growth and



strategic planning for Salt Lake City-based England Logistics. "There are too many overpasses and other obstacles. So we had a vessel come into Port Hueneme."

Any time a piece of over-dimensional

equipment hits the road, the shipper and service provider must address countless considerations. Special requirements and conditions include various permits, route surveys from state departments of transportation,



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police escorts, and bucket trucks to lift utility wires.

“Every wire that is moved to accommodate a superload requires clearance from the utility that owns it,” notes Mason. “Hundreds of utilities are often involved, and that costs money. If one utility refuses, the shipment doesn’t move.”

Without proper due diligence, project cargo can be a budgetary sieve. Any error or misjudgment is magnified. “If the proper authorities aren’t escorting the load, they could pull it over,” notes Hedge. “If you think the load is 14 feet, but find out there are a few extra inches,

Then there were labor negotiations. “We had coordinated with the port to have longshoremen in place,” says Hedge. “We had to negotiate with the union and reschedule for Monday. Crossing the bridge became an issue, because California has very particular laws. ASC had to remove weight from the unit to get it across, which meant other vehicles had to follow. This created further problems—we had to work with the union to bring in other load specialists because the autoclave was moving to China and needed to be certified by its standards.”

Planning for contingencies is com-

machine-like in precision.

“In the past, companies stick-built equipment on-site at destination or wherever components were being fabricated. Modularization has changed the process,” says Adrian Hawkins, vice president projects at global logistics provider Kuehne + Nagel. “Every part is now a critical component. If one unit isn’t available at the right time and in the right place, it can affect a whole plant. Moves have become much more critical.”

Global complexity only adds to the challenge. Parts and modular packages are being produced in far-flung parts of the world, then shipped to final destinations. The packages are more critical; therefore, planning has to be detailed and partnerships consummated well in advance of the actual moves.

Kuehne + Nagel recently moved a 300-ton gas turbine package for an air and gas facility via ocean barge transport between Italy and Spain.

“At \$20 million to \$30 million apiece, gas turbines are the heart of the plant system,” Hawkins says. “It takes two years to build them, so a lot of planning is required to avoid problems.”

Kuehne + Nagel had to control every detail of the project, from planning the barge layout to handling route surveys and determining how the equipment would be lashed and secured. A huge manual outlined each step of the process, including what-if scenarios.

“We documented details about historical weather conditions in the lane, and safe havens in case of bad weather,” Hawkins explains. “We did a complete risk assessment of loading and discharging the barge. One company handled transportation from the manufacturing facility to the barge; another took it from the barge and delivered it to the final job site. We chartered the barge and tugs, and led dozens of planning meetings with our partners one year in advance of the move.”

ASC pays similar attention to details when it begins planning project cargo moves. In the past, it simply asked partners if they had the requisite permits. Today, however, it works



Many companies moving oversized equipment partner with project cargo specialists such as Kuehne + Nagel. The 3PL handles all details from consulting, planning, and preparation, to transportation execution.

you’ll be fined and denied passage.”

ASC and England Logistics’ most recent collaboration presented its own unique circumstances and obstacles.

“The load needed to move across a bridge that was being rebuilt over the December 2011 holidays,” Hedge recalls. “We had to pay the construction crew to keep the bridge open.”

On the planned moving day, a sub-contracted trucking company showed up without the proper equipment, so the move had to be delayed to the following Monday—which coincided with Occupy movement protests at Port Hueneme.

pulsory for project cargo moves. So is partnership. “Whenever you move something big, wide, and ugly it has to be a joint effort,” Hedge says. “You can’t just hire a service provider and walk away.”

PROJECTING COMPLEXITY

The planning process for moving project cargo continues to grow in detail and complexity, especially as manufacturers factor transportation into design and production. Building intricate components intended for assembly on-site has made the project logistics supply chain almost

side-by-side with transportation and logistics partners to make sure information is accurate. ASC gets involved in every aspect of permitting, down to the bucket truck.

But the manufacturer has also brought England Logistics deeper into the planning fold, and earlier in the process—at the costing stage. Companies often fail when they don't consider transportation and logistics in the design.

"When a company brings us in from the drawing board, we can tell it how much that design will cost to move," says Hedge. "For example, turning a motor sideways might bring the unit under 14 feet, which will save \$50,000."

Companies get set in their ways or become compartmentalized, especially between design, manufacturing, and shipping. When transportation and logistics fall off the radar, costs can accrue quickly.

"You can build the best generators in the world, but if you can't get them to where they need to go, when they need

to go, it's a problem," says Hedge.

In Idaho and Montana, Imperial Oil is resigned to breaking down megaload modules so they can move via the interstate, thereby circumventing Route 12 and some of the criticism that has been voiced by opponents. But the same people who oppose oversized shipments on Route 12 are also fighting against project cargoes moving along other highways. This opposition has a major impact on communities such as Lewiston and Clarkston that depend on oversized shipments to grow industrial activity and create jobs.

GETTING EVERYONE INVOLVED

This impasse between the private sector and public interests remains a constant reminder of the challenges shippers face as they transport industrial cargo. It also raises the importance of communication and public relations between shippers and various jurisdictions that address safety and environmental concerns.

"Getting transportation providers

more involved in early stages of the planning process has been a trend for the past five years," says Hawkins. "The emphasis is on safety and environmental awareness. Project owners need to get all parties involved much earlier and create more transparency. Everybody has to be more open about problems, as well as solutions to mitigate risk and create backup plans."

Increasing restrictions add more costs. Shippers, in turn, place greater value on transportation and logistics providers that offer quality service and reduce spend—no small task when it comes to transporting superloads.

For shippers and service providers such as ASC and England Logistics, failure is expensive. So it ultimately comes down to managing transportation.

"Freight is not an exact science," says Hedge. "Logistics is about controlling variables. The better you can control them, the better you can control the situation."

In the world of project logistics, that control means everything. ■



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SUPPLY CHAIN MANAGEMENT/OPTIMIZATION



Blue Ridge • www.blueridgeinventory.com

Blue Ridge drives game-changing results for retailers, distributors, and collaborative manufacturers. Blue Ridge clients use the company's SaaS inventory solutions to increase cash flow by millions and to improve margins to increase net income by 50 percent or more. The company offers a proven and complete enterprise-class SaaS inventory alignment technology that includes demand planning, forecasting, replenishment, SKU rationalization, and more. This technology, along with the company's investment-driven approach to support and education—all delivered by a team with firsthand experience as inventory professionals—is why Blue Ridge has delivered the game-changing results others only promise.

TMS

Acuitive Solutions • www.acuitivesolutions.com

Acuitive Solutions' work-process tools and solutions serve leading companies in the home center, premium fashion, specialty and direct retail, home and office décor, and apparel markets. Global TMS ... It's everything we do. Winner: 2011 Supply Chain Distinction Award - Best Collaborative Practice category, and finalist: 2011 Supply Chain Innovation of the Year Award.



CMS GlobalSoft, Inc. • www.cmsglobalsoft.com

CMS GlobalSoft, Inc. has been a leading provider of global supply chain transportation shipping solutions for over 22 years. Its flagship product, CMS WorldLink, is a state-of-the-art, multi-carrier shipping application suited for both small and large enterprises. It enables management of multiple distribution centers to work anywhere from one centralized server.

WAREHOUSING

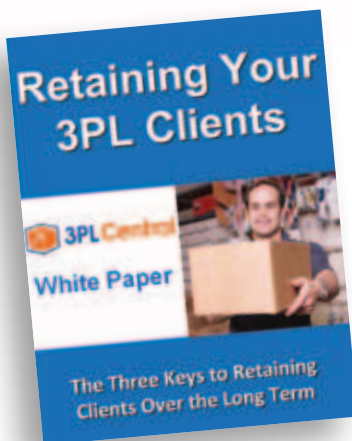
Freeport Logistics, Inc. • www.freeport-logistics.com

Freeport Logistics is Arizona's premier provider of third-party logistics services since 1970, excelling in customer service. Rail-served on both the UP and BNSF, Freeport offers real-time RF inventory with 24/7 accessibility to inventory and activity; state-of-the-art security; food grade; temperature control; superior housekeeping practice; and an experienced staff eager to satisfy, all with competitive rates.



WhitePaperDigest

Industry experts amass supply chain management best practices and skill sets, and invest in new research and evaluation tools. Now you can benefit. *Inbound Logistics* has selected this collection of whitepapers that will give you a jump on important supply chain issues. For more information on any of these whitepapers, visit the Web sites listed below.



3PL Central

TITLE: *Retaining Your 3PL Clients – The Three Keys to Retaining Clients Over the Long Term*

LENGTH: 6 pages

DOWNLOAD: www.3plcentral.com/customer_retention

SUMMARY: Long-term customers are the lifeblood of your 3PL business. Keeping them loyal, therefore, is paramount to the success of your operation. Filled with tips, real-world tactics, and strategies for success, 3PL Central's latest whitepaper, *Retaining Your 3PL Clients – The Three Keys to Retaining Your Clients Over the Long Term*, was created to help you keep your customers for years to come. Download this whitepaper today.

LEGACY Supply Chain Services

TITLE: *Adopting a Values-Driven Corporate Culture to Create Resiliency*

LENGTH: 4 pages

DOWNLOAD: www.legacyscs.com/about-us/white-papers

SUMMARY: The current economy has served as a reminder that there are no guarantees in business. Many companies are finding themselves struggling to stay afloat and many are sinking. In better economic days, a company could survive with a moderate profit margin achieved through dedicated attention to its bottom line. Focusing on values increases performance levels, improves service, reduces employee variability, and supports sustainability. For more information, download the whitepaper.

Share your whitepaper with *IL* readers!

WhitePaper Digest is designed to bring readers up-to-date information on all aspects of supply chain management. We're building a database of SCM whitepapers, and you can help. E-mail us with whitepaper recommendations: editorial@inboundlogistics.com



Kronos

TITLE: *The Perfect Labor Management Storm – Steering Clear of Driver Hazards, Cost Damage, and Areas of Poor Visibility*

LENGTH: 9 pages

DOWNLOAD: bit.ly/xfkY4Y

SUMMARY: Growing pressures including driver shortages, Hours-of-Service regulations, and increasing competition are causing capacity shortages and escalating costs, cutting into already razor-thin profit margins. While some issues, such as weak economic recovery and rising fuel prices, are out of your control, labor is not. Discover how labor management solutions can help you optimize your labor resources by uncovering hidden capacity, consistently enforcing attendance and safety policies, improving hiring efficiency, and controlling costs to boost profit margins. Download this whitepaper today.

Ryder

TITLE: *Ryder's Lean Guiding Principles White Paper Series*

DOWNLOAD: www.ryder.com/supplychain_resources_lean-guiding-principles.shtml

SUMMARY: Ryder's Lean Guiding Principles are the foundation for operational excellence in all its customers' warehouses. These principles can help your company eliminate waste, drive efficiency, and increase customer satisfaction. To learn more, check out this series of whitepapers.

Amber Road

TITLE: *Key Strategies for Automating the Import Supply Chain*

LENGTH: 9 pages

DOWNLOAD: bit.ly/tOB8la

SUMMARY: New global trade management technologies are increasingly important to automate global operations across procurement, logistics, and trade compliance business processes. Download this whitepaper, *Key Strategies for Automating the Import Supply Chain*, to discover steps to drive performance, reduce costs, and simplify your import supply chain.



Purolator International, Inc.

TITLE: *Border Hassles That Can Put the Canadian Market Out of Reach: What Your Business Should Know*

LENGTH: 18 pages

DOWNLOAD: bit.ly/yVrpB6

SUMMARY: This whitepaper discusses regulatory and logistical hurdles U.S. businesses must be aware of when shipping across the U.S./Canadian border. These challenges must be understood and addressed as part of the cross-border experience. Transporting goods into Canada is a complicated process. Regulations and protocols are constantly changing and U.S. businesses must entrust their Canadian-bound shipments to a qualified logistics provider that ensures shipments are afforded every trade enhancement, priority clearance review, and duty/tax reduction to which they are entitled.



▲ 3PLs: Crowley

A new weekly express less-than-containerload service from Houston reaches Puerto Rico in 11 days. Crowley's facility in Puerto Rico offers logistics services including Customs brokerage, warehousing and distribution, crossdocking, pick-and-pack, airfreight consolidation, on-island residential deliveries, and cargo insurance.

www.crowley.com

800-CROWLEY

MATERIALS HANDLING

Intelligrated and SDI Group USA

Automated materials handling solutions provider Intelligrated and SDI Group USA, a manufacturer and provider of integrated materials handling solutions, launched a jointly owned and managed operation

in Sao Paulo, Brazil. The companies combined their sales, engineering, customer service, and spare parts support capabilities to offer in-country materials handling system solutions.

www.intelligrated.com 877-315-3400

www.sdiindustries.com 818-890-6002

Hyster Company

The 8,000-pound capacity B60-80ZHD end-rider series handles heavy-duty applications. The lift truck's frame is reinforced with 25 percent more steel than previous models to provide steadier load handling, longer up-time and durability, and workplace safety. An Extended Shift feature allows for longer periods of time between battery changes.

www.hyster.com

800-HYSTER-1

NuStar Inc.

The Super Power Pusher battery-powered unit allows warehouse workers to push, pull, and maneuver heavy industrial loads up to 150,000 pounds. A footprint of less than nine square yards facilitates storing and moving the unit from site to site. The Super Power Pusher recharges using a standard 110-volt outlet, and does not require liquid fuels or emit fumes.

www.powerpusher.com

800-800-9274

Southworth Products Corp.

Stack-n-Go compact stackers are built on short but stable wheelbases to provide maximum maneuverability, even in tight quarters. Suitable for use in light manufacturing, warehousing, assembly, and retail facilities, the stacker is designed for transporting loads on pallets and stacking loads up to 7.5 feet high. An auto-reversing "belly switch" protects the user from potential injury when walking the unit backwards, while an automatic brake immediately halts travel when the handle is released. Two 12-volt batteries power the unit, and a 110-volt built-in charger is standard.

www.southworthproducts.com 207-878-0700

3PLs TNT Express

PharmaSafe, a specialized temperature-controlled service, offers reliable transport for large quantities of pharmaceutical products, such as vaccines and insulin. TNT controls the full supply chain, from packaging procurement to delivery. It uses its own aircraft, handling stations, and collection and delivery networks, as well as in-house Customs clearance experts. Shipments travel in va-Q-tainers,

which are capable of maintaining the required inside temperature for more than 120 hours without electrical power supply or dry ice, even in extreme outside temperatures.

www.tnt.com

800-558-5555

Penske Logistics

A new office in Düsseldorf, Germany, provides transportation and distribution center management, and lead logistics services to the country's automotive,

healthcare, manufacturing, and chemical sectors.

www.penskelogistics.com

800-529-6531

MIQ Logistics

A new logistics and distribution center in Venray, Netherlands, provides service to Germany, Benelux, Eastern Europe, France, the United Kingdom, Italy, and Spain, including direct connection via road, rail, and barge to and from the main ports and airports in Amsterdam, Rotterdam,

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Antwerp, Frankfurt, Düsseldorf, Cologne, and Duisburg. The 110,000-square-foot warehouse features a changeable racking system, warehouse management technology, and full transportation and distribution capabilities.

www.miq.com

877-246-4909

Ryder

The RydeSmart 3.0 onboard telematics system, a Software-as-a-Service product for Ryder's full-service lease customers, offers GPS fleet location, tracking, and vehicle performance management.

RydeSmart's compact hardware and software unit installed in the vehicle connects to computer and diagnostics systems, and communicates wirelessly via a dedicated and secure connection to a Web-based application that fleet, safety, and driver managers can access. The new version of the tool provides enhanced

mapping capability, multi-vehicle route tracing, traffic monitoring, and analytic reporting. Users can also view a vehicle history playback that tracks the truck's movements for up to 48 hours.

www.rydesmart.ryder.com

305-500-3726



Mobile Devices: Wasp Barcode Technologies

Wasp's DT10 mobile computer series collects data for inventory accountability, communication tasks, and activity training. The lightweight, pocket-sized mobile computer is built to withstand multiple four-foot drops to concrete, and is suitable for harsh environments and occasional exposure to liquids. Its integrated laser scanner reads bar codes from two to 25 inches away.

www.waspbarcode.com

866-547-9277

MOBILE DEVICES

Pision Teklogix

The Omnii XT15 handheld device features multiple data-capture modules, including imaging and laser scanners from multiple vendors, and a rugged display module. Accelerometer, digital compass, and GPS are standard features, while a high-capacity battery enables a 20-hour continuous run time.

www.pision.com

800-322-3437

PACKAGING

Storopack

Storopack's AIRplus air-cushioning materials and FOAMplus foam padding are now available in an electrostatic discharge film version for packaging electronic components.

www.storopack.us

513-874-0314

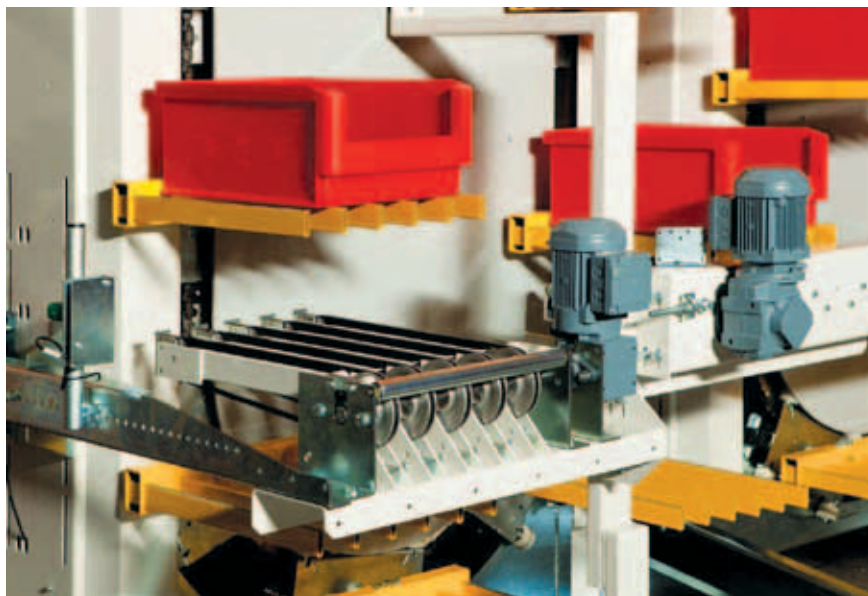
TEMPERATURE CONTROL

Thermo King

Thermo King introduced two new temperature-control systems. The Heat King 430 series for rail, truck, and trailer provides reliable freeze protection for temperature-sensitive cargo such as paint or chemicals. The Auto Fresh Air Exchange option for SB-RR refrigeration units for rail ensures fresh air delivery to unattended rail containers via remote access to maximize shelf life and improve food quality over extended transport.

www.thermoking.com

952-887-2200



Materials Handling: Nedpack

The Prorunner mk5 buffer system is a continuous vertical conveyor, suitable for average- to high-capacity applications. Products in boxes, crates, trays, or bags can be fed in and out in three directions, and conveyed to palletizing stations or parked near picking stations for quick access.

www.nedpack.com

31-3-4143-6700

EXPEDITED

FedEx

FedEx now offers all shippers its SenseAware tracking service, initially available only to the healthcare and life sciences industries. SenseAware provides real-time shipment data, which can be shared with business partners. A multi-sensor device integrated with a Web-based application reports the shipment's current location, temperature, relative humidity and barometric pressure, and exposure to light.

www.fedex.com 800-60-FEDEX

TRUCKING

Estes Express Lines

A new, 36-door terminal in Huber Heights, Ohio, located near Dayton, provides less-than-truckload transportation, offering

additional capacity and support for Estes' existing terminals in Cincinnati and Columbus, Ohio.

www.estes-express.com 937-237-7536

Con-way Freight

The Con-way Freight Tools iPad application allows shippers to create a personalized rate quote for shipments within the United States and Canada. App users can also track shipments, view shipping documents, and locate and call service centers.

www.con-way.com 800-755-2728

Old Dominion Freight Line

OD-Global, a division of Old Dominion Freight Line, expanded its Pacific Promise less-than-containerload service to 10 additional ports in eight Asian countries. The new ports are

located in Manila, Philippines; Singapore; Jakarta and Surabaya, Indonesia; Penang, Port Klang, and Kuala Lumpur, Malaysia; Ho Chi Minh, Vietnam; Bangkok, Thailand; Phnom Penh, Cambodia; and Busan, Korea. Pacific Promise provides standard guaranteed transit times, simplified rates, and port-to-door tracking for shipments from 23 Asian ports to any U.S. destination.

www.odfl.com 800-432-6335

OCEAN

Atlantic Container Line

Weekly roll-on/roll-off service loads cargo in New York, Baltimore, and Halifax for transport to St. Petersburg, Russia; and Helsinki and Kotka, Finland. All cargo is parked securely in under-deck garages.

www.aclcargo.com 800-918-RORO



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April 11-13, 2012, AmeriQuest Transportation Industry Symposium, Orlando, Fla. Senior management from private fleet, truck leasing, truckload carrier, and transportation supply chain companies gather to analyze important transportation industry issues that will affect their performance today and in the future.

800-608-0809
www.ameriquescorp.com

April 13-June 1, 2012, APICS CSCP Certification Training, Bethlehem, Pa. The Center for Value Chain Research at Lehigh University helps supply chain practitioners prepare for the Association for Operations Management's (APICS) Supply Chain Professional (CSCP) certification through five eight-hour courses, held April 13 and 27; May 11 and 18; and June 1. Each class covers one module of the CSCP Learning System, plus a review session.

610-758-6428
www.lehigh.edu

April 22-24, 2012, SCOPE East, Chicago, Ill. The Supply Chain Operations Private Exposition (SCOPE) program offers educational sessions focused on consumer goods, retail, and industrial supply chains; 3PL/distribution; and summits for CIOs and procurement executives. The event also features strategic presentations and panels from industry thought leaders, real-world customer-led case studies, targeted research meetings with leading suppliers, and networking opportunities with industry peers.

310-706-4150
www.scopeeast.com

April 22-25, 2012, COSTHA Annual Forum and Expo, Savannah, Ga. The Council on Safe Transportation of Hazardous Articles presents expert guidance on navigating the continually evolving regulations for shipping

dangerous goods. The program's diverse offerings explore new technologies, regulatory requirements, and strategies for protecting your corporate profits through enhanced compliance, risk management, best practices, and training.

703-451-4031
www.costha.com

April 23-25, 2012, Transportation and Logistics Council Annual Conference, St. Louis, Mo. The program includes sessions and workshops addressing all transportation modes. Discussion topics cover regulatory compliance, risk management, and freight charge liability. Full-day pre-conference seminars offer intensive workshops on the practical aspects of contracting for both purchasers and providers of transportation and logistics services; freight claims; and the laws and regulations affecting the supply chain and governing the relationships among shippers, carriers, and intermediaries.

631-549-8988
www.tlcouncil.org

April 29-May 2, 2012, NASSTRAC Logistics Conference & Expo, Orlando, Fla. Hosted by the National Shippers Strategic Transportation Council, this conference attracts transportation and supply chain executives with manufacturers, retailers, and distributors, as well as leading 3PLs and carriers. Educational sessions feature executives from leading motor carriers and logistics service providers discussing issues facing the trucking industry and logistics sector; and shippers explaining best practices in their supply chain strategies. The event also features a full exhibition of leading carriers and providers.

952-442-8850 x208
www.nasstrac.org

May 1-3, 2012, Strategic Logistics for Military Drawdown, Washington, D.C. Join Department of Defense personnel as

they discuss and share strategies for effectively managing resources for quickly and safely returning to U.S. terrain—or efficiently disposing of—battle-used equipment, and stabilizing the supply chain of the future.

312-540-3000 x6583
marcusevansdefense.com/il_logis

May 2-3, 2012, IANA Intermodal Operations and Maintenance Seminar, Oak Brook, Ill. This Intermodal Association of North America event is designed for intermodal operations and maintenance specialists who want to learn about the latest trends and challenges in their segment of the industry.

301-982-3400
www.intermodal.org

May 6-11, 2012, Supply Chain Logistics Management, Lansing, Mich. Offered by Michigan State University's Executive Programs, and co-sponsored by MSU's Broad College of Business and the Council of Supply Chain Management Professionals, this program emphasizes supply chain integration, performance measurement, technological application, organizational dynamics, and the lessons learned from global world-class logistics organizations.

800-356-5705
http://execed.broad.msu.edu

May 14-16, 2012, Freight Transportation and Logistics: Delivering Results in a Volatile Environment, Evanston, Ill. At this event, presented by the Northwestern University Transportation Center, industry leaders and Northwestern faculty outline strategies for success in the rapidly changing domestic and international transportation industry, including air, rail, truck, marine, package, third-party logistics, and other non-asset sectors, such as brokerage.

847-491-7287
transportation.northwestern.edu

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866-560-8694

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888-596-3361

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www.ryderscs.com
888-887-9337

■ Career Development/ Education

American Public University (APU) pg. 46

www.studyatapu.com/il
877-777-9081

American Society of Transportation and Logistics Inc. (AST&L) pg. 46

www.astl.org
202-580-7270

Bellevue University pg. 47

business.bellevue.edu
800-756-7920

Executive Masters in International Logistics (EMIL), Georgia Tech pg. 40

www.emil.gatech.edu
404-385-2538

George Mason University pg. 46

policy.gmu.edu/tpol-2
703-993-8099

Institute of Logistical Management pg. 48

www.mylogisticscareer.com
888-ILM-4600

JobsinLogistics.com pg. 48

www.jobsinlogistics.com
877-JOB-POST

Michigan State University - Broad College of Business pg. 49

bus.msu.edu/supplychain/msscm
517-432-6458

Transportation Intermediaries Association (TIA) pg. 47

www.tianet.org
703-299-5700

Transportation Leadership Graduate Certificate Program pg. 49

http://ndsu.me/tlgcil
701-231-7938

University of Denver-Intermodal Transportation Institute pg. 50

www.du.edu/transportation
303-871-4702

University of San Diego pg. 39

www.sandiego.edu/msscm
619-260-7901

Whitman School of Management, Syracuse University pg. 47

www.whitman.syr.edu/scm
315-443-3751

■ Events

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www.iwla.com
847-813-4699

National Shippers Strategic Transportation Council (NASSTRAC) pg. 31

www.nasstrac.org
952-442-8850

Transport Logistic China pg. 23

www.transportlogistic-china.com
646-437-1014

■ Logistics IT

Datatrac pg. 11

www.datatrac.com
800-827-2677

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www.magaya.com
786-845-9150

■ Ocean

Atlantic Container Line (ACL) pg. 58

www.aclcargo.com
800-ACL-1235

■ Real Estate Logistics/ Site Selection

GP Desarrollos pg. 29

www.grupogp.com.mx
866-540-4520

Intramerica Real Estate Group pg. 27

www.intramerica.com.mx
52-81-8153-6430

Los Angeles Area Chamber of Commerce pg. 73

www.lachamber.com
213-580-7569

■ Trucking

ABF pg. 5

www.abf.com/global
877-ABF-0000

Old Dominion pgs. 61, 63

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K ☐ Materials Handling Systems, Equipment,
Forklifts
L ☐ Packaging/Labeling Systems
N ☐ Intl. Shipping Services, Freight Forwarding
P ☐ Fleet Operations, Dedicated Contract
Carriers
R ☐ Site, Port, or Facility Selection
X ☐ Other: _____
Z ☐ None of the above

3 Number of people at your location.

(YOURSELF PLUS OTHERS)

- M ☐ 1000+ L ☐ 500-999
K ☐ 250-499 J ☐ 100-249
E ☐ 1-99

4 Business category.

(CHECK THE BEST ONE)

- 1 ☐ Manufacturer/Producer (any product)
2 ☐ Retailer, Wholesaler, Distributor
6 ☐ Services: (Medical/Health, Financial,
Insurance, Legal, Gov't., Consulting, etc.)
3 ☐ Agri., Construction, Engineering, Mining
4 ☐ Utilities (Water, Power, Electric, Gas),
Telecommunications
5 ☐ Transportation, Logistics & Supply
Chain Services (Carrier, Broker, Freight
Forwarder, Transportation Intermediary,
3PL, Warehouse/DC)
9 ☐ Other: _____

5 Your job classification.

(CHECK THE BEST ONE)

- N ☐ Corporate Management
Q ☐ Logistics, Transportation, Traffic Mgmt.
P ☐ Supply Chain Management, Purchasing,
Procurement
R ☐ Warehousing, Distribution, Inventory,
Materials Management
S ☐ Operations, Production, Quality Mgmt.
T ☐ Customer Service, Marketing, Sales
Mgmt.
Z ☐ Other: _____

**PASS THIS *FREE SUBSCRIPTION*
OFFER ALONG TO OTHERS ON YOUR STAFF.**

PLEASE SIGN AND ANSWER ALL QUESTIONS TO VALIDATE FORM.

▲ NAME	▲ TITLE	
▲ COMPANY		
▲ ADDRESS		
▲ CITY	▲ STATE	▲ ZIP
▲ PHONE	▲ FAX	
▲ E-MAIL		
SIGNATURE (required)		DATE



Creature Comforts

All project logistics moves require in-depth planning, but not many involve considering the emotional well-being of the cargo. When the Philadelphia Zoo moved a 22-year-old, 4,500-pound hippopotamus named Cindy and her roommate, Unna, to a new habitat within the park, it took six months of conditioning to familiarize the creatures with the five-foot-wide, seven-foot-high, 15-foot-long crate they would make the trip in.

Zookeepers began the process by using positive reinforcement with food and treats to train the hippos to

step into the crate and get used to the sound of a door closing behind them. On the day of the transfer, a large-capacity Toyota forklift hoisted the crate onto a flatbed, which was then trucked outside and around the zoo to the other side. The hippos were offloaded into a new exhibit that features a large outdoor area and pool where they can swim and fully submerge.

In total, the two-hour move required nine months of preparation to ensure the least amount of stress to the animals and complete safety for all handlers.



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